2007-2009
NCCCS STRATEGIC PLAN

CRITICAL ISSUE	GOALS	OBJECTIVES
Changing Demographics *as associated with* • NC Population increase fueled by legal & illegal immigrant population, particularly in the Latino/Hispanic segment • Baby Boomers aging out of the NC workforce • Shift in NC population from rural to primarily urban or resort/retirement communities	1. Increase participation and completion rates of underserved and underachieving population segments.	• **OBJECTIVE A**: Using the NCCCS Achieving the Dream (AtD) methodology to identify and define underserved & underachieving population segments at each NCCCS college, appoint a Task Force of NCCCS constituent groups [Senior level administrators for Instruction, Continuing Education, Student Services, Career Services, Admissions, Counseling, Recruiting, Basic Skills, & Planning & Research] to define and determine baseline participation and completion rates for these segments. • **OBJECTIVE B**: Engage the Task Force in developing a list of best practices to address participation and completion rate issues.
	2. Identify occupations in which workforce shortages are anticipated and develop programs to recruit new workers and retain and upgrade older workers to meet identified needs.	• **OBJECTIVE A**: Identify and contract with a consultant or consulting group to (1) perform a supplementary gap analysis to validate educational gap areas identified in The HB1264 Report, *Staying a Step Ahead: Higher Education Transforming NC's Economy*, and (2) develop a gap analysis system that can be maintained by NCCCS staff long term. • **OBJECTIVE B**: Appoint a joint NCCCS-UNC Task Force comprised of college presidents, instructional deans, workforce development directors (to include UNC's SBTDC), private business representatives, regional economic development representatives, and other appropriate groups to address the findings of the gap analysis.

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Fiscal Resources *Necessary for* • Integrating technology into infrastructure, programs, services • Meeting the Knowledge Economy's increased demand for higher education • Recruiting & retaining quality faculty, staff & administrators • Replacing, repairing, upgrading aging facilities & buildings • Meeting demand for increased accountability	1. Enhance student access and affordability by establishing regular enrollment growth funding and an enrollment reserve to accommodate large increases in enrollment; by keeping student tuition rates as low as is reasonable, and by supporting funding for multi-campus colleges and off-campus centers.	• **OBJECTIVE A**: Research and develop funding models and strategies that provide adequate resources for enrollment (regular term, enrollment spikes, multiple locations); academic and student services support; and high cost – high demand programs for the enhancement of economic development. • **OBJECTIVE B**: Validate the relationships between the cost of attendance, financial aid, and student success. • **OBJECTIVE C**: Research and develop the infrastructure, support and maintenance costs of a comprehensive distance education program. • **OBJECTIVE D**: Engage the NCACCP Finance Committee and Current Chair of the NC Association of CC Presidents in the evaluation of funding models, critique of strategies, and discussion of cost/benefit analyses. • **OBJECTIVE E**: Produce a well-documented and defensible request for additional resources.
	2. Continue to raise compensation levels for faculty and staff to the national average and beyond.	• **OBJECTIVE A**: Research and develop cost estimates, using multiple data sources and comparative analyses, for a multi-year plan for elevating faculty and professional staff salaries to peer national averages. • **OBJECTIVE B**: Reward with budget flexibility those colleges that make measurable movements to the national average salaries. • **OBJECTIVE C**: Evaluate and re-evaluate the plan adopted in 2005 to increase the compensation of adjunct faculty salaries.

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Human Resources *Necessary for* ‣ Responding to the aging out and impending retirements of large groups of faculty, staff & leaders ‣ Responding to the anticipated leadership "brain drain" associated with Baby Boomers aging out	**1.** Develop and implement a Succession Plan Model that allows colleges (and the System Office) to identify, prepare for, and manage the effects of impending and future retirements. Note: The Succession Plan Model should include strategies for developing the current NCCCS talent pool as well as recruiting from outside the System to expand the pool of qualified candidates.	‣ **OBJECTIVE A**: Appoint a Task Force of NCCCS constituent groups [Representatives of Trustees Association, State Board of Community Colleges, CC Presidents Association, and HR Directors Association, etc.] to research, identify & select an existing Succession Plan Model that can be adjusted to fit the needs of the NCCCS environment. ‣ **OBJECTIVE B**: Engage the Task Force in adjusting the identified model to fit the NCCCS institutional and System Office environments.
	2. Inventory and review all current Leadership Development Programs before developing and implementing an enhanced System-wide Leadership Development Program.	‣ **OBJECTIVE A**: Appoint a Task Force of NCCCS constituent groups [Representatives of NC Community College Leadership Program, NCSU's Leila Gonzales Sullivan, Fuqua School CC Presidents Association, HR Directors Association, etc.] to inventory & review all current leadership development programs being utilized and supported by NCCCS. ‣ **OBJECTIVE B**: Engage the Task Force in developing an enhanced System-wide Leadership Development Program tailored to NCCCS needs.

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Technology *In order to* • Make a successful transition in the Knowledge Economy • Keep pace with constant technological advancements • Meet the growing technical & instructional expectations of Gen-X & Gen-Y students	1. Establish Regional Technology Resource Centers that promote student learning through effective integration of technology resources and systems with curriculum development to establish effective instructional methods that can be implemented on campus and in distance learning offerings throughout the community college system.	• **OBJECTIVE A**: Involve a Task Force of NCCCS constituent groups [Representatives from Trustees Association, State Board, CC President's Association, Business Officers Association, IT Managers, Instructional Administrators Association, Council of Community College Library Administrators, NCCC Adult Educators Association, Continuing Education Administrators Association, Student Services Administrators Association, etc.] to define the role, scope, & responsibility of the centers. • **OBJECTIVE B**: Engage the Task Force in developing the organizational structure, rules of operation, and other operational center details. • **OBJECTIVE C**: Using the criteria established, engage the Task Force in developing an objective, RFP-based procedure – keeping geography and economic conditions in mind – to award the Centers to the most effective proposals.
	2. Develop a five-year technology plan for the System that includes a technology needs assessment for the System, including infrastructure; the priority for addressing those needs; and funding strategies, both public and private.	• **OBJECTIVE A**: Engage an inclusive, representative group of college technologists, IT staff, administrators, Council of Community College Library Administrators, NCCC Adult Educators Association, & faculty to work with the System Office to determine the scope and methodology for developing the plan that clearly defines "technology" and the scope of technology to be addressed within the plan (e.g. infrastructure, support services, distance education). • **OBJECTIVE B**: Engage the Technology Group in developing the needs assessment instrument, determining a process for prioritizing needs, & identifying funding strategies.

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Increasingly Competitive Market *as associated with* ‣ Increased demand for higher education attracting competition ‣ Changing customer needs & expectations ‣ Challenges: fiscal & human resources, (brain drain) ▪ Danger: Not recognizing & adjusting to market changes	1. Develop, design, and implement a multi-phased study to accurately define the nature of the higher education market in the current environment.	‣ **OBJECTIVE A**: Engage a UNC System graduate school of business program to conduct a multi-phased study to accurately define the nature of the higher education market in the current environment. ‣ **OBJECTIVE B**: Engage student researchers with input from NCCCS constituent groups [Representatives from NC Association of CC Presidents, Faculty Association, Continuing Education Administrators Association, NC4SGA, Trustees Association, State Board, NCCC Adult Educators Association, etc.] in determining the scope of the study.