

2017-2018 Strategic Plan

Themes	Goals & Objectives		Responsibility
I. Enhancing focus on relevant, high quality, teaching and learning	I.A	Offer curricular and continuing education programming designed to meet the community's civic, economic, and cultural needs.	
		<i>Objectives</i>	
	I.A.1.	Review, approve program additions, revisions, discontinuations.	Board
	I.A.2.	Recommend necessary program additions, revisions for continued academic program relevance as necessary.	Academic Affairs
	I.A.3.	Work with ECU and BCCC technology to implement a minimum of 2 alternative Distance education classrooms by June 30, 2018.	Administrative Services
	I.A.4.	Continue with three academic program reviews per the cycle by May 15, 2018.	Administrative Services
	I.A.5.	Recruit and retain technology savvy employees representing the diversity of the community.	Administrative Services
	I.A.6.	Coordinate professional development opportunities for faculty and staff.	Administrative Services
	I.A.7.	Develop and update Continuing Education Program Handbooks for initial certification programs.	Continuing Education
	I.A.8.	Generate Labor Market Information report and 10-year projection for the 4-county service area.	Research and Inst. Eff.
I.A.9.	Offer programming through Beau-fitt III, Healthy Eating Community Outreach (HECO), and community garden training that meets the health and wellness needs of the diverse cultures served by the College.	Research and Inst. Eff.	
I.B	Complete Quality Enhancement Plan on use of faculty advising to improve student persistence, retention, and success.		

	<p><i>Objectives</i></p> <p>I.B.1. Review, approve Quality Enhancement Plan.</p> <p>I.B.2. Ensure completion of SACSCOC Quality Enhancement Plan.</p> <p>I.B.3. Develop faculty and staff professional development fund to defray university coursework linked to position.</p> <p>I.B.4. Provide a minimum of 2 faculty professional development opportunities in the area of advising by June 30, 2018.</p> <p>I.B.5. Allocate the funding necessary to implement the QEP.</p> <p>I.B.6. Augment program review process to include additional data related to labor market information and employment outcomes.</p> <p>I.B.7. Create web-based tools that streamline and enhance the student / advisor experience (e.g., catalog).</p>	<p>Board</p> <p>President</p> <p>President</p> <p>Academic Affairs</p> <p>Academic Affairs</p> <p>Administrative Services</p> <p>Research and Inst. Eff.</p>
	<p>I.C Maintain a civil, collegial, and safe campus environment committed to the principles of shared governance.</p> <p><i>Objectives</i></p> <p>I.C.1. Collaborate, set a collegial tone with college administration, faculty, and staff on policy development and revision.</p> <p>I.C.2. Develop, implement new College Leadership Council for policy, initiative review.</p> <p>I.C.3. Conduct a minimum of two safety drills to include fire and active shooter to include students, faculty, and staff.</p> <p>I.C.4. Conduct Community Policing activities to engage students, faculty, and staff on a personal level (e.g., coffee with cops).</p> <p>I.C.5. Install an updated security camera system to maintain College safety and security.</p>	<p>Board</p> <p>President</p> <p>Administrative Services</p> <p>Administrative Services</p> <p>Administrative Services</p>

	I.C.6.	Maintain facilities and grounds in a manner that reflects pride in our campus.	Administrative Services
II. Increasing access to postsecondary educational opportunities	II. A	Promote access to the college by all segments of the population.	
		<i>Objectives</i>	
	II.A.1.	Work with President, Foundation Board, and Senior Staff to increase outreach to and recruitment and enrollment of students from all backgrounds.	Board
	II.A.2.	Work with VPAA and faculty to increase usage of open educational resources (OER), especially in dual enrollment and early college courses; decrease total textbook costs to students by at least 10%.	President/Academic Affairs
	II.A.3.	Work with Foundation Executive Director to increase college endowments for scholarships.	President
	II.A.4.	Work with deans/faculty/staff to increase enrollments by 2% for 17-18.	Academic Affairs / Student Services
		Implement Instant Enrollment online student registration by June 2018.	Continuing Education Administrative Services
	II.A.5.	Successfully implement the financial aid module in Self Service to make access and information easier for students in attaining financial aid.	Administrative Services / Student Services
	II.A.6.	Implement E-commerce in Colleague to allow students to pay online.	Administrative Services
	II.A.7.	Implement Blackboard upgrades.	Administrative Services / Academic Affairs
II.A.8.	Establish fiber connections to regional centers.	Administrative Services	
II.A.9.	Review bookstore operations.	Administrative Services	

II.A.10.	Upgrade our campus ADA safety and mobility posture.	Administrative Services
II.A.11.	Oversee the construction of the Emergency Services Driving Pad.	Administrative Services
II.A.12.	Increase continuing education programmatic offerings on-campus and at regional centers resulting in an increase in enrollment by 2% in 17-18.	Continuing Education
II.A.13.	Increase revenue earned in continuing education self-support programs by 3%.	Continuing Education
II.A.14.	Increase scholarships and endowments for all students by at least three new endowments and five new scholarships.	Foundation
II.A.15.	Present, inform and educate the community on scholarship and educational opportunities at local organizations, community events, churches, etc.	Foundation
II.A.16.	Develop online/electronic (fillable) Scholarship Applications to streamline scholarship process.	Foundation / Research and Inst. Eff.
II.A.17.	Develop/support Minority Male Mentoring program grant application to support students from underrepresented populations.	Research and Inst. Eff. / Student Services
II.A.18.	Develop/support Problem Gambling Grant application to support student success.	Research and Inst. Eff.
II.A.19.	Develop digital marketing content that is representative of the diverse communities we serve.	Research and Inst. Eff. / President
II.A.20.	Assign leadership positions within the Minority Male Mentoring program to individual high schools within the service area to increase minority male enrollment by 5%, which will be measured by enrollment in Fall of 2018.	Student Services
II.B	Promote community awareness of programs and services through innovative, targeted marketing initiatives.	

	<p><i>Objectives</i></p> <p>II.B.1. Review, approve college's marketing plan.</p> <p>II.B.2. Develop comprehensive, college-wide marketing plan, including a new college slogan, marketing collateral, and common branding conventions.</p> <p>II.B.3. Increase the number of continuing education course schedule subscribers by 3%.</p> <p>II.B.4. Increase the number of continuing education email newsletter subscribers by 3%.</p> <p>II.B.5. Increase circulation of course schedules by purchasing and maintaining literature stands at key locations in our service area.</p> <p>II.B.6. Develop collateral for Foundation incorporating new slogan and college branding.</p> <p>II.B.7. Identify targeted marketing areas through detailed reporting.</p> <p>II.B.8. Review / edit the website to ensure consistency with new marketing plan.</p> <p>II.B.9. Aggressively market the College using a variety of online and social media platforms.</p>	<p>Board</p> <p>President</p> <p>Continuing Education</p> <p>Continuing Education</p> <p>Continuing Education</p> <p>Foundation</p> <p>Research and Inst. Eff.</p> <p>Research and Inst. Eff.</p> <p>Research and Inst. Eff. / President</p>
	<p>II.C Support new and existing partnerships with business and industry, colleges and universities, school districts, and economic development agencies to enhance careers and lives.</p> <p><i>Objectives</i></p> <p>II.C.1. Work with county economic development boards to enhance workforce development opportunities for the service region.</p>	<p>President</p>

	II.C.2.	Continue to collaborate with chief transfer officers at UNC institutions and private institutions to strengthen program-to-program articulation agreements.	Academic Affairs
	II.C.3.	Organize a minimum of two meetings per school district per year to increase dual enrollment offerings and strengthen existing agreements.	Academic Affairs / President / Student Services
	II.C.4.	Investigate the implementation of high school course offerings leading to industry credentials in school districts.	Continuing Education
	II.C.5.	Develop a partnership with two new businesses and create at minimum of one new project within the Customized Training and Industry Training programs.	Continuing Education
	II.C.6.	Collaborate to assist three business start-ups and create/retain 12 jobs through the Small Business Center.	Continuing Education
	II.C.7.	Develop and implement a monthly/quarterly phone campaign for ambassadors to call and thank donors for supporting the college.	Foundation
	II.C.8.	Develop collaborative and/or consortia grant-funded projects and agreements to support partnerships with business and industry, school districts, and universities.	Research and Inst. Eff.
III. Increasing resources from donors and granting agencies	III.A	Increase giving to the College.	
	<i>Objectives</i>		
	III.A.1.	Work with Foundation Board, President, and Senior Staff to assist in obtaining resources from private donors and foundation and granting agency representatives.	Board
	III.A.2.	Meet with donors, prospective donors, granting agencies regarding gifts and grants.	President
	III.A.3.	Complete internal financial audit of all active and current scholarship and endowment accounts.	Administrative Services

	III.A.4.	Complete internal audit of all active and current scholarship and endowment files.	Foundation
	III.A.5.	Complete internal audit of all inactive scholarship and endowment files to engage past donors.	Foundation
	III.A.6.	Increase giving to the Foundation by 10%.	Foundation
	III.A.7.	Obtain \$1M in grant funding.	Research and Inst. Eff.
IV. Budgeting and Planning for a culture of student success	IV.A	Maintain highly efficient operational and student support processes that promote the college's core, educational mission.	
	<i>Objectives</i>		
	IV.A.1.	Review, approve college's annual budgets.	Board
	IV.A.2.	Review, revise college budget and personnel as necessary to ensure adequate operational and student support.	President
	IV.A.1.	Provide weekly budget reports to the college departments.	Administrative Services
	IV.A.2.	Refine budget reports to show personnel categories.	Administrative Services
	IV.A.3.	Develop Accountability and Integrity Plan to submit to BOT in October 2017 and NCCCCS by December 30, 2017.	Continuing Education
	IV.A.4.	Review and revise scholarship applications and budgets each semester.	Foundation
	IV.A.5.	Visit other community colleges for best practices on Foundation accounting procedures and initiate best practices in conjunction with Raiser's Edge system.	Foundation
	IV.A.6.	Coordinate content on the website to mimic workflows used in Financial Aid, Counseling, Advising, etc. to reduce paperwork for faculty and staff.	Research and Inst. Eff.

	IV.A.7.	Successfully implement the Residency Determination System into the onboarding process.	Student Services
	IV.A.8.	Successfully implement the graduation module in Self Service to make applying for graduation and processing graduation applications more efficient and effective.	Student Services
	IV.B.	Enhance the college's budget through effective collaboration with state legislators and policy-makers and county commissioners.	
	<i>Objectives</i>		
	IV.B.1.	In concert with senior staff, College Board develop FY 2019 budget.	Board and President
	IV.B.2.	Meet with public officials as necessary to promote college fiscal needs.	Board and President
	IV.B.3.	Assist departments in developing their FY 2019 budget plans.	Administrative Services
	IV.C	Develop a multi-year strategic plan focused on student access to and completion of high quality transfer and career and technical programming.	
	<i>Objectives</i>		
	IV.C.1.	Review, approve college's 2018-2023 Strategic Plan.	Board
	IV.C.2.	Co-Chair 2018-2023 Strategic Planning Committee.	President
	IV.C.3.	Develop custom SharePoint solution to support/facilitate multi-year strategic plan.	Research and Inst. Eff.