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# 2006 CCPRO Conference

Developing the 2007-09 NCCCS Strategic Plan



# Overview

- Development
- Implementation
- Results
- College benefits
- Reflections

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# Process development

- Getting strategic planning back online has been my primary focus since January 2005
- Great learning opportunity
- Opportunity to utilize education, experience, & observations
- Undertook the project with a straightforward methodology & set of assumptions about strategic planning



# Methodology

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



# Strategic Planning Assumptions

- Definition
- A regular, thoughtful, broad-based & collaborative institutional process
- 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
- It is what it is
- It is what we make it
- 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



# Process improvements

- Expand the breadth of environmental scanning
  - Internal
  - External
- Adjust the timing of the planning cycle
- Implement a formal review cycle



# Implementation: Expected Outcomes

- Submit the 2007-2009 Strategic Plan for State Board approval by April 2006
- Build in utility by keeping the Plan focused and simple
- Maximize the use of technology
- Set an example of good practice and professionalism



# NCCCS Strategic Planning Process

Process Components

NCCCS MISSION STATEMENT

ENVIRONMENTAL SCAN

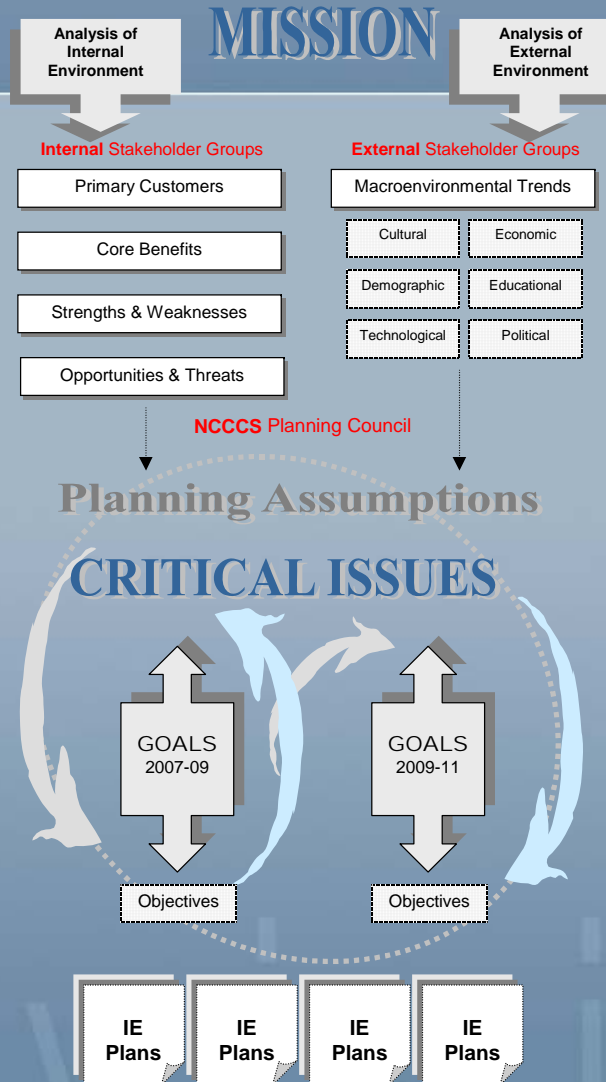
PLANNING ASSUMPTIONS

5-YEAR CRITICAL ISSUES

2-YEAR SYSTEM PLANS

ANNUAL ASSESMENT OF 2-YEAR PLAN

COLLEGE IE PLANS





## NCCCS Strategic Planning Calendar

Year	Date/ Month	Activity
2007	April 27	<ul style="list-style-type: none"> <li>Nominations for environmental scanning teams solicited from presidents at NCCCPA Meeting</li> </ul>
	May 16	<ul style="list-style-type: none"> <li>Presidents submit final nominations for environmental scanning teams</li> </ul>
	July	<ul style="list-style-type: none"> <li>Internal scanning teams complete anonymous online survey</li> <li>First of three external scanning forums are conducted</li> </ul>
	August	<ul style="list-style-type: none"> <li>Two remaining external scanning forums are conducted</li> <li>Input from internal and external scanning is used to develop a draft list of planning assumptions</li> <li>Open forums are held to discuss draft planning assumptions</li> </ul>
	September	<ul style="list-style-type: none"> <li>Planning Council finalizes planning assumptions</li> </ul>
	October	<ul style="list-style-type: none"> <li>Planning Council identifies 5-Year Critical Issues</li> </ul>
	November	<ul style="list-style-type: none"> <li>Planning Council finalizes Critical Issues &amp; begins developing System-level Goals</li> </ul>
	December	<ul style="list-style-type: none"> <li>Planning Council finalizes Goals &amp; begins developing goal-related Objectives</li> </ul>
2008	January	<ul style="list-style-type: none"> <li>Planning Council finalizes Objectives</li> <li>Open Forums are held to discuss the Strategic Plan</li> </ul>
	February	<ul style="list-style-type: none"> <li>Planning Council approves 2007-2009 Strategic Plan</li> </ul>
	March	<ul style="list-style-type: none"> <li>State Board Policy Committee reviews Strategic Plan</li> </ul>
	April	<ul style="list-style-type: none"> <li>State Board approves Strategic Plan</li> </ul>



# Mission

- Elected not to review
- Current mission statement adequate
- Full scale review can be polarizing
- Time consuming

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# Environmental Scanning: Internal

- Nominations from CC Presidents
- 2 faculty, staff, students, administrators, trustees
- 33 of 58 colleges submitted nominations
- Online survey
  - [http://www.nccommunitycolleges.edu/Planning/docs/internal\\_survey.pdf](http://www.nccommunitycolleges.edu/Planning/docs/internal_survey.pdf)
- 200 of 300 nominated responded (67% response rate)



# Internal Feedback

## Strengths?

*What sets the CC apart from other institutions of Higher Education, what makes us unique?*

- **Access (140+)**
  - **Financial, Geographic, Open Door Policy**
- **Workforce Development (115+)**
- **Comprehensiveness (40+)**
- **College Transfer (30+)**
- **Flexibility (25+)**



# Internal Feedback

## Weaknesses?

*What internal weaknesses currently exist that could prevent CCs from capitalizing on future opportunities, limit growth, or hinder continuous improvement?*

- **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



# Environmental Scanning: External

- Nominations from CC presidents
  - Community leaders in each of the external trend areas
  - 24 of 58 colleges submitted nominations
- Trend analysis
  - [http://www.nccommunitycolleges.edu/Planning/docs/Forum\\_presentation\\_web\\_2003.pdf](http://www.nccommunitycolleges.edu/Planning/docs/Forum_presentation_web_2003.pdf)
  - <http://www.nccommunitycolleges.edu/Planning/docs/Reference%20list.doc>
- Regional Scanning Forums
  - Alamance CC, Pitt CC, Hickory Higher Education Ctr
  - Trend analysis presentation
  - Breakout sessions
    - CCPRO facilitators
    - Did we get it right?
    - What are most important trends?



# External Feedback

## Trends with Most Impact

- Resources (10)
  - Insufficient resources; funding for IT, operational & capital needs; entrepreneurial & creative approaches to locate alternate funds
- Technology (9)
  - Keep up with pace of technology change associated with the Knowledge Economy; IT programs & infrastructure
- Economic Development (8)
  - Rural counties, changing industry focus



# External Feedback

## Trends with Most Impact

- Preparing for Knowledge-based Skills (7)
  - Programs that address & prepare workers with skills for the Knowledge-based Workforce
- Shifting Population Demographics (7)
  - Be prepared to deal with uneven population growth, generational shifts, diverse student bodies
- Reconsider Educational Model (7)
  - Flexible & market-friendly; short-term; matched with growth industries; work on transitions
- Affordability (7)
  - Keep education affordable



# 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



# Planning Council

- Six 2-hour highly structured meetings
- NCIH broadcasts
- Email & online surveys
  - [http://www.nccommunitycolleges.edu/Planning/docs/Critical\\_Issues\\_Survey.pdf](http://www.nccommunitycolleges.edu/Planning/docs/Critical_Issues_Survey.pdf)
- Web Log
  - <http://www.ncccsplanningcouncil.blogspot.com/>



# Planning Council

- Consider trend analysis
- Consider results of environmental scanning
- Agree to planning assumptions
  - Did not start from scratch
- Select Critical Issues
- Develop Goals & Objectives



# Results

- Draft 2007-2009 Strategic Plan
- [http://www.nccommunitycolleges.edu/Planning/docs/strategic\\_plan\\_docs/2007\\_09\\_draft\\_NCCC\\_Splan.pdf](http://www.nccommunitycolleges.edu/Planning/docs/strategic_plan_docs/2007_09_draft_NCCC_Splan.pdf)
- Edits made at last Planning Council Meeting
- Strategic Plan Review Sessions
  - March 7: Brunswick, Fayetteville, Haywood, CCCC
  - March 15: Brunswick, Fayetteville, Haywood, Mitchell
- Email notification sent to presidents, all CC lists, and all Internal & External Scanning participants
- Letter to SBCC from President Lancaster
- Set for Board Approval in April-May



# Critical Issues

- Changing Demographics
- Fiscal Resources
- Human Resources
- Technology
- Increasingly Competitive Market



# 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:

## Goal 2

- Increase participation and completion rates of underserved and underachieving population segments.

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# Changing Demographics: Goal 2 Objectives

- **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.



# Fiscal Resources

- 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 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.



# Fiscal Resources: Goal 1

## Objectives

- **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 NCCCS President's Association 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.



# Human Resources

- 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 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. 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.



# Human Resources: Goal 1

## Objectives

- **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.



# Technology

- 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 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.



# Technology: Goal 1

## Objectives

- **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, NCCCS Faculty Association, & Student Services Administrators Association ] 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.



# Increasingly Competitive Market

- 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, and implement a multi-phased study to accurately define the nature of the higher education market in the current environment.

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# Increasingly Competitive Market: Goal 1 Objectives

- **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 President's Association, Faculty Association, Continuing Education Administrators Association, NC4SGA, Trustees Association, State Board, NCCC Adult Educators Association, etc.] in determining the scope of the study.



# How can this work for you?



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# Web Resources

- <http://www.nccommunitycolleges.edu/Planning.pdf>



# Reflections

- NCIH meetings
- Web log

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