CAPE FEAR COMMUNITY COLLEGE

STRATEGIC PLAN

2019-2024

About CFCC's Strategic Plan

The process for developing CFCC's new 2019—2024 strategic plan began in March of 2018, with the College's Board of Trustees approving drafts of new mission and vision statements and college goals. These statements were then reviewed by faculty and staff at planning retreats that were held in May and June of that year. The input faculty and staff provided at these planning retreats informed the subsequent drafts of the mission and vision statements and college goals that were approved by the Board at its meeting on November 14, 2018.

At the faculty and staff planning retreats of 2019, attendees were asked to identify institutional strengths that could help to achieve the new goals, as well as potential challenges the College might encounter in pursuing those goals. Attendees were also asked to articulate how the College would be different in five years if the new goals were achieved.

A strategic plan development team convened in July 2019 to begin drafting the new strategic plan. This team began its work by reviewing the information gathered at the 2019 planning retreats. The team also researched and reviewed examples of strategic plans from other colleges in order to determine what specific elements should be included in the plan. Upon concluding these reviews, the team formed six working groups to begin writing objectives and intended outcomes for each college goal. These groups met throughout August and September, and the entire team reconvened on October 3 to finalize the plan.

Throughout the process of developing the new strategic plan, CFCC's faculty, staff, administration, and board members have considered important questions about the future of the College, questions such as:
- How will the College respond to changing workforce development needs?
- How can the College strengthen its partnerships with local and regional stakeholders?
- How may the needs of our students change in the next five years?
- What kinds of learning environments do we want to create for our students?
- How can the College support learners with diverse needs, abilities, and aspirations?
- How can we make CFCC an even stronger institution?

By attempting to address these questions, this plan provides an operational framework for the College that encourages aspiration, action, and accountability. As with its process of development, the implementation of this plan will require a sustained, broad-based effort that encourages collaboration and creativity. With such effort, the implementation of this plan will help ensure that CFCC continues "promoting excellence through innovation in education, and empowering students for life-long success."

CFCC's Vision

Cape Fear Community College: A world-class college serving diverse communities, promoting excellence through innovation in education, and empowering students for life-long success.

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CFCC's Mission

Provide high quality, dynamic, and innovative educational, cultural, training, and workforce development opportunities for individuals, businesses, and industries in New Hanover and Pender counties.

Goal 1:
Provide exceptional professional, technical, pre-baccalaureate, and life-long education.

Significance of Goal:

This goal reiterates that teaching and learning are the core functions of the College. Likewise, providing teaching and learning opportunities that are of exceptional quality is our core institutional value. In the context of this goal, exceptional teaching and learning opportunities are those that prepare students for meaningful employment; establish the foundations for success in baccalaureate programs; and provide personal enrichment and development. This goal also establishes the College's commitment to the highest standards of academic excellence for its faculty, students, and staff.

Objective 1:

Enhance the quality of teaching and learning in all areas.

Intended Results:

- Improved course and program-level learning outcomes.
- Students will report higher levels of satisfaction and engagement with their learning experiences.
- Students will be better prepared to achieve their professional and academic goals upon completing a program or course of study.

Objective 2:

Support professional development for all faculty and staff.

Intended Results:

- Faculty and staff will utilize professional development opportunities to enhance teaching and learning in their areas.
- Faculty and staff will use the most advanced techniques, subject matter, and expertise in their courses, programs, and support services.
- The College will be more effective in recruiting, recognizing, and retaining exceptional faculty and staff.

Objective 3:

Increase community stakeholder input on program content to enhance instruction.

Intended Results:

- Academic programs will use stakeholder input to improve students' preparedness for success upon program completion.
- Career and Technical Education and Health Sciences programs will provide instructional content that aligns with the most current industry standards and expectations.
- University Transfer programs will provide instructional content that aligns with the most current transfer institutions' general education and program-specific competencies.
- Continuing Education programs and courses will be responsive to local workforce development and community enrichment needs.

Objective 4:

Improve how general education competencies are introduced and reinforced in all curriculum programs.

Intended Results:

- More students will demonstrate satisfactory attainment of the College's general education competencies.
- More students will see the relevance of general education competencies to their program learning outcomes.
- More students will utilize general education competencies to be successful in their professions or at their transfer institutions.

Goal 2:
Enhance the regional economy by providing training and educational programs that support a skilled workforce and are responsive to the needs of local employers.

Significance of Goal:

The vibrancy of our area's economy largely depends on the quality of our regional workforce. Employers often make decisions to expand or relocate their businesses based on their ability to recruit a skilled workforce from the local area. Expansion of local business and industry grows the economy and provides new opportunities for upward economic mobility for area residents. The College is committed to supporting the creation of these opportunities through its workforce development and educational programs.

Objective 1:

Improve the assessment of local workforce development needs.

Intended Results:

- Improved data to inform the design of new workforce development and educational programs.
- The College will be better positioned to anticipate emerging workforce development needs.
- New workforce development and educational programs will more closely align with regional needs and opportunities.

Objective 2:
Strengthen partnerships with local employers, industry partners, and economic development boards.
Intended Results:
- More local businesses will view the College as an essential partner in their medium and long-term development plans.
- The College will collaborate with local economic development boards to attract more business and industry to the area.

Objective 3:
Expand the region's workforce development pipeline.
Intended Results:
- More students in the area's middle and high schools will be aware of career and technical education programs and the employment opportunities associated with these programs.
- More students in the College's service area will enter career pathways that align with projected local and regional employment opportunities.
- More students will complete a technical or workforce development program that aligns with projected local and regional employment opportunities.

Goal 3:
Promote the region's technological, cultural, and artistic development and civic involvement.

Significance of Goal:
This goal serves to enhance both the educational experience of our students and the quality of life in our region. Cape Fear Community College promotes this goal by providing the resources needed to deliver meaningful development opportunities for the region while maintaining the flexibility to adapt to the dynamic needs of a diverse community. Involvement in the opportunities we provide fosters the individual development of our citizens as well as the economic well-being of the region we serve. Cape Fear Community College values the educational and cultural advancement of our region as a key part of its mission.

Objective 1:
Increase accessibility to educational, artistic, and cultural opportunities through the use of new and emerging technologies.

Intended Results:

- More citizens of this region will be able to engage with courses and cultural programming.
- More citizens of this region will use technology to achieve their educational, personal, and professional goals.
- Increased capacity to serve a diverse population.

Objective 2:

Provide meaningful and deliberate programming that will enhance the cultural and artistic literacy of the region.

Intended Results:

- More citizens of this region will see Cape Fear Community College as a leader in the area's cultural and artistic development.
- More citizens of this region will take advantage of the multiple points of entry provided by the College, thus increasing the opportunity for personal growth and development.
- The region's increased cultural and artistic awareness will encourage our citizens to participate in a more pluralistic society.

Objective 3:

Engage with cultural, artistic, and educational entities in our community and the region to work toward a common goal of education, personal growth, and workforce development.

Intended Results:

- Pooled resources will provide for a more impactful and comprehensive approach to the cultural, artistic, and educational development of our region's citizens.
- More citizens of this region will view Cape Fear Community College as a true civic partner and will rely on our resources for advancing the collective needs of the region.
- Cape Fear Community College will serve as a model community partner for other community colleges in the state.

Goal 4:
Support learning environments that celebrate and value diversity, inclusiveness, and respect, and encourage the personal and intellectual growth of all students, faculty, and staff.

Significance of Goal:
As an open admissions educational institution, we celebrate and value diversity and inclusiveness as well as recognize that every interaction is an opportunity to promote growth, respect, and personal development.

Objective 1:
Improve communications and outreach to underserved and underrepresented populations.

Intended Results:
- More students in underserved/underrepresented populations will be aware of and utilize learning resources to achieve academic and personal success.
- Academic achievement gaps between student subpopulations will decrease significantly.
- Retention rates for all student populations will increase.
- Students, faculty, and staff will have an increased awareness of scholarship and financial support opportunities.

Objective 2:
Create more accessible learning environments in which all learners can participate, develop, and contribute.

Intended Results:
- Improved accessibility on all campuses and instructional sites.
- Improved awareness and adoption of best practices supporting accessibility for all learners.
- Increased capacity for meeting learners' diverse needs.

Objective 3:
Foster a culture that encourages safe and open dialog, mutual respect, and inclusion.

Intended Results:
- More faculty, staff, and students will feel the College promotes a culture that is welcoming and respectful of all.
- More faculty, staff, and students will feel included in the College's culture and academic community.

Objective 4:
Encourage greater participation in extracurricular programs and activities.

Intended Results:
- More students will participate in extracurricular activities that enhance their experience at the College.
- Increased extracurricular opportunities that bring faculty, staff, and students together.

Goal 5:
Provide safe, well-maintained facilities and campuses that leverage industry standard technologies to promote student learning and engagement.

Significance of Goal:
It is critical that the College consistently provides its students, employees, and guests with accessible, well-maintained and secure working and learning environments to further their educational endeavors and career aspirations. The College is committed to maintaining facilities and technologies of the highest quality necessary to support its instructional and service functions.

Objective 1:
Fully implement a preventative building maintenance model that is proactive rather than reactive.

Intended Results:
- Buildings and campus environments will be more conducive to teaching and learning.
- Reduced incidences of downtime or operational interruptions.
- Increased safety in built and virtual environments using physical and electronic resources.

Objective 2:

Strengthen collaborations with local industries and employers to support students' access to industry standard technologies that enhance student learning.

Intended Results:

- Provide working technology solutions within specific programmatic disciplines which allow students to enhance learning outcomes.
- Support students, faculty, and staff by delivering industry appropriate technologies and hardware/software.

Objective 3:

Improve the accessibility of all campuses and instructional sites.

Intended Results:

- Individuals with disabilities will more easily access physical and virtual learning environments and resources.
- Faculty, staff, students, and visitors will more easily navigate physical and virtual campuses.
- Faculty, staff, students, and visitors will increasingly perceive the College as accessible to all.

Objective 4:

Conduct continuous reviews, assessments and upgrades of institutional physical and virtual facilities, infrastructures, and disaster preparedness.

Intended Results:

- Improved preparation for potential safety and security threats.
- Prevention of cyber-security attacks.
- Modernized IT infrastructure and data center.

Goal 6:
Support and promote the holistic development of all learners' personal abilities and well-being.

Significance of Goal:
The College and its community understand that learning cannot take place unless learners' basic needs are met first. It is important that we create an environment committed to caring for and supporting the diverse needs of all the constituencies the College serves.

Objective 1:
Promote a college-wide culture that embraces all students holistically.
Intended Results:
- More students will indicate that they feel all areas of the College are supportive of their personal and academic goals.
- More faculty and staff will participate in activities that support students both inside and outside the classroom.

Objective 2:
Raise awareness for students, faculty, and staff of the support resources available through the College, community partners, and external agencies.

Intended Results:
- Faculty and staff will be better equipped to assist students and make appropriate referrals.
- Students will better utilize the College's support resources, particularly those resources dedicated to specific student populations.
- Fewer students will interrupt their studies due to a lack of basic needs.

Objective 3:
Enhance and promote programs and services that support students' wellness and their ability to learn.

Intended Results:
- Fewer students will have their studies impacted due to personal wellness issues.
- More programs and activities will have specific learning outcomes designed to promote a sense of well-being in students.

Strategic Plan Working Groups

Goal 1:

Provide **exceptional** professional, technical, pre-baccalaureate, and life-long **education**.

- Mark Council, Dean of Career & Technical Education
- Lynn Criswell (Group Leader), Dean of General Education & Sciences
- John Downing, VP of Continuing Education
- Brandon Guthrie, Dean of Arts & Humanities
- Kristina Mazzarone, Faculty Association Representative
- Mary Ellen Naylor, Dean of Health Sciences

Goal 2:

Enhance the regional economy by providing training and educational programs that support a **skilled workforce** and are responsive to the needs of local employers.

- John Branner, Faculty Association Representative
- Grace Cahill, Career Development Coordinator
- Mark Council, Dean of Career & Technical Education
- John Downing (Group Leader), VP of Continuing Education
- Lewis Stroud, Senior Director, North Campus & Off-Site Operations
- Erica Talbert, Associate Dean of Continuing Education

Goal 3:

Promote the region's **technological, cultural, and artistic** development and civic involvement.

- Shane Fernando, Executive & Artistic Director of the Wilson Center
- Cheryl Fetterman, Business Technologies Department Chair
- Veronica Godwin, Executive Director, CFCC Foundation
- Brandon Guthrie (Group Leader), Dean of Arts & Humanities
- Sonya Johnson, Director, Marketing and Communications
- Dana McKoy, Director, Con Ed - Community Enrichment

Goal 4:

Support **learning environments** that celebrate and value diversity, inclusiveness, and respect, and encourage the personal and intellectual growth of all students, faculty, and staff.

- Eric Brandon, Faculty Association Representative
- Joanne Ceres, VP of Student Services & Enrollment Management
- Travis Corpening, Coordinator, Minority Male Mentoring Initiative
- Aimee Helmus, Director, Disability Support Services
- Catherine Lee, Dean of Learning Resources
- Ryan Mantlo (Group Leader), Director, Student Activities & Athletics

Goal 5:

Provide safe, well-maintained **facilities and campuses** that leverage industry standard technologies to promote student learning and engagement.

- Christina Greene, VP, Business Services
- David Kanoy, Executive Director, Capital Projects & Maintenance
- Kumar Lakhavani (Group Leader), Director, Information Technology Services
- Robby McGee, Dean, Student Affairs
- Lynn Sylvia, Campus Safety Coordinator

Goal 6:

Support and promote the **holistic development** of all learners' personal abilities and well-being.

- Joanne Ceres (Group Leader), VP of Student Services & Enrollment Management
- Ray Charfauros, Director, Veterans Affairs
- Jackie Foster, Dean, Enrollment Management
- Megan Merritt, Director of Philanthropy, CFCC Foundation
- Mary Ellen Naylor, Dean of Health Sciences