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E. Names of each Listening Forum participant
F. Planning coordinators’ key implications
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SECTION I – EXECUTIVE SUMMARY

Central Carolina Community College initiated the planning process in August 2007 when President Dr. Matthew Garrett named planning coordinators and members of the Long Range Planning Committee. The LRPC ultimately met three times in the fall of 2007, with the challenge to predict which existing programs in Curriculum, Basic Skills, and Continuing Education would have the most growth through 2012-13, and what programs in those academic areas need to be developed. The committee analyzed data about the service area, reviewed results of an internal survey of faculty and staff, and weighed feedback from four Listening Forums. Using a state-approved formula, the college projected its total FTE to be 6,156 for the 2012-13 academic year, up from a projected 5,233 for 2007-08. Following is a brief summary of the committee’s key implications.

Existing programs in Curriculum projected to have the largest enrollment growth in the next six years are the following:

- Associate Degree Nursing
- College Transfer
- Cosmetic arts (to include Esthetics and Barbering)
- Bioprocessing
- Early Childhood
- Business technologies (to include Business Administration, management, Human Resources Management, and Office Systems Technology)
- Computer Assisted Drafting (for the Harnett campus)
Existing Basic Skills programs projected to have the largest enrollment growth in the next six years are the following:

- English as a Second Language
- GED
- ABE
- Family Literacy

Existing Continuing Education programs projected to have the largest enrollment growth in the next six years are the following:

- All health-related classes
- Green construction
- Small business startup and maintenance
- Real estate
- Workforce Development
- Emergency services
- Recertification for professionals
- Welding

The Planning Committee projected the following new program needs for Curriculum through the 2012-13 academic year:

- Culinary arts
- Radiology
• Biotechnology
• Physical/occupational/speech therapy assisting
• Pharmaceutical technology
• Respiratory therapy assisting
• Gerontology/geriatrics
• Alternative energy technology
• Lateral entry teaching licensure
• Teacher assistant certification

For Basic Skills, the committee decided that ideas generated by the planning process in this area were more in the realm of Occupational Extension and that current programs are adequate.

In Continuing Education, the committee predicted a need for the following programs or classes in the next six years:

• Conventional construction trades
• Water conservation
• More health-related classes
• Hospitality management
• Fine arts, especially dramatic arts
• Truck driving
• Industrial safety
• Communication devices in business
• Bioterrorism
All participants in the planning process were informed -- and apparently impressed -- by a number of factors, among them the rapidly expanding world of health care; population bulges predicted for those under 5, between 20 and 25, and over 55; the emerging popularity of all things bio-oriented or eco-sensitive; the changing face of offices and business communication; a huge influx of foreign nationals and a dauntingly high percentage of those who lack even basic education; a recognition of the service area’s major employers, including government and a diversified industry; and a growing awareness that the bachelor’s degree increasingly begins at a community college.

Those same participants, especially the college employees, were also aware that space as it now exists at various sites simply cannot begin to accommodate changes they have forecasted. The Planning Committee felt the need to express space concerns the college will likely face in the next six years that were not program specific. Those concerns are listed in the table of contents under the section labeled Other Important Planning Considerations.

SECTION II -- THE LONG RANGE PLANNING PROCESS
Central Carolina Community College employed two retired former employees (Dr. Jim Foster and Lars Hamilton) to coordinate and be responsible for writing the Long Range Plan. The two coordinators and Steve Lympnay (interim Dean of Engineering and Health Programs) attended the Long Range Plan training session at Randolph Community College on September 12, 2007. The college also appointed a Long Range Planning Committee to oversee and give direction to the plan. The committee was represented by faculty and staff from all segments of the college. Names are in the appendix.

An orientation for the Long Range Planning Committee members was held on September 20, 2007. The two coordinators conducted the orientation, which included the purpose of the Long Range Plan, the Long Range Plan components, and the function of the Long Range Planning Committee. A copy of the agenda is in the appendix. The recommended method of projecting annual FTEs was presented and agreed upon. A decision was made to conduct the internal survey electronically. The decision was also made to survey all full-time curriculum faculty members about the growth of current programs and demand for new programs. Full-time faculty and staff members in Basic Skills were surveyed about growth of current and new programs. Full-time faculty members in Continuing Education were surveyed about projected growth of programs in that area. The administrative staff, plus the two college recruiters and the assistant Industrial Relations Officer, completed all three internal surveys.

These internal surveys were completed on-line using Survey Monkey software. The second meeting of the Long Range Planning Committee was held on October 23,
2007, when a summary of internal survey results was shared. Committee members were
informed that a time and date for each external Listening Forum had been established.
The Committee was made aware that the demographic data for the service area had been
received and was being made available to them electronically. The committee was
informed that data from the NC Employment Security Commission, surrounding county
economic development offices, and the college databank were being used to supplement
information from CC Benefits. A copy of the data from CC Benefits and other sources is
in the appendix.

Data about the three-county service area were mailed to each external Listening
Forum member. The college conducted three external Listening Forums, one in each
county, and a session with the Board of Trustees. A broad representation of people in the
community was used for each Listening Forum. Names of participants are listed in the
appendix. At each Listening Forum the following questions were asked, with note takers
recording the responses:

1. What is your general reaction to the data shared?
   a. What are your first thoughts or reactions?
   b. Have we interpreted the data correctly?
   c. Is there anything we missed or overlooked?

2. What existing programs does the college need to expand in the next six years?
   a. Curriculum Programs
   b. Basic Skills
   c. Continuing Education
3. What new programs or training opportunities does the college need to add in the next six years?
   a. Curriculum
   b. Basic Skills
   c. Continuing Education

The first external Listening Forum was held on the Chatham County campus in Pittsboro on November 1, 2007. The second was held at the Harnett County campus on November 5, 2007. The third was held at the Dennis A. Wicker Civic Center in Sanford on November 8, 2007. The final forum was held on November 19, 2007, also at the Wicker civic center, and involved the college’s trustees. Results of the internal survey, the external Listening Forums, and feedback from trustees are described in other sections of this document.

Planners analyzed feedback from the Listening Forums and summarized areas where this feedback was consistent with data about the service area. The Long Range Planning Committee members were mailed responses recorded by note takers and an analysis of those responses prepared by the planning coordinators. This analysis was labeled “Planning Coordinators’ Key Implications,” and was composed of a lengthy list of the coordinators’ views of how the various information they had received may be interpreted. A copy of this report is in the appendix. On December 5, 2007, the Long Range Planning Committee met for a third time and final time. This committee reviewed enrollment projections, internal survey results, analysis of service-area data, plus feedback provided by the three Listening Forums and the college trustees. The LRP Committee then developed its own set of implications, and named programs or classes
that the information suggested would grow the most or need to be inaugurated by 2012.

This document became the central document of this entire process, labeled “Key
Implications.” In addition, the committee chose to include another section for this report,
labeled “Important Considerations,” which details pressing needs that have construction
implications but do not fit neatly into the rubric prescribed by this process.
SECTION III -- SERVICE AREA DATA PROJECTIONS

The Long Range Program Plan requires CCCC to project which educational programs currently being offered will have the greatest enrollment increase by 2012 and what new programs the college should implement by 2012 to meet the needs of the service area. To help with this challenging task the college assembled current and projected data for the service area of Chatham, Harnett, and Lee counties. The college used data provided by CC Benefits, plus additional data from the NC Employment Security Commission, county economic development offices, the NC Department of Public Instruction, the U.S. Department of Labor, and college databanks. This information was included in planning deliberations because it offers a snapshot of the service area and suggests demographic trends, without which the college would be operating in a data void about population diversity and concentration, where and what the jobs are, and where the deficits lie in language skills, education, income, and education. Simply stated, the college has to know where it is before it can project where it’s going.

Population data included total population growth, plus population changes by age groups and race. These data allowed the college to study the educational attainment of people in the region and compare it to the state and nation. The number of projected public school graduates for each county for each year through 2012 was reviewed. The percent of current high school graduates from the region that enroll at CCCC was also examined.

The Mid-Carolina Workforce Development Board projects the 15 fastest growing occupations between 2004-2014 requiring an Associate Degree and the 15 fastest growing occupations requiring some vocational training. The fall 2007 civilian labor
force for each county was included in the data, along with a list of the industry structure for each county. Commuting patterns of the work force for each county were also studied.

Data projecting the growth in jobs for graduates of each curriculum program were part of the study. Data projecting the growth of regional industries, the growth of major occupation groups, average annual job openings for occupational groups, the fastest growing occupations, and the growth of critical occupations like home health care, local government, child care, business management, direct selling, and clay building material were reviewed. Data from the U.S. Bureau of Labor Statistics, which reinforce the fact that higher education levels are tied to higher earnings and lower unemployment, were also included.

All of this information was studied by the two project coordinators and the Long Range Planning Committee, and was mailed to each member of the three different Listening Forums plus the Board of Trustees in advance of their meetings.

The college’s analysis of the data was shared with each Listening Forum with an opportunity for participants to react. They were specifically asked to tell the planning team what existing programs they expected would grow the fastest, and what programs the college should endeavor to develop during the next six years.

A two-page executive summary of the CC Benefits service-area profile follows this page.

The data packet assembled for the Planning Committee and the external feedback groups, a complete copy of the CC Benefits data for the college, and a copy of the planners’ analysis of that data are in the appendix.
SECTION IV -- ENROLLMENT PROJECTIONS

Enrollment projections through the year 2012-13 are an important part in the planning process. If any organization does not know where it has been, the task of discerning where it is going is redoubled. Acknowledging that, the college examined enrollment numbers in recent years for the three areas described below. In addition, on the local level, department chairs and division leaders in Curriculum programs were asked to project specific enrollment figures for the years 2007-08 through 2012-13. These projections—which is the gross numbers and the patterns in specific Curriculum programs—were part of the information provided to the Long Range Planning Committee during its final deliberations in December 2007 about new and existing program growth.

CCCC used Method 1 to project enrollment for each year through 2012-13. Over the last five years the college’s share of the total system FTE for Curriculum averaged 2.46 percent each year. Multiplying this percent times the projected annual FTE for the system each year gave us the projected curriculum FTE for each year. The projected FTE in Curriculum for 2007-08 is 3,715. FTEs increase each year, with 4,415 projected in 2012-13. Population in our region is expected to rise slightly faster than the state average, so the growth rate projection in Curriculum FTE appears to be realistic.

Over the last five years the college’s annual share of Basic Skills FTE for the NC Community College System averaged 4.6 percent. Using this average percent we project Basic Skills FTE for 2007-08 to be 882 and increasing to 974 in 2012-13.
The college’s share of the total system FTE in Continuing Education (Occupational Extension) has averaged 2.63 percent for each of the last five years. Assuming this trend continues we project the Occupational Extension FTE for 2007-08 to be 635 and increasing to 767 in 2012-13.

By using Method 1 CCCC projects its total annual FTE to be the following:

<table>
<thead>
<tr>
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<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5,233</td>
<td>5,326</td>
<td>5,470</td>
<td>5,694</td>
<td>5,924</td>
<td>6,156</td>
</tr>
</tbody>
</table>

Projections for each year from 2007 to 2012 in Curriculum, Basic Skills, and Occupational Extension are found below:

**Projected Annual Curriculum FTE 2007-2012**

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,715</td>
<td>3,771</td>
<td>3,874</td>
<td>4,053</td>
<td>4,235</td>
<td>4,415</td>
</tr>
</tbody>
</table>

**Projected Annual Basic Skills FTE 2007-2012**

<table>
<thead>
<tr>
<th></th>
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<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>882</td>
<td>900</td>
<td>918</td>
<td>936</td>
<td>955</td>
<td>974</td>
</tr>
</tbody>
</table>

**Projected Annual Occupational Extension FTE 2007-2012**

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>635</td>
<td>655</td>
<td>678</td>
<td>705</td>
<td>734</td>
<td>767</td>
</tr>
</tbody>
</table>

Total Annual Budgeted FTE
A list of programs offered by the college is in the appendix.

In addition to but unrelated to Method I, the following is a breakdown of enrollment projections developed by department chairs and division deans for most Curriculum programs for the years 2007-08 and 2012-13:

<table>
<thead>
<tr>
<th>Program</th>
<th>07/08</th>
<th>12/13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telecommunications</td>
<td>39</td>
<td>50</td>
</tr>
<tr>
<td>Bioprocessing</td>
<td>32</td>
<td>38</td>
</tr>
<tr>
<td>Computer Engineering</td>
<td>20</td>
<td>24</td>
</tr>
<tr>
<td>Electronics</td>
<td>24</td>
<td>28</td>
</tr>
<tr>
<td>Laser/Photonics</td>
<td>23</td>
<td>28</td>
</tr>
<tr>
<td>Mechanical Engineering</td>
<td>24</td>
<td>29</td>
</tr>
<tr>
<td>Associate in Science</td>
<td>134</td>
<td>160</td>
</tr>
<tr>
<td>Associate in Arts</td>
<td>416</td>
<td>494</td>
</tr>
<tr>
<td>Human Services</td>
<td>50</td>
<td>60</td>
</tr>
<tr>
<td>Paralegal</td>
<td>45</td>
<td>54</td>
</tr>
<tr>
<td>Esthetics</td>
<td>70</td>
<td>84</td>
</tr>
<tr>
<td>Criminal Justice</td>
<td>56</td>
<td>67</td>
</tr>
<tr>
<td>Cosmetology</td>
<td>262</td>
<td>311</td>
</tr>
<tr>
<td>BLET</td>
<td>67</td>
<td>80</td>
</tr>
<tr>
<td>Program</td>
<td>38</td>
<td>45</td>
</tr>
<tr>
<td>------------------------------</td>
<td>-----</td>
<td>-----</td>
</tr>
<tr>
<td>Barbering</td>
<td>67</td>
<td>80</td>
</tr>
<tr>
<td>Accounting</td>
<td>60</td>
<td>71</td>
</tr>
<tr>
<td>Business Administration</td>
<td>148</td>
<td>176</td>
</tr>
<tr>
<td>Community Journalism</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Computer Information</td>
<td>67</td>
<td>80</td>
</tr>
<tr>
<td>Early Childhood</td>
<td>181</td>
<td>215</td>
</tr>
<tr>
<td>Human Resources</td>
<td>27</td>
<td>32</td>
</tr>
<tr>
<td>Library Information</td>
<td>28</td>
<td>33</td>
</tr>
<tr>
<td>Medical Office Admin.</td>
<td>70</td>
<td>83</td>
</tr>
<tr>
<td>Networking</td>
<td>26</td>
<td>31</td>
</tr>
<tr>
<td>Office Systems</td>
<td>78</td>
<td>93</td>
</tr>
<tr>
<td>Operations Management</td>
<td>15</td>
<td>17</td>
</tr>
<tr>
<td>Veterinary Technology</td>
<td>108</td>
<td>110</td>
</tr>
<tr>
<td>Medical Assisting</td>
<td>62</td>
<td>74</td>
</tr>
<tr>
<td>Dental Assisting</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Dental Hygiene</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Nursing</td>
<td>53</td>
<td>63</td>
</tr>
<tr>
<td>Auto Systems</td>
<td>62</td>
<td>74</td>
</tr>
<tr>
<td>Industrial Systems</td>
<td>64</td>
<td>76</td>
</tr>
<tr>
<td>Auto Body Restoration</td>
<td>17</td>
<td>21</td>
</tr>
<tr>
<td>Machining</td>
<td>59</td>
<td>70</td>
</tr>
<tr>
<td>Motorcycle Mechanics</td>
<td>31</td>
<td>37</td>
</tr>
</tbody>
</table>
SECTION V -- INTERNAL FEEDBACK

The Long Range Planning Committee surveyed the full-time faculty and staff of Curriculum, Continuing Education, and Basic skills to determine their opinion about which existing programs will realize the highest growth enrollment through 2012-13. This same group was also asked to identify programs the college should initiate by 2012. By surveying this particular group, the committee believed it was involving the people most familiar with academic programming.

Planners developed three instruments. Full-time Curriculum faculty were surveyed about Curriculum program growth and potential demand for new programs. Accordingly, Continuing Education faculty and staff filled out a survey designed just for those programs, as did the Basic Skills faculty and staff. Completing all three surveys were members of the college administrative staff, two college recruiters, and the acting Industrial Relations Officer.

The instruments were administered electronically, using Survey Monkey software. Planners compiled the data and cited the five Curriculum programs projected to see the most growth through 2012-13. That same process was used to determine projected high growth programs in Continuing Education and Basic Skills.

Planning coordinators shared the survey results with the Long Range Planning Committee on October 23, 2007. Results were also made available to all employees online. Following is a brief summary.

<table>
<thead>
<tr>
<th>Sculpture/Pottery</th>
<th>17</th>
<th>20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainable Agriculture</td>
<td>17</td>
<td>20</td>
</tr>
</tbody>
</table>
Curriculum

The five Curriculum programs projected to have the most growth follow:

1. Associate in Arts and Associate in Science (College Transfer)
2. Associate Degree Nursing
3. Dental Hygiene
4. Bioprocessing
5. Cosmetology

Fifty-nine percent of Curriculum faculty respondents predicted that College Transfer would have maximum growth each year. More than half (54.6 percent) said that space does not now exist to accommodate projected growth. Types of space needed, they said, are classroom (90 percent listing this), office (72.5 percent), and lab/clinical (60 percent).

A similar breakdown of internal survey responses for the other top four programs is in the appendix.

Among the areas listed as needed Curriculum initiatives in the outlying years are culinary arts, listed more often than any other, radiology technology, biotechnology, hotel management, geriatrics, massage therapy, health-related programs (including physical therapy and pharmaceutical technology), biofuels, biodiesel, environmental technology, lateral teaching certification, and green construction.
**Basic Skills**

The Basic Skills program predicted to have the highest growth is English as a Second Language, listed by 81.8 percent of respondents. Second was GED, listed by 66.7 percent, followed by Adult High School (48.5 percent) and Adult Basic Education (42.4 percent).

Maximum growth in ESL and GED is predicted each year. A substantial majority -- 79.3 percent of respondents -- said space was not available to accommodate projected growth in ESL or GED, while 70 percent said space was not available for Adult High School growth. This space deficit projection was mainly for classrooms, offices, and labs.

Among the areas listed as needed Basic Skills initiatives are classes in citizenship, character education, problem solving, financial readiness, and workplace success.

**Continuing Education**

The area in Continuing Education projected for highest growth is Occupational Extension, listed by 84 percent of respondents. Almost 67 percent of respondents predict maximum annual growth in Occupational Extension. In second place was Workforce Development (New and Expanding Industry, Focused Industry Training, and Customized Industry Training), projected to have maximum annual growth by 71 percent of respondents. Seventy-five percent of respondents said space is not available for Occupational Extension growth.
Among the areas listed for possible class or program development in Continuing Education are medical programs (including ultrasound technician, anesthesia technician, mental health technician, and radiology), pottery, construction skills, massage therapy, Six Sigma, elderly care, all biotechnology categories, and retail sales.

More than three fourths of respondents believe these programs will have maximum growth each year, and a majority of respondents said the college has no space to accommodate this growth.

A copy of the three instruments is in the appendix, along with a summary of survey results for Curriculum, Basic Skills, and Continuing Education.
SECTION VI -- EXTERNAL FEEDBACK

The college conducted listening forums on the Chatham, Harnett, and Lee campuses to gather feedback from community leaders and various jobholders and stakeholders about existing and potential programs. Results of the note taking at these sessions were analyzed by the Long Range Plan coordinators, who developed a list of ideas that emerged most consistently. However, a simple consensus of ideas is not enough. Since the primary purpose of this project is to establish an educational basis for future construction, this particular college has to be mindful of its huge service area. Central Carolina serves three counties, two of which are very large. Educational needs of Chatham residents, for example, may differ from those of Harnett residents, a reflection of different demographics, different job opportunities, and different cultural climates. This report, therefore, will focus on the broad consensus, but also include ideas specific to each county.

Participant reaction to the data:

Participants in all three Listening Forums agreed that the projected growth of the service area population is almost certainly underrepresented by the 10 percent figure provided by CC Benefits. Chatham participants cited the large number of building permits being issued, especially in the northeastern corridor toward Chapel Hill, and the
increasing number of Latino immigrants settling into the western precincts. Harnett forum members cited overflow from the Raleigh metro region in the northern precincts, and especially the effect that the United States Army’s base relocation program will have in the central and western areas. Fort Bragg is scheduled to grow by several thousand in the next few years, as the army’s procurement headquarters is transferred there from Georgia. This program, known as BRAC, should also have an impact on the Lee population growth. However, the full impact of BRAC is difficult to determine at this time.

Projected growth of the over-50 population, it was agreed, creates challenges and opportunities for services, particularly in health-related programs and continuing education programs.

Demand for health-related programs will grow significantly. In Harnett, forum participants cited the planned construction of a hospital and a biotechnology park in Lillington.

Growth of the 20-24-year-olds and the under-5-year-olds was discussed with possible implications. Fifty-five percent of the college’s Curriculum students are under 25 years old, therefore growth of the 20-24 age bracket could argue for expansion of Curriculum enrollment. Growth of the under-5 bracket has obvious implications for the Early Childhood program.

CC Benefits data projects a 6 percent growth in manufacturing for the service area, which economic developers believe to be a bit optimistic. Manufacturing jobs in Chatham have been stable for several years, and manufacturing jobs for the entire state are projected to grow by only 3 percent by 2012.
**Growth of existing Curriculum programs:**

A general consensus emerged throughout the sessions that just about all human-health-related programs would grow. In the case of Central Carolina, that means Medical Assisting, Associate Degree Nursing, Dental Assisting, and Dental Hygiene. There was also broad agreement that new programs in construction trades may be worth expanding beyond the present carpentry and masonry and electrical, all of which are taught only at Harnett Correction Center. Harnett forum members particularly noted the need for welders in that county.

Early Childhood Education was named by participants in all three Listening Forums, and several persons cited the data that a huge population spike is expected in the under-5 age group through 2013. Also prominently mentioned were the Bioprocessing program, and more generally the entire biotechnology field.

Lee County forum members cited a projected need for more emphasis on Industrial Systems Technology, citing the large concentration of industry in that county, and Human Resources Management. Listening Forum participants in Harnett specifically mentioned a need to expand the ADN, Computer Assisted Drafting, and Dental Hygiene programs to the Harnett campus.
**Growth of existing Continuing Education programs:** The Certified Nursing Assistant classes should grow significantly, all three forums agreed. Also consistently cited as major growth areas were classes in real estate (CCCC offers classes leading to broker and agent licensing), and small business development and maintenance. For real estate, participants cited the increasing population and the huge construction boom that it suggests, plus CC Benefits data showing that much employment will continue to be from companies with fewer than 10 employees.

Lee County participants predicted a growth in the Workforce Development programs (New and Expanding Industry, Focused Industry Training, and Customized Industry Training).

**Growth of existing Basic Skills programs:**

Predictably, classes in English as a Second Language were listed as the number one growth area by all three county forums. This may have been a result of the college’s track record--its burgeoning enrollment in ESL in the past decade--and in data presented that predicted a Hispanic growth rate of more than 18 percent between now and 2013. However, the emergence of foreign nationals from other countries, in particular Asia, was also mentioned. The other prominent citing was for growth in the GED programs in all three counties. It is worth noting here that construction of a single site for ESL in each county may be problematic, as forum participants noted transportation hurdles and cultural resistance to centralization as factors depressing a “one building for all” concept.
Projected new Curriculum programs:
Here the primary consensus was on potential curriculum programs relating to health. Specifically noted were radiology technology, gerontology, and home health care (mentioned in all three counties), respiratory therapy technology (Harnett and Chatham), surgical technology (Lee), pharmaceutical assisting (Harnett), physical therapy assisting (Lee and Chatham), and medical device technology (Lee).

Other programs listed included chemical technician and nanotechnology by the Lee forum members, recreation technology and business communication technology by the Harnett members, and culinary arts by the Chatham members.

Projected new Continuing Education programs:
Here there was consensus in all forums that classes in “green” construction will be needed over the next six years. Participants also projected a need for classes to support small businesses, and in the repair or maintenance areas of carpentry, plumbing, and electrical. Members in two forums suggested classes in water conservation, especially the management of “gray” water.

A variety of classes was suggested by individual participants, including computer repair, cheese making, dramatic arts, “smart” phones, sleep disorders, logistics training for the military, physical fitness, customer service training, and foreign languages other than Spanish.

Projected new Basic Skills programs:
No new programs were suggested by forum participants.
A copy of the Listening Forum agendas and notes taken at each one are in the appendix.

**External Feedback Addendum -- Responses of College Trustees**

In addition to hearing from the public via three Listening Forums, the college decided to hear opinions from the 16-member Board of Trustees, whose membership includes representatives of all three service-area counties. This group was mailed the same service-area data package that was sent to Listening Forum members, but trustees were also given a summary of Listening Forum responses and a summary of internal survey results. In other words, they were presented with what the college family had said, and what the community representatives had said. The meeting was held November 19, 2007, at the Dennis A. Wicker Civic Center in Sanford.

Trustees expressed appreciation for the planning process, and the chair suggested that this should become a continuing process, involving trustees. Several members echoed sentiments previously expressed at Listening Forums, particularly the importance of staying abreast of the burgeoning biotechnology and health-care industries, the demand for space created by Central Carolina’s new Early College program, and the need for flexibility to meet as-yet unknown demands of the upcoming BRAC population infusion.

Among the program possibilities suggested for the next six years were mental health assistant, medical rehabilitation assistant, and dialysis technician. Trustees also
noted an expected growth in the "virtual classroom," the need for second-year programs at the Harnett County campus, and more emphasis (perhaps through Continuing Education or special cultural programming) in the fine arts.

One trustee made a note of the “Futures” project, citing 54 core occupations held in North Carolina and the fact that many occupants of those core jobs are now aging into retirement. It is incumbent upon the college, he argued, that it respond to identify those core jobs and explore whether CCCC has or should develop programs to train for them.
SECTION VII -- KEY IMPLICATIONS

After examining the information from CC Benefits, the Employment Security Commission, regional economic development offices, the Department of Public Instruction, databanks at the college, results from the surveys of faculty and staff, and hearing and analyzing results from the Listening Forums in all three counties and from the college trustees, the Long Range Planning Committee met in early December to develop key implications for program planning.

Participants in all three Listening Forums agreed that the projected growth of the service-area population is almost certainly underrepresented by the 10 percent figure provided by CC Benefits. Chatham participants cited the large number of building permits being issued, especially in the northeastern corridor toward Chapel Hill, and the increasing number of Latino immigrants settling into the western precincts. Harnett forum members cited overflow from the Raleigh metro region in the northern precincts, and especially the effects that the United States Army’s base relocation program will have in the central and western areas. Fort Bragg is scheduled to grow by several thousand in the next few years, as the army’s procurement headquarters is transferred there from Georgia. This program, known as BRAC, should also have an impact on the Lee population growth. However, the full impact of BRAC is difficult to determine at this time.
Projected growth of the over-50 age population creates challenges and opportunities for services, particularly in health-related programs and continuing education programs.

Demand for health-related programs will grow significantly. In Harnett, forum participants cited the planned construction of a hospital and a biotechnology park in Lillington. Likewise, Chatham County is now building a hospital in the Siler City business park, and the college is building a facility beside it.

Heavy projected growth of the 20-24-year-old cohort and the under-5 cohort should have significant impact on the college. Fifty-five percent of the college’s Curriculum students are under 25 years old, therefore growth of the 20-24 age bracket could argue for broad growth of Curriculum enrollment. Growth of the under-5 bracket has obvious implications for the Early Childhood program.

CC Benefits data projects a 6 percent growth in manufacturing for the service area, probably driven to be higher than statewide because of the comparatively high concentration of manufacturing in the service area. While economic developers in all three service-area counties consider the 6 percent figure to be perhaps too optimistic, it suggests a growing need for the Workforce Development programs in all three counties.

**Growth of Existing Curriculum Programs**

After analyzing the various inputs outlined above, the Long Range Planning Committee has determined that the following existing Curriculum programs will have high enough growth potential in the coming years that additional space allocation is a paramount concern:
• **Associate Degree Nursing.** This flagship health program is by state regulation limited in students at the Lee County campus, but overwhelming evidence from the planning process has indicated a need for its expansion into Harnett and Chatham counties. Space for this expansion does not exist now in Harnett, and while new classroom buildings will soon be under construction in Chatham, there is no designation for ADN expansion there.

• **College Transfer.** The combined Associate in Arts and Associate in Science program will continue to be the college’s largest in headcount and FTE. As the cost of a four-year college mounts dramatically each year, as students increasingly realize that the doorway to their bachelor’s degree may be widened by smaller and more flexible classes and their proximity to home, as the population of the service area is projected to grow by at least 10 percent in the next six years, and as the U.S. Army’s base relocation project will be significantly increasing the size of Fort Bragg with implications for numerous nearby counties, the Planning Committee believes College Transfer will be a steady growth market. Results of the faculty and staff survey show that these personnel believe the program will continue to grow rapidly and are concerned about available space to meet this demand.

• **Cosmetic Arts.** This name change from Cosmetology is designed to reflect a growing public interest in Esthetics and Barbering, existing Curriculum programs at the college supervised by the Cosmetology department chair. Most personnel responding to the internal survey predicted it will have maximum
growth, and the state Employment Security Commission pegs this as one of the 15 fastest growing occupations requiring less than associate degree training.

- **Bioprocessing.** The Planning Committee is excited about this field for a number of reasons, including the number of pharmaceutical manufacturers in the area, the development of a biotech park in Lillington, the service area’s proximity to Research Triangle Park, the comparatively high salaries, and the government’s concentrated effort to recruit bio industries to North Carolina. The internal survey and the Listening Forums projected Bioprocessing to be a rapidly growing program. The college’s internal survey indicates a lack of confidence that space exists to accommodate this growth.

- **Early Childhood.** The feedback from several areas suggests a significant growth in this program, especially the rapidly expanding population of those under 5 years old in the college service area. All four Listening Forums agreed on this, and CC Benefits lists child care workers atop the chart of critical occupations for the service area.

- **Business Technologies.** The name change here, away from specifically business administration, is designed to be more inclusive of jobs that the Planning Committee and demographic data and employment projections forecast for the next few years. These would include business administration, business management, accounting, human resources, and office systems. The Planning Committee was particularly mindful of the potential BRAC impact, as companies will be moving into the region to be closer to the military’s procurement decision makers.
• **Computer Assisted Drafting for Harnett County.** The Planning Committee took into account the particular interest that Harnett County has for expansion of this program to the Lillington campus. The committee noted a critical need for trained CAD operators to support the county’s industrial base, as reported by both Harnett college personnel and the Harnett Listening Forum.

Another program, the new Dental Hygiene curriculum, has strong support in the data, and equally strong support from the internal survey. However, the Planning Committee determined that the program is so new that the need is now being addressed. In effect, it is too early yet to talk about its expansion.

**Growth of Existing Basic Skills Programs**

• The college anticipates heavy growth in English as a Second Language, GED, and Adult Basic Education. (The latter did not register much in external or internal surveys, but data show an overwhelming challenge, with 17.5 percent of the population over 24 years old -- 26,000 people -- without a high school diploma or its equivalent. In addition, CC Benefits data show that about 9,000 adults in the service area are without even a ninth-grade education.) Growth in ESL and GED is projected to be maximum annually in the next six years, with an overwhelming number of internal survey respondents saying space does not exist to accommodate
this growth. In addition, CC Benefits projects the service-area Hispanic population to grow by more than 4,000 by 2013.

- A relatively new program, Family Literacy, is projected to be high growth, in part because of information previously mentioned: the high cohort of the under-5-years-old group, and the number of adults without a high school education. The idea here is to get them to come together at one site for family literacy classes. This program is also designed to benefit those taking advantage of ESL training.

**Growth of Existing Continuing Education Programs**

After examining all the feedback, the Planning Committee projects the following Continuing Education programs or classes to have the largest enrollment growth:

- **Health-related programs**, to include Certified Nursing Assistant, home health aide, phlebotomy, pharmaceutical assisting, and sleep disorders, among others. Both the state ESC and critical occupations data from CC Benefits project a heavy need for home health aides, CNAs, orderlies, and attendants. These programs were also listed among the fastest-growing in the ESC regional projections.

- **Green construction**. The college has already begun classes in environmentally sensitive construction, and there is an indication that residential and commercial interests will begin more and more to require this, as well as the U.S. Army in its huge construction plans for the BRAC growth at Fort Bragg. All four Listening Forums (including
trustees) noted the potential here, expressing a hope that the college would expand these classes.

- **Anything related to the startup and sustenance of small businesses.** The Planning Committee made this decision based on overwhelming interest from the Listening Forums, and on data showing a six-year increase of 1,700 jobs in retail trade for the service area. Another consideration is the number of baby boomers aging into retirement, and their potential interest in entrepreneurship. Almost 43 percent of internal survey respondents said space does not exist to accommodate this growth, and the college’s director of small business operations predicts a growing challenge for program space at the Harnett and Chatham campuses, and to a lesser extent the civic center in Lee.

- **Real estate classes.** This enjoys strong support among the Listening Forums. In addition, it is listed as among the 15 fastest growing occupations in the central NC region, according to the Mid Carolina Workforce Development Board.

- **Workforce Development.** This includes the New and Expanding Industry Training, Focused Industry Training, and Customized Industry Training. Classes in these areas are particularly critical in a manufacturing heavy economy, such as Lee’s. The external focus groups agreed on growth here, and the college’s internal survey placed it second in growth after Occupational Extension. In addition, both the Continuing Education director and the college’s Industrial Relations Officer agree on
a need for corporate training space at the college. The Listening Forums expressed a need for these classes to be flexible and quickly developed.

- **Emergency services.** This would include the areas of police, fire, rescue, emergency medical service, and the certification and recertification programs necessary for those occupations. Community colleges have increasingly become the home for this kind of training across the nation, and as population swells in the mid-Carolina counties, demand is expected to grow accordingly. The Planning Committee here was largely informed by the college’s Continuing Education director, who cited conversations with area first-response coordinators. In addition, CC Benefits data project annual openings of 22 positions for Criminal Justice for the service area in the next six years.

- **Annual recertification classes.** This is for all occupations requiring annual continuing education units. As stated above, community colleges are quickly becoming the locus of this training.

- **Welding.** Almost half of the largest employers in the service area are manufacturing firms, and other huge employers include institutions and businesses -- all prime employers of welders. The Listening Forum in Harnett County was particularly vocal about the need for trained welders there.
Development of New Curriculum Programs

The Planning Committee projects that the college will need the following new programs by 2012-13:

- **Culinary Arts.** This gains support as the number one projection on the internal survey of faculty and staff. It was also suggested by the Listening Forum in Chatham, where the program would likely be based. Both CC Benefits and ESC data show a huge increase in food preparation and related jobs in the next six years.

- **Radiology.** This occupation came in second place on the internal survey as most popular in potential for the planning period, and all four focus groups mentioned this field as primary among the emerging allied-health occupations. The Mid Carolina Workforce Development Board notes this occupation as among the 15 fastest growing in central NC requiring an associate degree.

- **Biotechnology.** This is a field that cannot be ignored. Virtually anything prefixed by bio has support in the external public, and the job security appears good with the rapid growth of this industry in Central NC. The field of biotechnology was number three on the new programs projection of the internal survey. Additionally, CC Benefits data projects more than 400 new service-area jobs in this field for the next six years.
• **Physical, occupational, and speech therapy assisting.** These related jobs were mentioned in several quarters, among them the internal survey and the Listening Forums. ESC data lists physical therapy assistant as one of the 15 fastest growing occupations requiring an associate degree in the central NC region. In addition, physical therapist is listed among the critical occupations of the service area by CC Benefits.

• **Pharmaceutical technology.** This field had the same response as the above program in the internal and external groups.

• **Respiratory therapy assistant.** Here the impetus comes from members of the Listening Forums, the overall movement in allied-health occupations, and its place among the 15 fastest growing occupations in the service area requiring an associate degree.

• **Gerontology/Geriatrics.** These closely related occupations were mentioned internally by staff and faculty and by members of the Listening Forums, and CC Benefits data projects a service-area population of 28,000 over 55 years old by 2013.

• **Alternative Energy Technology, especially biofuels.** This field shows up with support in the internal survey and in the external Listening Forums, especially Chatham County’s. To this end, the college is developing plans to begin a biofuels curriculum in 2008 on the Chatham campus. This goes along with a national trend toward energy independence through exploration of alternative sources.
• **Lateral entry teaching licensure.** The data here drive this particular representation. Not only are the schools among the top employers in all three counties, but elementary, middle, and secondary level teachers are listed among the critical regional occupations by CC Benefits. A need for this curriculum was also expressed in the Listening Forums.

• **Teacher assistant certification.** Here again, the data drive the Planning Committee decision. Teacher assistant is listed as one of the critical occupations for the region by CC Benefits, and schools are among the largest employers in the service area.

**Development of New Continuing Education Programs**

The Planning Committee labored at times about whether a particular field should be listed as Continuing Education or Curriculum. The following were settled upon as areas ripe for new classes, but not needing a full-blown curriculum:

• **Conventional construction (carpentry, plumbing, electrical, masonry, and heating/air conditioning).** These programs were mentioned prominently during the Listening Forums and showed up in the internal survey, and there is overwhelming data to support the need, both regionally and nationally.

• **Water conservation.** Moved by the drought that besets this region, and the potential crisis it poses, the Planning Committee took particular interest in suggestions by Listening Forums in Chatham
and Harnett to undertake classes in water conservation and use of gray water.

- **Additional health-related classes**, to include (but not be limited to) geriatric aide, surgical assisting, mental health assisting, ultrasound technician, and anesthesia technician. These courses come from lists both internal and external, and compelling data about jobs in the health-care field.

- **Hospitality management.** This job field includes hotel management, restaurant management, and wait staff training. CC Benefits data support the growth of this industry.

- **Fine arts, especially dramatic arts.** These classes were mentioned by the Listening Forums in all three counties. Data about those in the near retirement phase of their lives suggests that they are here in large numbers and have an interest in this.

- **Truck driving.** CC Benefits projects need of 115 truck drivers in the next six years, and the Mid Carolina Workforce Development Board projects an even higher need for the region. An advantage of this as a Continuing Education program rather than a Curriculum program is the much quicker turnaround in certification.

- **Industrial safety.** Twelve of the top 25 largest employers in the service area are manufacturing firms. Given this large industrial
base the Planning Committee projects a need for classes that address specific safety issues.

- **Communication devices in business.** One Listening Forum expressed a need for this class. Given the mushrooming popularity and increasing sophistication of mobile communication devices, the Planning Committee agrees.

- **Bioterrorism.** A potential need for classes in this area was expressed on the internal survey, given CCCC’s proximity to Fort Bragg, the projected growth of Fort Bragg, and the national concern about homeland security.

**Development of New Basic Skills Programs**

New Basic Skills programs named on the internal survey were deemed by the Planning Committee to be Occupational Extension rather than Basic Skills. The Listening Forums expressed no need for new Basic Skills programs. Accordingly, the Planning Committee thinks that current programs in Basic Skills are adequate to meet service-area needs through 2012-13.
SECTION VIII -- OTHER IMPORTANT CONSIDERATIONS

Following is a list of nine significant considerations that will affect programming and eventually building construction at the college. They did not necessarily fit into the schemata of “program planning” for this project, but came to the fore as coordinators and college administrators began to deliberate. Some of them, in fact, have immediate implications for allocation of resources.

1. There is broad agreement among faculty, staff, and external Listening Forums that the Basic Skills programs will increase significantly in the next six years. These are the programs of English as a Second Language, GED, Adult High School Diploma, Adult Basic Education, and Family Literacy. In addition, the demographic data projections to support this growth are clear. These programs are now housed in very old and inadequate facilities that should be replaced and not remodeled. In Lee County these programs are located at the Jonesboro Center. In Harnett County they are housed in the Lillington Adult Education Center. The need for their replacement is immediate, even if no growth were to occur, but in light of projected expansion the need is paramount.

2. Central Carolina Community College has an Early College program in Lee County, with plans to begin in Chatham County and possibly in Harnett. Lee Early College has 63 students in their sophomore year and 96 freshman students. Plans are to enroll 75 freshmen in 2008 and 75 in 2009 for a four-year total of 309 students, assuming little attrition. Lee Early College has seven teachers plus three others in administration and support staff. By 2009 the program will need 16 teachers and six on the
administration/support team; teachers need a work space and administration/support needs office space. The program will also need 16 dedicated classrooms, plus space for lunch and ideally for tutorial assistance. This program is now housed in Bell Hall, which is burdened to accommodate even present enrollment. Chatham Early College is expected to begin with between 30 and 50 freshmen; by fall 2012 Chatham will need space for 120-200 students, plus office and work space for faculty, administrators, and support staff. Although Harnett’s plans are not yet written, the projection there is for nearly 400 students by fall 2013, which would require the same kind of space as noted above for faculty, administrators, and support staff.

3. The Distance Education program continues to grow in enrollment and number of classes offered. Duplicated enrollment in fall 2002 was 1,618 and rose to 2,901 by fall 2007, with the number of classes increasing from 89 to 158 during that time. About one third of Curriculum students in 2006-07 took at least one course through Distance Education, representing 16.3 percent of Curriculum FTE. Two majors, Library Information Technology and Community Journalism, are offered exclusively through Distance Education. Five other majors can be completed through Distance Education or traditional classes, and two others are about to have this option. In addition, colleges are being encouraged to participate in the Learn and Earn On-Line program, where collegiate courses are offered to high school students via the Internet. While only a small number of Continuing Education classes are now available through Distance Education, the program director foresees great potential for this delivery system. All of this projected growth will create need for more personnel and therefore office space. Also, the need for more space for faculty training (now there are only six computers) is a concern. When
that space need becomes critical, the college may want to consider a teaching/learning center that would support technology or pedagogy training, regardless of whether classes are offered traditionally or through Distance Education.

4. As the need for developmental training increases across the community college system, so does the space needed to meet it. At the Lee campus, the program could expand by four classes in the day. The Harnett campus is in immediate need of another computer lab, while the Chatham campus now has limited growth space. Clearly the developmental program is trending upward. Enrollment in 2004-05 was 1,443 and rose to 1,579 by 2006-07.

5. Both the accumulation of data and feedback from external groups suggests that need for classes in starting and sustaining small businesses will grow significantly in the next six years. Most of these classes on the Lee campus are housed in the Dennis A. Wicker Civic Center, built more than 16 years ago. The civic center is also home to literally hundreds of group meetings annually. According to the center director, it now books to full size at least twice monthly and turns away $30-40,000 annually in Saturday bookings. The classrooms are too few and too small to accommodate the future. A significant expansion of the facility, especially the educational wing, will have to be considered during the next six years. Expected growth of the small business centers in Harnett and Chatham counties will also create space concerns.

6. The Veterinary Medical Technology lab that includes the animal holding facility will likely need to be remodeled or replaced in the next six years to meet standards of the program’s accrediting agency.
7. The Lee library needs renovation and expansion; the need is acute for more computer space, study rooms, and storage space.

8. Student centers should be expanded in all three campuses, as students have very little room to eat or congregate for social interaction. The Lee bookstore also needs expansion, and the kitchen needs renovation.

9. The Chatham campus in Pittsboro is in need of an auditorium, which could be used to support dramatic arts in that county, as well as become an assembly place for students and community groups.