

Evaluation Metrics for the Presidential Goals Year 1

I. **Lead Strategic Plan Initiatives to Advance the NC Community College System**

Advance three critical Strategic Plan initiatives to increase System impact and effectiveness. The President will engage staff and key stakeholders in the development and communication of actionable plans and related recommendations to the General Assembly. These three initiatives, all within the Strategic Plan, will be priorities for President Cox's attention.

A. Develop an Updated Viable Funding Model to Drive System Innovation and Regional Collaboration

Metrics / Deliverables:

1. **New Updated System Mission, Vision and Values Statement (October 2023)**
 2. **Create a report on areas of funding model for review. (November 2023)**
 3. **Develop a scope of work to issue an RFP for an external resource. (November 2023)**
 4. **Execute an RFP for an external resource to conduct a funding study. (Funding needed) (March 2024--Award) (December 2023 Issue RFP)**
 5. **Make a recommendation regarding funding model updates. (January 2025)**
- *Strategic Plan References:*
 - Objective 5.2: Modernize and realign the Community College System's funding formula.
 - Strategy 5.2.1: Review and adjust course tier funding levels to achieve parity between curriculum and continuing education programs.
 - Strategy 5.2.2: Pursue a recurring source of funding for the High-Cost Workforce Program Start-Up Fund.
 - Strategy 5.2.3: Create incentives for regional collaboration by increasing funding for programs offered through multi-college partnerships.
 - Strategy 5.2.4: Realign the definition of a full course load from 16 to 12 contact hours to align with the UNC System and federal financial aid programs.
 - *Year 1 Tactic Alignment:*
 - Tactic 10: Update Funding Tiers
 - Tactic 11: Incentives for Regional Collaboration
 - *Key Performance Indicators:*
 - Increase in the number of programs offered collaboratively by colleges as measured by instructional service agreements. (Goal 5)
 - Increase in number of students served through collaboratively offered programs. (Goal 5)

- Additional long-term impacts are to be defined during the process.

B. Scale System Capacity and Responsiveness to Address Workforce Development Needs:

Create a **framework** where growing workforce development needs are met state-wide for both the large-scale corporate developments and small business needs within communities.

Metrics / Deliverables:

- 1. Redesign System website and other marketing materials to communicate clear and comprehensive information to business and industry partners about available community college services. (November 2023)**
 - 2. Conduct roundtable discussions with business and industry leaders to assess workforce needs and opportunities. Series (September 2023- March 2024) (Funding for convening)**
 - 3. Develop an action plan to leverage System resources to address identified opportunities. (April- May 2024)**
- *Strategic Plan References:*
 - Objective 4.1: Cultivate a robust pipeline of highly skilled workers that meets the needs of employers and helps grow the economies of all prosperity zones.
 - Objective 4.2: Respond to employment preparation opportunities with instruction focused on relevant skills, credential attainment, and competency development.
 - *Year 1 Tactic Alignment:*
 - Tactic 8: Expand Sector Partnerships
 - Tactic 9: Life Sciences Talent and Asset Mapping
 - *Key Performance Indicators:*
 - Increase in individuals served through economic development programs. (Goal 4)
 - Increase in business and programs served through economic. development programs. (Goal 4)

C. Develop a Viable Sustainability Plan for our Rural Colleges to Continue Their Support of Rural Communities and Business Ecosystems

Metrics / Deliverables:

- 1. Identify common challenges discussed as part of the Rural Colleges Leaders Program. (September 2023)**
- 2. Enhance and scale focus on Adult Learners (September 2023—November 2024)**
- 3. Identify and communicate models for regional collaboration. . Compile case studies (December 2023)**

4. Leverage system and regional partnerships to procure 2 resources for standard services. (Example CRM, Timely MD)

- *Strategic Plan References:*
 - Strategy 4.1.4: Support key production sectors critical to new and existing businesses in rural areas of North Carolina.
 - Strategy 5.3.2: Build on existing initiatives to identify and implement new approaches to support rural colleges and students.
- *Year 1 Tactic Alignment:*
 - Tactic 11: Incentives for Regional Collaboration
- *Key Performance Indicators:*
 - Increase in enrollment (headcount and FTE) in rural colleges. (Goal 2)
 - Increase in the number of programs offered collaboratively by rural colleges as measured by instructional service agreements. (Goal 5)
 - Increase in number of students at rural colleges served through collaboratively offered programs. (Goal 5)
 - Increase in individual in rural areas served through economic development programs. (Goal 4)
 - Increase in business and programs in rural areas served through economic development programs. (Goal 4)

II. System Office Structure, Leadership Development, Culture and Engagement

A. Leadership Team:

- Build a senior management team characterized by competence, nimbleness and responsiveness by filling existing open positions with qualified candidates and realigning roles and reorganizing functions to best achieve our strategic goals.
- Sustain ongoing work, in partnership with The Belk Center, to support leadership development of System Office team members.

Metrics / Deliverables:

1. Engage Senior Team members in Hunt Institute Transition planning.
 2. Establish leadership academy for system office employees to support job performance and career progression.
 3. Deliver a professional development workshop (3-5) to build leadership capacity within the organization.
- *Strategic Plan References:*
 - Objective 1.2: Attract top talent to the North Carolina Community College System

- Objective 1.3: Establish North Carolina community colleges and the System Office as desirable employment destinations.
- Strategy 1.3.1: Support annual professional development plans that enhance employee skill growth, career development and recognition. Strategy 1.3.2: Develop a systemwide work environment team to promote innovative strategies for meeting college workforce needs, including scheduling flexibility. Strategy 1.3.3: Increase retention of community college employees through enhanced service recognition, connection to mission, and opportunities for advancement.
- *Year 1 Tactic Alignment:*
 - None (aligned with Campus Works recommendations)
- *Key Performance Indicators:*
 - Staff retention (Goal 1)

B. Infrastructure and Capacity Alignment to Achieve Strategic Objectives:

- Drawing on external vendor assessments (Campus Works organizational design assessment, Taylor Train climate survey, Jefferson Wells internal risk assessment), President to provide the Board with an assessment of the System Office capacity, organizational structure and cultural alignment required to achieve strategic objectives.
- President to charge System Office leaders with a Risk Management Assessment to assess gaps in capacity to achieve Strategic Plan objectives. Key outcomes will include (1) a plan to maximize current resources and internal collaboration to improve performance; and (2) the development of a capital expenditure strategy that identifies areas for investment and for disinvestment.
- President will explore realignment of the System Office organizational design to maximize the System Office's effectiveness in achieving the Strategic Plan. An assessment of the organizational design also should identify needed adjustments to roles and functions that cascade from any realignment of the Senior Team's scope.
- President should advance progress and innovation in the System's information technology platform and information solutions infrastructure, within the context of the funding level provided in the 2023-2024 State Budget. President to work with Senior Staff to identify additional areas of needed additional investment.

A. Metrics/ Deliverables:

1. **Lead Senior Team discussion of Organizational risks.**
2. **Document organizational alignment efforts and provide a written assessment of organizational resource needs.**

3. **President will meet regularly with Chief Information Officer and project leads for critical IT projects.**
 4. **Develop a list of services provided by System Office Staff and evaluate service alignment with job descriptions and duties.**
 5. **Utilize annual performance review and goals setting process (NCVIP) to ensure that all employees have appropriate job and agencies goals and updated job descriptions.**
 6. **Document organizational efforts to address survey findings and insights.**
- *Strategic Plan References:*
 - Objective 5.3: Align System Office support to colleges' needs.
 - Strategy 5.3.1: Redefine System Office support for colleges by implementing strategies that improve functional services based on college size and requirements. Identify services that are most effectively provided statewide, regionally, or at the college level.
 - Objective 5.4: Provide the North Carolina Community College System with data and technology systems that provide best-in-class support for core business functions.
 - Strategy 5.4.1: Adopt an Enterprise Resource strategy for an effective IT system that drives positive student outcomes and meets college requirements.
 - Strategy 5.4.2: Develop a data management and integration plan for the NC Community College System to enhance research and reporting capacity.
 - *Year 1 Tactic Alignment:*
 - None (aligned with Campus Works recommendations)
 - *Key Performance Indicators:*
 - Future surveys of System Office Services (needs additional definition) (Goal 5)

C. Culture and Engagement:

- Conduct a climate survey to establish a new baseline assessment of employee engagement, trust, and satisfaction.
- President to lead development of initiatives designed to support innovation, collaboration, and leadership facility in navigating a complex, matrixed environment.

Metrics / Deliverables:

1. Improved System Office work satisfaction as indicated by overall survey results.

- *Strategic Plan References:*
 - Objective 1.2: Attract top talent to the North Carolina Community College System.

- Strategy 1.2.1: Invest marketing funds in strengthening faculty and staff recruitment efforts across the System.
- Strategy 1.2.2: Identify and promote effective recruitment strategies for colleges to tap diverse talent.
- Objective 1.3: Establish North Carolina community colleges and the System Office as desirable employment destinations.
- Strategy 1.3.1: Support annual professional development plans that enhance employee skill growth, career development and recognition. Strategy 1.3.2: Develop a systemwide work environment team to promote innovative strategies for meeting college workforce needs, including scheduling flexibility.
- Strategy 1.3.3: Increase retention of community college employees through enhanced service recognition, connection to mission, and opportunities for advancement
- *Year 1 Tactic Alignment:*
 - None (aligned with Campus Works recommendations)
- *Key Performance Indicators:*
 - Staff retention (Goal 1)
 - Future surveys of System Office Services (needs additional definition) (Goal 5)

III. Engage Crucial Constituencies

Build an engagement strategy that promotes productive, positive relationships with the System's many engaged stakeholders and partners. Key stakeholders include:

- NC General Assembly and Governor
- Partner agencies in Education, Commerce, Workforce Development
- NCCC System Board
- NCCC Presidents' Association
- NCCC Trustees Association
- NCCC Foundation
- N4CSG Board
- JM Belk Endowment
- The Belk Center
- Business and corporate community

Metrics/Deliverables:

1. **President will arrange meetings with each constituent within the first 6 months.**
2. **Determine specific needs from each entity to support strategic plan and agency goals.**
3. **Comprehensive Quarterly report to the State Board, Board Chair conversations, Monthly President's report to SBCC meeting and president's association meetings**

- *Strategic Plan References:*
 - Strategy 4.1.1: Engage with the business community to create a diverse and skilled workforce.
 - Strategy 4.1.2: Embed community colleges in economic development councils and other local economic development organizations, and collaborate with workforce partners for strategic talent development for new and expanding industries.
 - Strategy 4.1.3: Enhance the partnership with the NC Department of Commerce to ensure colleges have the data they need to stay aligned with emerging employment trends.
 - Strategy 4.2.1: Cultivate existing talent, develop new partnerships with industry associations, and align education and training to the skills required by employers.
 - Objective 5.1: Continually advocate for investment in the North Carolina Community College System that reflects the value of all employees and the students and businesses served.
- *Year 1 Tactic Alignment:*
 - N/A
- *Key Performance Indicators:*
 - Future surveys of System Office Services (needs additional definition)

IV. Facilitate Marketing, Branding and Communications Initiative

Oversee the continued development and execution of a comprehensive, statewide and national communications, marketing and branding plan that:

- effectively proclaims the strengths and importance of the NCCC System,
- facilitates improvement in communication plans at our 58 colleges,
- ensures tailored outreach to key constituencies such as prospective students at all levels, the business community, and the NC public at large.

Metrics / Deliverables:

- 1. Increased awareness of Community College ROI**
- 2. Website usage (clicks and click through)**

- *Strategic Plan References:*
 - Objective 1.2: Attract top talent to the North Carolina Community College System.
 - Strategy 1.2.1: Invest marketing funds in strengthening faculty and staff recruitment efforts across the System.

- Objective 2.1: Increase marketing and outreach to prospective students and their influencers.
- Strategy 2.1.1: Develop and utilize marketing strategies to increase enrollment. Increase emphasis on the enrollment of underrepresented and non-traditional students.
- Strategy 2.1.2: Invest in each North Carolina Community College to develop and actively use a Strategic Enrollment Management Plan. Plans should address student recruitment, retention, and completion.
- Strategy 4.1.1: Engage with the business community to create a diverse and skilled workforce.
- Strategy 5.3.3: Implement new communications and statewide marketing strategies.
- *Year 1 Tactic Alignment:*
 - Tactic 3: Strategic Enrollment Management
 - Tactic 12: Statewide Marketing Strategy
- *Key Performance Indicators:*
 - Student enrollment (headcount and FTE). (Goal 2)
 - Individuals served through economic development programs (Goal 4)
 - Businesses and programs served through economic development programs (Goal 5)