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NCCCS Strategic Plan Review Session

2007-09 Strategic Plan



Purpose

- Review the year-long process used to develop the 2007-09 NCCCS Strategic Plan
- Share “final” draft
- Gather input for clarity & accuracy
- Explain what happens next



Process

- Comprehensive
- Broad-based & collaborative
- Open
 - <http://www.nccommunitycolleges.edu/Planning/index.html>
 - <http://www.ncccsplanningcouncil.blogspot.com/>
- Consensus-oriented
- Ready-Aim-Fire vs. Ready-Fire-Aim



Strategic Planning

- Allows an organization to stay true to and accomplish its stated mission:
 1. By anticipating & analyzing the impact of internal & external environmental trends
 2. By developing plans that focus its resources on effectively & efficiently addressing these trends



Strategic Planning Assumptions

- Not rocket science
- Past NCCCS planning sound
- No need to reinvent the wheel
- Strategic planning in NCCCS context involves added wrinkle
- Primary means for determining how resources are used, AND how they are ACQUIRED



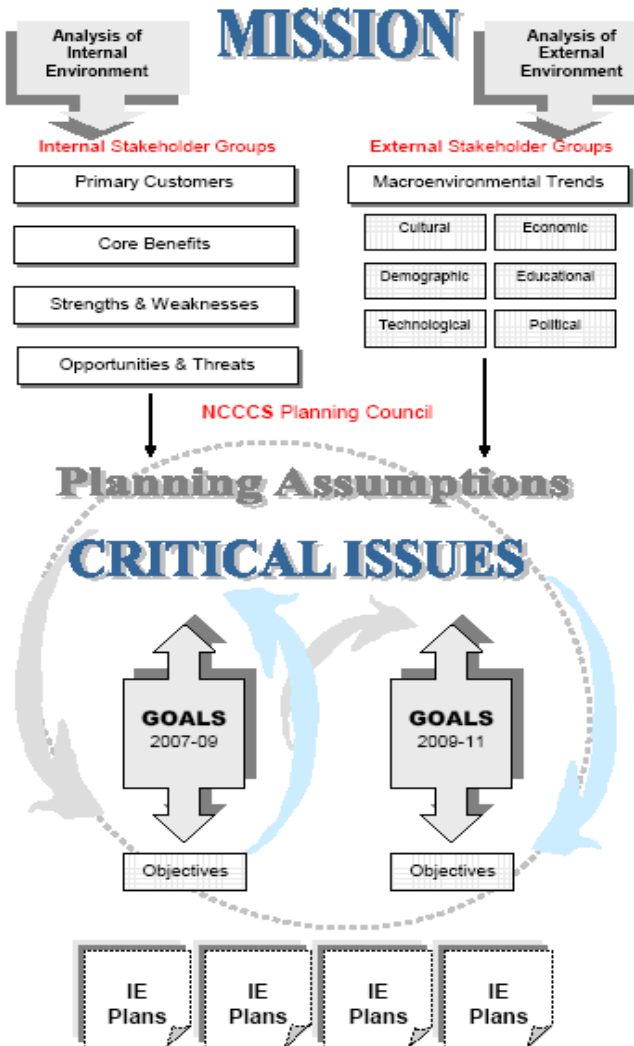
Methodology

- Literature review
 - Planning
 - Environmental Scanning
- Review of planning used by other State Systems
 - CCs: SC, VA, MN, FL, IL
 - 4 Yr.: ECU, NCSU, UNC
- Process review of NCCCS planning
 - Document review
 - Interviews



NCCCS Strategic Planning Process

Process Components





Process Components

- Mission
- Environmental Scanning
 - External: Economic, Demographic, Education, Technology, Socio-Cultural, Political
 - Internal: SWOT Analysis
- Planning Assumptions
- Critical Issues
- Goals
- Objectives
- Quarterly & Annual Review



Planning Timeline

Jan-Mar

- Literature Review & Process Review

Apr-May

- Nominations for environmental scanning teams sought
- Trend Analysis developed

Jul

- Online Internal Environmental Scanning Survey conducted

Aug

- Regional External Environmental Scanning Forums conducted

Sep-Feb

- NCCCS Planning Council approves Planning Assumptions & develops final draft Strategic Plan



Environmental Scanning: Internal

- Nominations from CC Presidents
- 2 faculty, staff, students, administrators, trustees
- 33 of 58 colleges submitted nominations
- Online survey
- 200 of 300 nominated responded (67% response rate)



Internal Scanning Feedback

Benefits/Strengths

- Access (140+)
 - Financial, Geographic, Open Door Policy
- Workforce Development (115+)
- Comprehensiveness (40+)
- College Transfer (30+)
- Flexibility (25+)
- Other
 - Continuing Education, small class size, economic development



Internal Scanning Feedback

Weaknesses

- Resources (140+)
 - Salaries, Programs, Technology, Facilities/Space, Equipment
- Bureaucracy
 - FTE Funding Formula, Program Approval Process, K-12/University v. Community College Support, Perceptions among public & legislators
- Other
 - Resistance to Change, Aging Workforce/Mass Retirements



Internal Scanning Feedback Opportunities

- Growth
 - Enrollment (ESL, economic shifts, higher 4-year tuition, increased HS graduates), Industry & High Tech Training, Biotech, Allied Health, Technology, International Segment
- Collaboration
 - K-12 & universities: Early College HS, Middle College, service learning, Huskins/Concurrent enrollment, lateral entry programs, articulation agreements



Internal Scanning Feedback Opportunities

- Non-traditional funding approaches
 - Grants, Partnering
- Self Promotion/Marketing
 - Better job marketing our successes, especially to HS students and their parents
- Use of Technology
 - Distance learning: on-line & hybrid classes
 - To streamline & enhance existing programs & support services
 - Establish leadership role in Information Age



Internal Scanning Feedback Threats

- Resources (145+)
 - Budget, Salaries, Programs
- Technology (30+)
 - Need for funding, need for Distance Learning, Training needs
- Competition (30+)
 - K-12 & Universities (funding), Private & For-Profit Entities



Internal Scanning Feedback Threats

- Marketing/Perception (15+)
 - Need to change perception among legislators and general public who may perceive that the community college provides a “lesser education”
- Hispanic (15+)
 - Drain on resources for added student support; Not being prepared for cultural & workforce shift
- Retirements/Aging Workforce (15+)



Environmental Scanning: External

- Nominations from CC presidents
 - Community leaders in each of the external trend areas
 - 24 of 58 colleges submitted nominations
- Trend analysis
- Regional Scanning Forums
 - Alamance CC, Pitt CC, Hickory Metro Higher Education Center
 - Trend analysis presentation
 - Breakout sessions
 - Did we get it right?
 - What are most important trends?



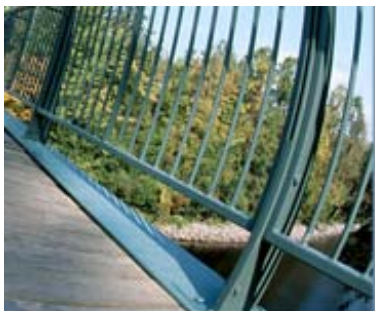
External Scanning Feedback Trends with Most Impact

- Resources (10)
- Technology (9)
- Economic Development (8)
- Preparing for Knowledge-based Skills (7)
- Shifting Population Demographics (7)
- Reconsider Educational Model (7)
- Affordability (7)



Planning Council

- 25 members
- Representatives from primary college constituencies & associations
 - General Assembly
 - Trustees
 - State Board members
 - NCCCS Senior Staff
 - CC Student Government
 - CC Instruction
 - CC Student Services
 - CC Continuing Education
 - CC LRC
 - CC Distance Education
 - CC Planning & Research



NCCCS Planning Council Membership
College Representatives

Name	Title	Organization or College
Dr. Gordon Burns	College President & NCACCP president	Wilkes CC
Dr. Dennis Massey	College President & CCPRO liaison	Pitt CC
Talmage Penland	College Trustee	AB Technical CC
Lyn Austin	College Trustee	Johnston CC
Jennifer Milhollin	N4CSGA representative	Durham Tech CC
Don Wildman	Instructor, Arts, Humanities & Social Sciences	Wake Technical CC
Cathy Johnson	Math Depart Head & NCCCADL President	Alamance CC
Cliff Mitchell	History Instructor, NCCCFA President	Johnston CC
Jerry Ittenbach	Physical Science Instructor, 2004 Excellence In Teaching	Fayetteville Tech CC
Dr. Dale McInnis	VP of Administration & Finance Director	Richmond CC
Keith Smith	Dean of Students	Nash CC
Darrell Miller	Law Enforcement Training Dir. & NCCCAEA Pres.	Wilkes CC
Dr. Kathy Baker-Smith	Support Services VP & CCPRO President	Guilford Tech CC
David Goble	Library Services & CCLA President	Central Piedmont CC



Planning Council

- Six 2-hour meetings b/w Sep-Feb
- Consider trend analysis & results of environmental scanning
- Approve planning assumptions
- Identify & select Critical Issues
- Develop Goals & Objectives



System-level Strategic Plan

- Supports all colleges in achieving their missions & the collective NCCCS mission
- Develops processes, systems, models, policies
- Provides conceptual (& technical) infrastructure
- Acquires resources



Approach

- Systematic
- Analytical
 - Research, identify, adjust
- Piggyback off of current studies, reports, projects
- Shared & collaborative
 - Task Forces comprised of constituent groups



Final Strategic Plan “Draft”

- Year long, comprehensive, collaborative effort
- Thoroughly vetted by Planning Council
- Content is not up for debate
- Your input:
 - Accuracy, correct terminology
 - Included the right groups?
 - Clarity



How did we do?

- Did we include the right groups?
- Did we use correct terminology?
- Are Goals & Objectives clear?
- Other comments?

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Critical Issues

- **Changing Demographics**
 - Dr. Gordon Burns, Wilkes CC
 - Rep. Sauls, NCGA
- **Fiscal Resources**
 - Dr. Dennis Massey, Pitt CC
 - Rep. Joe Tolson, NCGA
- **Human Resources**
 - Ms. Joanne Steiner, SBCC
 - Dr. Sandra Williams, NCCCS
- **Technology**
 - Mr. Keith Brown, NCCCS
 - Mr. Keith Smith, Nash CC
- **Increasingly Competitive Market**
 - Dr. Betty Adams, NCCCS
 - Mr. Don Wildman, Wake Technical CC



Changing Demographics

- 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



Changing Demographics

(pp. 1-2)

- **Goal 1:** Identify occupations in which workforce shortages are anticipated and develop programs to fill the educational gaps
- **Objectives:**
 - Validate HB1264 Report with supplementary gap analysis
 - Develop a gap analysis system that can be maintained long term
 - Appoint NCCCS-UNC Task Force to address findings of the gap analysis



Changing Demographics

- **Goal 2:** Increase participation & completion rates of underserved & underachieving segments
- **Objectives:**
 - Use AtD methodology to identify & define segments at each college
 - Engage NCCCS Task Force to determine baseline & completion rates & to recommend strategies to address participation & completion issues.



Fiscal Resources

(pp. 8-9)

- 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



Fiscal Resources

- **Goal 1:** Enhance student access & affordability
- **Objectives:**
 - Research & develop funding models that provide adequate resources
 - Validate relationships b/w cost of attendance, financial aid, & student success
 - Research & develop inclusive cost of comprehensive distance education program
 - Engage the NCACCP Finance Committee & current president
 - Produce a well-documented & defensible request for additional resources



Fiscal Resources

- **Goal 2:** Continue to raise compensation levels for faculty & staff to the national average & beyond.
- **Objectives:**
 - Research & develop cost estimates for multi-year plan to elevate salaries
 - Reward with budget flexibility those colleges that move salaries to national averages
 - Evaluate & re-evaluate the 2005 plan to increase compensation of adjunct faculty.



Human Resources

(pp. 3-4)

- 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



Human Resources

- **Goal 1:** Develop & implement a Succession Plan Model for colleges & the System Office.
- **Objectives:**
 - Appoint NCCCS Task Force to identify & select a model that can be adjusted to fit the NCCCS environments.
 - Engage the Task Force in making necessary adjustments



Human Resources

- **Goal 2:** Inventory & review current leadership development programs before developing & implementing an enhanced System-wide Leadership Development Program
- **Objectives:**
 - Appoint a NCCCS Task Force to inventory & review current programs
 - Engage Task Force in developing an enhanced program tailored to NCCCS needs.



Technology

(pp. 6-7)

- 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



Technology

- **Goal 1:** Establish Regional Technology Centers to establish effective instructional methods that can be implemented throughout the System
- **Objectives:**
 - Involve a NCCCS Task Force to define the role, scope, & responsibility of centers
 - Engage Task Force in developing organizational structure & operational parameters
 - Develop an objective, RFP-based procedure to award Centers to the most effective proposals



Technology

- **Goal 2:** Develop a 5-Year Technology Plan for the System
- **Objectives:**
 - Engage a representative group of college technologists in determining scope & methodology for the plan
 - Engage the group in developing a needs assessment instrument, process for prioritizing needs, & identifying funding strategies
 - Engage the group in writing the plan



Increasingly Competitive Market (p. 5)

- Increased demand for higher education attracting competition
- Changing customer needs & expectations
- Challenges: fiscal & human resources, brain drain
- Danger: Not recognizing & adjusting to market changes



Increasingly Competitive Market

- **Goal 1:** Develop, design & implement multi-phased study to define the nature of current higher education market.
- **Objectives:**
 - Engage a UNC System graduate school of business program to conduct the study
 - Engage student researchers with input from NCCCS constituent groups in determining the scope of the study



What's Next?

2006

- Apr-May: Submit 07-09 Plan to State Board of CC
- Jul: Begin development of 07-09 Biennial Budget
- Oct-Nov: Review Plan responsibilities with Senior Staff



What's Next?

2007

- **Jan**: Begin identifying & contacting Task Force members
- **Mar**: Submit 07-09 Biennial Budget
- **Jul**: 07-09 Plan officially begins; begin regular Task Force Meetings
- **Oct**: 1st Quarter Progress Reports



Internet Resources

- From the [NCCCS home page](#)
 - Select "Faculty & Staff"
 - Select "Administrative Resources"
 - Select "Planning & Accountability"

- Dr. Betty Adams
 - 919-807-6982
 - adamsb@ncccommunitycolleges.edu



Questions or Comments?

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