

Goals for President Jeff Cox in Year 1

The goals outlined below align with the Strategic Plan and address issues identified in external assessments that the Board conducted in the last year. They are ambitious in nature and will not all be accomplished within a year but are critical to our long-term success. We will measure the President by ascertaining how well he leads the System Office and Community Colleges in making progress toward these goals over the next year.

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.
 - Develop an Updated Viable Funding Model to Drive System Innovation and Regional Collaboration
 - 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.
 - Develop a Viable Sustainability Plan for our Rural Colleges to Continue Their Support of Rural Communities and Business Ecosystems

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

- 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.
- 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.
- **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.

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

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.