"Make the simple responses that always were and always will be right: Not to wait until someone in need asks for help, but to offer it; to perform every official act in a manner befitting both common sense and human dignity; to declare a truth when its 'hour' has come, even when it will bring down opposition or ridicule; to accept responsibility when the conscience considers it a duty."—Romano Guardini

Strategic Plan
2023-2028

Vision

Beaufort County Community College will be an innovative, national leader among rural community colleges in the promotion of postsecondary education linked to social and economic mobility for the residents of its service region.

Mission

Beaufort County Community College is a public, comprehensive community college that provides open-door access to university transfer, workforce development, and life-long learning programs for the people of Beaufort, Hyde, Tyrrell, and Washington Counties.

We value:

Teaching and learning as the means for improving individual lives and the communities we serve.

Academic freedom for faculty to pursue knowledge and its exposition wherever it may lead, without undue or unreasonable interference, as long as faculty can show a relevant association with the topic of the course or academic program under discussion or research.

Individual human worth and the expression of the individual human spirit.

Community as the fellowship of local individuals, families, businesses, and other organizations through and for which the college seeks to make a positive impact.

Access to higher education by people from all backgrounds as critical to individual success and to the viability of a self-governing, democratic republic.

Quality as the measure of individual and institutional success in student attainment of relevant knowledge, skills, and abilities.

Affordability as an essential requirement for an open-door community college and a necessity for ensuring access from all segments of society.

Civility as the medium in which individuals from all backgrounds may engage without fear of retribution in dialogue about issues ranging from the future of the college to the state of the world at large.

Spirituality as a natural component of the human psyche, whether sectarian or secular.

DRAFT

We aspire to:

Break the cycle of poverty in Eastern North Carolina:
Create hope and human dignity through access to postsecondary education and greater access to gainful employment.
Grow the middle class:

- Collaborate with business and industry to train and retrain workers for the local and regional economy.
- Collaborate with local economic development agencies to recruit and retain business and industry that will provide sustainable employment and a living wage in the service region.
- Collaborate with universities to strengthen transfer agreements and the overarching on-ramp to the baccalaureate.
- Collaborate with school systems and other organizations to enhance the social capital of school-age children and parents.

Promote self-sufficiency and economic independence:

- Reduce dependence on public and private social programs through gainful employment.
- Increase expression of the individual human will through entrepreneurship and fiscal self-reliance.

Improve the quality of life for all citizens:

- Provide life-long learning opportunities for Beaufort, Hyde, Tyrrell, and Washington Counties residents.
- Enhance public schools, transportation, and health care through economic development based on college-led workforce development (i.e., increased tax base).
- Serve as a cultural and wellness resource for the region.
- Serve as a resource for enhancing civil discourse between diverse elements of the population served by the College.

DRAFT

2023-2028 Goals and Objectives

Legend:

AS = Administrative Services

EVP = Instruction and Workforce Dev.

F = Foundation

P = President

RIE = Research & Institutional Effectiveness

SS = Student Services

DRAFT

	Goals and Objectives	Responsibility
A.	**Offer relevant, high-quality academic programs that result in student success.**	
Objectives:		
A.1.	Review and revise college curricular offerings in context of labor market information (LMI) and academic program reviews.	EVP & RIE
A.2.	Sustain a Centralized Advising Center that increases the retention and persistence of students within the first 16 credits of coursework at the College.	EVP & RIE
A.3.	Enhance faculty professional development opportunities related to advising, teaching effectiveness, student learning, and disciplinary specialties, especially within the context of the Centralized Advising Center's mission and proposed outcomes.	EVP & RIE
A.4.	Maintain new full-time faculty orientation and develop an orientation program for new part-time faculty.	EVP & AS
A.5.	Review and revise existing university articulation agreements; develop additional program-to-program articulation agreements with public and private universities.	EVP
A.6.	Integrate components of the College's Student Success Agenda directly into specifically identified programs and courses and measure the outcomes of these components on student retention, persistence, and graduation rates.	EVP & SS & RIE
A.7.	Fully implement an early alert system including faculty and staff training, student involvement, and CAC follow-up.	EVP & RIE
A.8.	Increase high school and early college high school student enrollments in transfer and career and technical programs.	EVP
A.9.	Work closely with K-12 partners to strengthen and develop new curricular pathways.	EVP
A.10.	Enhance the responsibility and viability of program advisory committees in career and technical programs.	EVP

A.11.	Ensure collaboration between AA, CAC, Student Services, and the Student Success Center to meet the advising needs of underserved students.	EVP & SS
A.12.	Sustain learning environments in courses across instructional modalities, especially distance learning, that promote student engagement and success	EVP & RIE
A.13.	Use valid student assessment instruments to measure student experience and achievement	EVP & SS & RIE
A.14.	Develop a new Artificial Intelligence Standing Committee to study the ongoing use of AI technology in College programs and among faculty and staff.	EVP & P
B.	**Enhance student accessibility.**	
Objectives:		
B.1.	Sustain the Beaufort Promise Scholarship program in perpetuity through public and private funding sources.	P & F & SS
B.2.	Develop a one-stop admissions, registration, and just-in-time advising center focused on ease of student admissions and enrollment as well as long-term student success.	SS & EVP
B.3.	Monitor and upgrade campus services to students with disabilities, as required by the Americans with Disabilities Act (ADA).	EVP & SS
B.4.	Provide pertinent information at local organization meetings, community events, and churches regarding access to the college, including scholarship availability.	P & F & EVP
B.5.	Manage student financial aid processes, including collaboration with Academic Affairs on collecting data from faculty regarding return to Title IV funds.	SS & F & EVP
B.6.	Develop and enhance college website to streamline the intake of prospects and applicants.	F & EVP & SS
B.7.	Work with local transportation services to enhance student travel to and from campus and centers.	SS & EVP & AS
B.8.	Increase distance learning opportunities to ensure accessibility to high quality instruction to students in the BCCC service area.	EVP & SS & AS

B.9.	Increase new enrollments, persistence, retention, and graduation rates, and workforce credentials by adult students ages 18-55 by 10% by 2028.	EVP & SS
C.	**Meet the educational needs of business and industry, public services, and members of the community at large.**	
Objectives:		
C.1.	Work with local companies, school districts, governments, workforce development boards, and economic development agencies to develop customized training programs, formal pre-apprenticeship and apprenticeship programs, internships, and work-based learning experiences.	P & EVP
C.2.	Increase all enrollments and completions in non-credit workforce development programs by 15% by 2028.	EVP
C.3.	Increase the number of students who obtain state-approved, third-party workforce credentials across the four- county service region by 15% by 2028.	EVP
C.4.	Increase by 15% measurable skill gains of College and Career Readiness students; prepare them for participation in career pathways leading to post-secondary educational training opportunities by 2028.	EVP
C.5.	Increase the number of high school students who enroll in and complete non-credit career pathways by 20% by 2028.	EVP
C.6.	Increase the number of students who transfer continuing education credits into curriculum credits by 20% by 2028.	EVP
C.7.	Increase continuing education and curriculum enrollments at Hyde and Washington County centers by 20% by 2028.	EVP
C.8.	Develop new continuing education workforce programs and revise existing programs in concert with projections from labor market information (LMI) and annual program reviews.	EVP
C.9.	Collaborate with community partners to meet personal enrichment needs in the region.	EVP
C.10.	Sustain the success of the College's Small Business Center and meet the entrepreneurial needs of the region.	EVP & RIE

D.	**Promote the college's mission through fundraising, targeted marketing, and effective public relations.**	
Objectives:		
D.1.	Maintain successful collaboration among the Board of Trustees, Foundation Board, President, Senior Staff, faculty, and staff to obtain resources from private donors, foundations, and granting agencies.	P & F & RIE
D.2.	Increase total Foundation assets to $7 million by 2028.	P & F
D.3.	Develop additional naming opportunities for campus facilities resulting from major donations.	P & F
D.4.	Monitor and maintain appropriate accounting procedures for all Foundation funds, grant-funded projects, and public relations funds.	AS & F & RIE
D.5.	Secure five new scholarships and three new endowments annually.	P & F & SS
D.6.	Continue to pursue a relevant and highly successful marketing plan for the college that emphasizes affordability through the Beaufort Promise Scholarship, student success, relevant programming, and the college's integral role in improving the overall quality of life.	P & F
D.7.	Obtain relevant government and private grants, especially related to student success.	P & F & RIE
D.8.	Increase the number of new endowments and scholarships, including Beaufort Promise, that provide funding to students in short-term workforce development programs in Continuing Education.	P & F
D.9.	Maintain an up-to-date, relevant, and user-friendly website.	F
D.10.	Coordinate the selection and duties of college ambassadors.	F
E.	**Operate the college in an effective and efficient manner.**	
Objectives:		
E.1.	Obtain finding-free fiscal audits from all auditing agencies.	AS

E.2.	Complete all financial reports within established timelines.	AS
E.3.	Develop and maintain a well-organized Foundation accounting process that identifies each individual Foundation gift and the Foundation account to which it accrues.	AS & F
E.4.	Maintain a safe and secure campus environment that is welcoming to all students, faculty, staff, and community members.	AS
E.5.	Operate the campus bookstore to meet the textbook and supply needs of students, faculty, and staff and make an annual commission profit from this enterprise.	AS
E.6.	Work with the Board of Trustees and public policymakers to obtain state and county funds necessary for the college's success, safety, and security.	P & AS
E.7.	Review and approve the college's annual budgets in concert with the Board of Trustees.	P & AS
E.8.	Ensure return-to-Title-IV fund reversions within prescribed timelines.	AS & EVP & AS
E.9.	Maintain facilities and grounds in a manner that reflects pride in our campus.	AS
E.10.	Complete all state and federal institutional effectiveness reports, including ICR, IPEDS, and National Clearinghouse, among others, by established deadlines.	AS & RIE & SS & EVP
E.11.	Maintain currency in computer hardware and software, especially with respect to instructional technology and distance learning technology.	EVP & AS
E.12.	Adhere to all cyber-security best practices to ensure campus safety and security.	AS
E.13.	Complete all accreditation reports by established deadlines.	RIE & P & EVP & SS & F & AS
E.14.	Maintain SACSCOC and program-specific accreditations and successfully complete the interim, five- year SACSCOC review in 2024.	P & AS & SS & F & EVP & RIE
E.15.	Develop and implement a set of customer service expectations for all college employees.	P & AS & SS & F & EVP & RIE
E.16.	Enhance environmental stewardship across all campus divisions, especially related to the management of water sources on campus, both naturally occurring and resulting from campus facilities, and the efficient use of external and internal lighting sources.	P & AS & SS & F & EVP & RIE

F. Promote and enhance the College's commitment to the principle of open enrollment to increase the number of individuals qualified for sustainable careers in the region ***Objectives:***	
F1. Increase the number of students who enroll in and graduate from Career and College Readiness programming, including high school equivalency coursework (GED), Adult Basic Education (ABE), and Multilingual Learning.	P & EVP & SS & RIE
F2. Increase the overall number of first-generation college students who enroll and graduate from the College as a means of enhancing the overall workforce capacity of the service area.	P & EVP & SS & RIE

Board of Trustees Approval Date: 06/06/2023

Implementation Date: 07/01/2023

Revision Approved: 04/07/2026

Revision Approved: 08/24/ 2026