



2015-2019 Strategic Plan

Mission

Central Carolina Community College serves as a catalyst for individual, community, and economic development by empowerment through accessible lifelong learning.

Vision

Central Carolina Community College is a nationally recognized, world-class leader providing learning opportunities that contribute to economic progress and cultural enrichment for the students and communities we serve.

Values

Learning, People, Excellence, Integrity, Communication, Community, Access, Innovation, Stewardship

Goals

Goal 1: **Learning First** - Learning is everyone's responsibility. All faculty and staff are educators committed to engaging students as full partners in the learning process.

Goal 2: **Student Access** - Central Carolina is committed to learning by providing broad and intentionally planned access to its programs and services, and to removing barriers to enrollment and progression.

Goal 3: **Student Success** - Central Carolina is committed to learning by supporting and assisting students in achieving their educational goals.

Goal 4: **Employees** - Central Carolina is committed to learning by attracting, developing, and sustaining high-performing employees.

Goal 5: **Partnerships** - Central Carolina is committed to learning by establishing and maintaining partnerships that support the college mission.

Goal 6: **Financial Foundations** - Central Carolina is committed to learning by maintaining and enhancing a strong financial foundation.

Goal 7: **Collegiate Environment** - Central Carolina is committed to learning by fostering a culture that optimizes the student experience and the learning environment.

Values Expanded

Learning	<i>We commit to providing learning opportunities for the ongoing, voluntary, lifelong and self-motivated pursuit of knowledge for either personal or professional reasons among the citizens in our service area.</i>
People	<i>We commit to creating a caring, inclusive, and safe environment that inspires all people to achieve their goals, share their successes, and encourage others.</i>
Excellence	<i>We set, expect and maintain high educational standards consistent with the needs of the students, region and changing workforce.</i>
Integrity	<i>We are accountable, honest, and transparent while adhering to the highest ethical standards in all that we do.</i>
Communication	<i>We commit to effective, open and proactive communication among faculty, staff, students, and the external community of which we are an integral part.</i>
Community	<i>We commit to active and integral partnerships within the communities we serve, and are dedicated to maintaining positive relationships among our own community of faculty, staff, and students.</i>
Access	<i>We ensure access to higher education by offering clear pathways to academic success and transformative opportunity for the diverse populations we serve.</i>
Innovation	<i>We cultivate resourcefulness, creativity and innovation in all we do.</i>
Stewardship	<i>We honor the trust placed in us by the community, and are accountable for the efficient and effective use of the resources entrusted to us.</i>

Objectives

Goal 1: Learning First - Learning is everyone's responsibility. All faculty and staff are educators committed to engaging students as full partners in the learning process.

1. Increase subsequent performance of developmental students in gateway English and math courses.
2. Increase percentage of students succeeding in entry-level English and math courses within the first year.
3. Increase student success rates in college-level coursework.
4. Increase the capacity for enhanced teaching and learning through technology.
5. Improve the college's capacity for consistent, accurate, timely, and learning-centered holistic advising experiences.
6. Increase the capacity for high-quality, learning-centered student services and engagement activities.
7. Improve the design of intentional, accelerated, competency-based programs of study leading to credentials in high demand career pathways.

Goal 2: Student Access - Central Carolina is committed to learning by providing broad and intentionally planned access to its programs and services, and to removing barriers to enrollment and progression.

1. Increase the number of first-time students coming from high school or equivalent with prior Central Carolina curriculum credit.
2. Increase the percentage of first-time fall credential-seeking students attempting at least twelve hours within their first academic year who successfully complete at least twelve of those hours.
3. Increase fall-to-fall retention of credential-seeking curriculum students.
4. Increase the percentage of Basic Skills students who progress one or more levels academically.
5. Maintain and improve the front-end services students utilize to access education.
6. Improve communication with students and potential students.
7. Increase the percentage of Central Carolina GED and adult high school graduates who enter curriculum programs college-ready.

Goal 3: Student Success - Central Carolina is committed to learning by supporting and assisting students in achieving their educational goals.

1. Increase the percentage of students who transfer to a senior institution with a credential.
2. Increase the percentage of students with 30+ college credits who have earned a credential.
3. Increase timeliness of first-time credential-seeking students' completion of at least 9 major core hours or a related Con-Ed credential.
4. Maintain high GED and licensure test pass rates.
5. Increase curriculum student completion rate.
6. Maintain or increase college transfer student performance.
7. Increase partner involvement in Advisory Committees and in other key development initiatives, to ensure that all curricula are cutting-edge in their reflection of industry needs, and that new programs will emerge from workforce and community needs.

Goal 4: Employees - Central Carolina is committed to learning by attracting, developing, and sustaining high-performing employees.

1. Expand and improve internal communication among employees, including part-time employees.
2. Increase meaningful, intentional professional development offerings that address institutional priorities and foster positive connections.
3. Strengthen the work environment by listening to and recognizing each other, celebrating our achievements, and promoting engagement and interaction.
4. Strengthen employee resources by capturing best practices and success strategies in a college brain trust.

Goal 5: Partnerships - Central Carolina is committed to learning by establishing and maintaining partnerships that support the college mission.

1. Expand and improve communications with external partners and throughout the community.
2. Educate potential community partners about our services, program offerings and distinct benefits.
3. Increase number of internships, service learning opportunities, apprenticeships, and other student opportunities available with employers and other community partners.
4. Identify and develop partnerships with targeted public and private K-12 schools and senior institutions.

Goal 6: Financial Foundations - Central Carolina is committed to learning by maintaining and enhancing a strong financial foundation.

1. Increase financial resources for continued growth and identified needs through government funding.
2. Increase private gifts to support identified needs.
3. Expand and enhance the college's capacity to serve its community by acquiring targeted grant partnerships.
4. Identify strategic properties for acquisition to accommodate and foster future growth.
5. Increase efficiency of campus operations.

Goal 7: Collegiate Environment - Central Carolina is committed to learning by fostering a culture that optimizes the student experience and the learning environment.

1. Improve communications with distance students to enhance the distance education experience.
2. Improve cleanliness and appearance of facilities.
3. Enhance food quality, selection, and availability at all campuses.
4. Identify and develop additional student and employee gathering areas.
5. Improve recognition of student achievement.

Pre-Objective Focus Areas

Areas of focus requiring further investigation before an outcome-focused objective may be established.

Goal 2: Student Access

1. Explore opportunities for providing child care through partnerships.
2. Investigate the feasibility of measuring the percentage of students who complete their required developmental education credits within the first year, so this metric may be targeted for increase.
3. Devise a measurement tool to assess our ability to maximize access to educational programs and trainings available in the service area leading to high-wage, high-demand jobs and college transfer opportunities, including determining which programs meet these criteria in each county of our service area.

Goal 4: Employees

1. Investigate the attrition rate and reasons for attrition in order to determine whether an objective to stabilize attrition is needed and if so, effective strategies.
2. Investigate factors impacting compensation and salary equity in comparison with other institutions, and factors that may and may not be within the college's control. Implement a uniform, transparent process for salary determination that includes consideration for equality, gender equity, longevity, position description/ responsibilities, experience, new versus veteran employee status, comparison with local government and other community college salaries, and criteria for determining increases.

Goal 5: Partnerships

1. Strengthen communication and collaboration between internal partners to facilitate harmonious, collaborative working relationships between divisions and departments, with open lines of free-flowing communication. Identify the divides to establish areas of focus.
2. Identify ways to partner and communicate with parents and other family members.

Goal 6: Financial Foundations

1. Identify areas for potential increased influence via increased personal involvement in community and governmental affairs.

Goal 7:

1. Identify targeted areas for development and design of intentional learning communities to foster shared experience and mutual support.

2014 Planning Council

- *Lisa Baker, Dean of Health Programs*
- *Michelle Bodily, Coordinator of Accreditation and QEP*
- *Virginia Brown, Director of Secondary Partnerships*
- *Mitchell Carr, Math Instructor/Coordinator of Evening Programs*
- *Jamie Childress, Dean of Enrollment/Registrar*
- *Marcie Dishman, Executive Director of Marketing & Public Affairs*
- *Ayanna Hamilton, Director of Continuing Ed - Lee County*
- *Emily Hare, Executive Director of the Foundation*
- *Tommy Holder, Director of Information Technology*
- *Stormy Mascitelli, Coordinator of Institutional Research*
- *Brian Merritt, Vice President of Student Learning/Chief Academic Officer*
- *Mike Messersmith, Executive Director of Human Resources*
- *Summerlin Page, English Instructor*
- *Willie Palme, Mail and Print Shop Specialist*
- *Kevin Pearson, Coordinator of Accreditation & QEP*
- *Michelle Powell, Math Instructor*
- *Tammie Quick, Instructor, College and Career Readiness*
- *Linda Sculetta, Associate Vice President, Student Learning & Strategic Planning*
- *Morgan Steele, Coordinator of Marketing & Public Affairs*
- *Jamie Wicker, Director of Correctional Education*
- *Heather Willett, Dean of Student Support Services*
- *Cathy Woelfle, Cosmetology Instructor*