

VISIONS

for Coastal Carolina Community College
2016 and Beyond



MESSAGE FROM THE PRESIDENT

More than 60 years ago, futurist author Alvin Toffler wrote a national bestselling book, in which he predicted that the pace of technological change would continue to escalate at an ever increasing rate. He also postulated that the ten-year strategic plans which were the “norm” in the 1970’s and 80’s would soon be replaced by projections of five years...or even fewer. Although many of his projections did not “come true” for nearly 30 years, his basic tenet has unquestionably been validated.

Beginning with its 1995-96 effort, Coastal Carolina Community College adopted a radically different approach to its strategic planning, one that involved devoting a lot of time, thought, and discussion with the Board of Trustees, faculty, staff, and student leaders. The goal was to reach consensus on **a set of strategic themes**, which would reflect the College’s fundamental values as well as its assessment of the most important needs of the students and the community we serve. Four strategic planning themes emerged: Educational Quality, Technology, Teamwork and Partnerships, and Economic Development.

Three of those four themes have continued to drive this College for more than 20 years. The fourth, “Technology,” became such a fundamental part of the daily operation of the College that it was no longer viewed as a “planning theme.” During the 2005-06 strategic planning process, “Technology” was replaced with “Student Success,” reflecting the College’s growing commitment to finding ever more effective ways to help students achieve their educational and career goals.

Student Success, focused on engaging students in formulating, revising, and achieving their educational goals has become the more comprehensive and thematic planning focus of the institution. Student learning, in particular learning how to learn using a variety of learning resources, is the fundamental tool for helping students fulfill their dreams.

The environment for Student Success is evident throughout the institution. A recent team of peer reviewers from the Aspen Institute stated, “The institutional commitment to supporting students is amplified by the efforts of faculty and staff who are dedicated to serving students and ensuring they are successful.”

The strategic planning process involving our key stakeholders, enhanced by the insights of the Aspen Institute’s team of community college peer reviewers, has strengthened our commitment to our four themes. We are now even more confident that our “Strategic Themes” of Educational Quality, Student Success, Teamwork and Partnerships, and Economic Development are the best “lens” for us to use, in visualizing and adopting meaningful goals and objectives for Coastal Carolina Community College.

David L. Heatherly



A STRATEGY FOR INSTITUTIONAL RENEWAL

Strategic planning is the periodic intensive effort in which the College's leadership sets a process in place enabling the whole organization to work toward achieving a desired future, updating and refining its goals, and clearly communicating the College's vision for the years to follow. As an effective strategic plan is formulated and implemented, three questions are answered: "Where is the organization now? Where is it going? How will it get there?"

The intent of a strategic plan also is to ensure optimal organizational performance and progress as the institution works toward its Vision and continues to align itself with its Mission. Strategic planning is a regular, thoughtful, broad-based, and collaborative institutional process. Sound strategic planning allows the College to stay true to its Mission by analyzing the impact of the internal and external environment and developing plans that focus resources on effectively and efficiently addressing the emerging needs.

This strategic plan builds on Coastal's past accomplishments and provides a common agenda for moving the College forward. The plan will serve as a blueprint to assist the faculty, staff, and administration in focusing on our mission, vision, values, themes, and goals to ensure our students have the highest quality learning experiences. Like any good process, Coastal's strategic plan, "Visions," has the flexibility to allow the College to continue to listen, adapt, and incorporate new ideas and innovative strategies to serve our students as we move into the future.

Coastal's identity lies at the core of our plan. We enjoy an enviable reputation for educational quality, dedication to student success, promotion of teamwork and partnerships, and significant contributions to the economic and workforce development of the community.

The College is responsive to the ever-evolving nature and complexities of a military community, connecting students with a quality education, developing skills that apply to today's and tomorrow's needs, and playing a leadership role in community efforts locally and globally. This is Coastal, a community college that makes a difference...in the lives of its students and in the future of the community it serves!

MISSION

As a member of the North Carolina Community College System, Coastal Carolina Community College provides opportunities for quality post-secondary education, college transfer, workforce training and lifelong learning for the civilian and military population of Onslow County, within the limits of available resources. Coastal values academic excellence, focuses on learning outcomes and student success, provides leadership for community cooperation, and actively contributes to the economic development of Onslow County.

Coastal Carolina Community College provides:

- Associate Degrees, Diplomas and Certificates
- Workforce Development
- Customized Training
- Developmental Education and Adult Basic Skills
- Accessible Education Including Distance Learning
- Lifelong Learning
- Personal and Cultural Enrichment
- Comprehensive Student Support
- Aggressive Economic Development

PRESIDENT'S VISION

Coastal Carolina Community College is committed to making a significant difference in the lives of its students; to inspiring students, faculty, and staff to strive for educational excellence; and to continuing to be an effective partner in the social, cultural, and economic development of Onslow County. Through a constant focus on the educational quality of the learning experiences the College provides, its students will be encouraged, inspired, and empowered to achieve their educational and career goals.

VALUES

Coastal Carolina Community College's values are reflected in its commitments. These commitments define us...to those we serve, to those who make us what we are, and to those who support us.

Commitment to Educational Quality

We are committed to providing the finest quality educational programs and services, within the resources available to us, to carry out our Mission. We measure quality in terms of outcomes, not processes.

Commitment to Diversity

We are committed to embracing diversity as a true picture of an ever-changing demographic landscape. Furthermore, we commit to creating an inclusive learning environment that recognizes a diverse student body. We support and celebrate the rich dimensions of diversity of our faculty, staff, and students.

Commitment to Students

We are committed to maximizing student learning, helping our students add to their knowledge, increase their skills, and to the extent possible, achieve their educational and career goals. We are committed to creating a caring, compassionate, and diverse environment for our students, inclusive of financial assistance, accessible scheduling, and comprehensive academic and student support services. We encourage students to give us feedback on our programs, on our services, and on our instructors, and we respond to any observed pattern of student concerns or complaints.

Commitment to Faculty and Staff

We are committed to achieving exceptional quality in our educational programs and services and are cognizant that excellence in programs and services comes only through talented, dedicated, motivated faculty and staff. We are committed to identifying the unique strengths of our faculty and staff as they relate to our Mission, values, and goals, to investing in the maximum development of those unique strengths, and to encouraging leadership and supervision that recognize individuals who utilize their unique strengths.

Commitment to Employers

We are committed to providing the employers of Onslow County well-qualified graduates, trained in the latest technologies. If an employer hires a graduate of one of our vocational or technical programs and that employee cannot perform satisfactorily because of lack of knowledge or skills taught in one of our programs, we will re-train the employee at our expense.

Commitment to Military

We are committed to serving the unique needs of America's veterans, active duty military students, and their family members. We take pride in our relationship with the military and are committed to providing high quality, easily accessible educational options. We recognize the unique nature of the military lifestyle and have committed to easing the transfer of relevant course credits, providing flexible academic residency requirements, and awarding credit for verified military training and experiences.

Commitment to Teamwork and Partnerships

We are committed to promoting, facilitating, and supporting teamwork and partnerships, in order to build effective coalitions for sharing of resources, for stimulating innovative thinking, and for charting a course for the future of the College and the community.

Commitment to Community

We are committed to modeling and promoting community service in a community where effective volunteer programs frequently make a dramatic difference in the lives of individuals and families. We are also committed to providing opportunities for cultural enrichment to the citizens of Onslow County.

Commitment to Campus Safety and Security

We are committed to sustaining a safe and secure campus environment that provides the backdrop for enhanced learning and student activities. Through the identification and implementation of resources and tools for crisis communication and security, we are committed to providing a safe campus for our students, faculty, staff, and visitors.

THEMES

This strategic plan builds on Coastal's accomplishments and provides a common agenda for moving the College forward in 2016 and beyond.

In 1997 and 2007, as part of the SACS reaffirmation process, Coastal embraced a theme-based strategic planning model built around four strategic themes. Due to the success of this model, focus groups consisting of the Board of Trustees, administration, faculty, staff, and students overwhelmingly supported the continuation of the theme-based approach for the development of the College's Strategic Plan for the future. The College Planning Council is indebted to the many individual faculty and staff members throughout the College who contributed to the development of the Strategic Plan.

As a result of the focus group sessions, four key themes were identified for the College's direction and vision for the future:

- Educational Quality
- Student Success
- Teamwork and Partnerships
- Economic and Workforce Development



Educational Quality

The first and most important thematic focus for Coastal Carolina Community College's strategic planning process is educational quality. **In fact, the results of the SWOT analyses of the numerous focus groups indicated that the College's faculty, staff, student leadership, and Trustees consider the institution's commitment to quality to be its defining characteristic.**

Defining Educational Quality

For more than 40 years, powerful forces have been converging on America's institutions of higher education from the national, state, and (in the case of public community colleges) local levels, demanding a dramatic shift from traditional input and process-oriented measures of educational quality to more outcome-based assessments.

In the 1970's, financial aid guidelines were modified to require that all students receiving certain kinds of federal financial assistance be tracked and required to meet "standards of progress." In the 1980's, several states established "critical success factors" on which the performance of their public community colleges could be compared. During this same time, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) completely revised its approach to regional accreditation, requiring all of its member institutions to demonstrate to visiting accreditation teams that they were operating their colleges and universities under carefully planned "institutional effectiveness programs."

Faced with requirements to provide the State Board of Community Colleges with a biennial institutional effectiveness plan, as well as the results of a five-year cycle of educational program reviews, and to demonstrate to SACS that it was operating under a well-designed institutional effectiveness program, Coastal developed and progressively refined its own outcome-based accountability system. It was called the annual *Desktop Audit*, and it has been cited by the leadership of the North Carolina General Assembly as a "model" for the State's 58 public community colleges.

The trend data in the *Desktop Audit*, organized and analyzed for all instructional programs, allows the College's administrative staff and division chairs to assess program effectiveness and make planning, budgeting, and staffing decisions for continuous quality improvement.

More recently, the State Board of Community Colleges revised a set of Annual Performance Standards and published the performance of all 58 institutions on each of the approved measures. **Coastal has met or exceeded all of the published Performance Standards more times than any of the other 57 North Carolina community colleges.**

Commitment to Improvement of Educational Quality

Over the past thirty years, ideas about what constitutes excellence in education have shifted from the traditional view of what teachers provide to a practical concern for what students actually learn, achieve, and become.

During the past several years, higher education has shifted from the traditional "teacher centered" model of education based on inputs to the "learner centered" model, which has its main focus on outputs: What knowledge and abilities have students acquired and what are they competent to do? Coastal has embraced this learner centered model, coupled with years of implementation of student engagement strategies.

At Coastal, we value superior quality and are dedicated to continued improvement in all college programs and services. We practice an ongoing planning and evaluation process to ensure that our programs and services are distinctive, relevant, responsive, and of highest quality.

The commitment of the Board of Trustees, faculty, and staff of Coastal Carolina Community College to educational quality has resulted in a number of critical decisions over the past few years, many of which have added substantially to the cost of operation.

These include: 1) limiting class size dramatically in English, Mathematics, Sciences, and all online offerings; 2) budgeting professional development funds to support student engagement, faculty mentoring, and Instructors' Academy; 3) participating in Completion by Design through the Student Success Learning Institute; 4) participating in the Aspen Institute's *NC Roadmap to Excellence*; 5) re-organizing senior leadership to focus on student success; 6) implementing accelerated developmental education; 7) enhancing orientation and advising; and 8) placing a high degree of emphasis on institutional effectiveness and the College's outcome-based accountability system.

Accreditation has evolved over the years in response to the changing higher education environment. There are at least three major changes in the current environment. These include a growing demand for increased accountability; reduced funding and growing pressures to find more cost-effective solutions; and the changing structure and delivery of higher education, including the increasing demand for distance education.

In response to these changes, Coastal remains committed to:

- **Educational Quality and Accountability:** In the learning-centered model of education, Coastal's faculty realize the best learning results from the interaction of outstanding faculty, student engagement, and on-going assessment. The accountability movement in higher education has required virtually all faculty and administrators to assess student learning outcomes. Coastal's comprehensive program review, the *Desktop Audit*, provides a means to analyze student learning outcomes throughout the programs and services of the institution and identifies opportunities for continuous program improvement. Furthermore, Coastal's faculty and administration conduct an in-depth analysis and respond to the results of the student learning outcomes as reflected within the State's Performance Measures. These additional leadership initiatives, combined with an increased commitment to institutional effectiveness, underscore Coastal's relentless focus on educational quality.
- **Faculty Professional Development:** As Coastal intensified its focus on educational quality and student success, it has become apparent that the funding-driven, increased reliance on adjunct faculty has necessitated greater emphasis on their integration into the College culture. As a result, several high priority initiatives support the professional development of adjuncts including additional offerings of the Instructors' Academy, the creation of the Faculty Mentoring Program, increased adjunct faculty recognition, and the development of a virtual teaching and learning center. The Instructors' Academy and the Faculty Mentoring Program have fostered collegial relationships among faculty and provided opportunities for enhanced instructional practice.
- **Distance Learning:** The faculty and administration, after carefully reviewing student feedback, are in the process of conducting a comprehensive analysis and review of the educational quality and learning outcomes of students participating in distance education. The College has implemented several quality strategies, including hiring an instructional technologist, establishing a Distance Learning Quality Committee, providing access to comprehensive student support services online, developing a more focused orientation for online faculty and students, and planning and offering an Academy for Online Instructors.
- **Facilities Upgrade:** Since 2012, the College has intensified its focus on enhancing the overall campus appearance in order to create a physical environment conducive to student engagement and learning. Within the available resources, the College has added covered walkways, provided outside gathering spaces with enhanced landscaping, dramatically improved vehicular and pedestrian signage, renovated the College cafeteria, installed wireless internet access throughout the campus, and enhanced the safety and security of the campus.

Planning for Continuous Improvement of Educational Quality

Coastal Carolina Community College's commitment to educational quality, to no one's surprise, has emerged again in focus group SWOT analyses as a major theme of its strategic planning process. Defining and continually adapting the metrics of educational quality, as necessary to address evolving educational needs created by social, cultural, and technological change, will continue to be the primary thrust of the College's biennial Institutional Effectiveness Plan. Operationally, the annual *Desktop Audit* review process will also continue to generate annual goals that substantially shape budget priorities. Through the strategic theme of Educational Quality, the College commits to an on-going intentional focus, continuously improving teaching and learning outcomes.

Student Success

The second major thematic focus for Coastal Carolina Community College's strategic planning process reflects the commitment of the faculty, staff, and Board of Trustees to helping students formulate, modify as needed, and ultimately **achieve** their educational goals.

Defining Student Success

Helping students learn how to gain the knowledge and master the skills they will need to accomplish their individual goals, in a large, comprehensive community college, requires far more than a course-by-course documentation of learning objectives achieved. It involves an outcomes-based orientation, which focuses on "big picture" questions, such as: "Do our graduates get rewarding, meaningful jobs after they earn their diploma, certification, or degree? How do their employers evaluate their ability to perform in the workplace? How do our college transfer students persist and achieve after matriculating to the University of North Carolina System? How do the graduates of our technical programs perform on state and national certification examinations?"

Increasing the Probability of Student Success

Recognizing the importance of a college education, not surprisingly, public discussion and debate about student success is at an all-time high. For the past several years, Coastal's faculty and staff have been systematically studying and experimenting with different approaches focused on enhancing the probability of student success. As a result, Coastal is well positioned to integrate proven and promising practices that will advance the institution's Mission and improve student success outcomes.

For more than ten years, the President and the administrative staff have devoted much of their leadership efforts to creating and supporting a culture of student success, with particular emphasis on the special needs of a military community. The frequent deployments of Marine Expeditionary Units, for example, have dramatized the need for increased flexibility in course scheduling and educational delivery systems. Curriculum Division Chairs and Continuing Education Directors have demonstrated unprecedented cooperation in creating, staffing, and supporting an incredible array of credit and non-credit classes, offered from early morning to late evening and on weekends. A full schedule of eight-week classes has been developed for the Marines and sailors of Marine Corps Base Camp Lejeune and Marine Corps Air Station New River, and an extensive array of online courses is available to make it easier and more convenient for students to complete their educational programs and achieve their goals.

Coastal faculty and staff, many of whom are members of active duty military families, are especially conscious of the impact of unmet financial needs on the ability of our students to succeed in achieving their educational goals. Annual contributions to the campus Foundation Scholarship Fund and United Way Campaign inspire business and professional leaders in the community to establish endowed scholarships. Many of the students who receive special scholarship assistance are referred to the Foundation Office by concerned instructors. In addition, the Board of Trustees authorizes numerous vocational scholarships each year from institutional funds to assist deserving students pursuing degrees in vocational-technical programs. And, of course, Coastal has one of the largest and most successful Veterans Programs in the North Carolina Community College System.

How successful has this intensive focus on increasing the probability of success for Coastal students been? **The student participants in the focus group analysis of strengths, weaknesses, opportunities, and threats confronting the institution ranked the accessibility of instructors and staff to students, the individual attention provided by small class sizes, and faculty dedicated to the success of their students as the College's greatest strengths.**

Planning for Continued Enhancement of Student Success

For the past several years, Coastal's faculty and staff have been systematically studying, identifying, implementing, and experimenting with different approaches for enhancing the probability of student success. The numerous strategies include: 1) adoption of a student success agenda; 2) creation of two student success courses; 3) implementation of enhanced advising; 4) creation of a series of stackable credentials; 5) creation of a comprehensive tracking system; 6) creation of structured pathways of study in AAS and College Transfer programs; 7) development of a comprehensive program review assessment model; and 8) disaggregation of data to establish a culture of evidence and inquiry.

The formation of a Completion by Design (CbD) Leadership Team and participation in the Student Success Learning Institute (SSLI) provided Coastal the opportunity to receive technical assistance through Completion by Design and Jobs for the Future. As a result, Coastal's team wrote an action plan focused on several new strategies for student success.

Coastal's student success model is comprehensive, including: 1) a greater focus on student entry and orientation; 2) identification of more structured pathways; 3) disaggregation of data to monitor progression toward degree for individual cohorts of students; 4) implementation of comprehensive advising, including case management; 5) implementation of a College Transfer Advising Center; and 6) curriculum alignment with four-year universities and/or the workplace.

The College's faculty and staff recognize that every student deserves the chance to succeed. Therefore, the College's priorities with student success include: 1) improving outcomes for all students in all programs; 2) creating more structured pathways in all programs; 3) monitoring student success at critical momentum and loss points; 4) promoting retention and graduation; 5) monitoring labor market outcomes; 6) providing professional development focused on teaching, learning, and student success.

Student success will be further enhanced through several initiatives including: the implementation of the revised Comprehensive Articulation Agreement with the 16 Universities of the North Carolina System; the developmental redesign; the continued emphasis on student engagement and student learning outcomes; the incorporation of advanced technologies in the classroom; the identification and implementation of strategies to accelerate entry into coherent programs of study; and, faculty analysis and development of structured pathways.

Although student success is one of the strategic themes of the institution, we are reminded that no one can guarantee that all students will be successful. As an institution, the faculty and staff aspire to foster steadily improving student learning outcomes through the continued identification and implementation of best practices for student success. It has been said that one can gauge the commitment to a significant goal by the emphasis the organization places on measuring its achievement. **Coastal Carolina Community College devotes an enormous amount of time, energy, professional staff training, and organizational leadership to monitoring, measuring, enhancing, and rewarding success.** At Coastal, we place unparalleled emphasis on data collection, assessment, and evaluation. As an institution, we recognize that every improved outcome represents a remarkable student success story. As we continue to design a comprehensive student success model at Coastal, our reward is realized through the students whose lives are transformed by the achievement of their goals.

Teamwork and Partnerships

The third critical thematic focus for Coastal Carolina Community College's strategic planning process addresses the need for the College to **continue its leadership role in forging, facilitating, and strengthening teamwork and partnership efforts for the community it serves.**

One of the assumptions made by the President and leadership team, in preparing for the previous strategic planning effort, was that "Teamwork and Partnerships" would **not continue** to be the organizing theme for the institution's community service programs for the next decade. However, the consensus of the focus groups at that time was that **promoting, organizing, and modeling successful teamwork and partnerships in Onslow County had become too important not to be included** as one of the defining long-term emphases of the institution. That is even more true in the academic year 2016-2017.

The Value of Teamwork and Partnerships

The theme-based Strategic Plan, first developed as part of Coastal's Alternative Self-Study for Reaffirmation of Accreditation by the Southern Association of Colleges and Schools Commission on Colleges 20 years ago, assumed that a successful effort at building effective teamwork and partnerships in the community it serves would accomplish three goals.

First, in an environment characterized by a painful transition from a national economy to a global economy, effective teamwork and partnership efforts would either substantially reduce the costs of operation, through a carefully planned and managed sharing of resources, or generate new sources of revenue for the College. Neither of those projected outcomes proved to be true.

Second, it was assumed that innovative teamwork efforts and more effective partnerships would enable both the College and the community to more effectively address some of their most pressing needs. That assumption proved to be correct. The partnership of the College's Small Business Center with the Jacksonville•Onslow Chamber of Commerce and the Small Business & Technology Development Center of UNC Wilmington has created a lasting synergy that has benefited hundreds of entrepreneurs in this community. It has also been a contributing factor in Coastal's Small Business Center being recognized as a "Regional Center of Excellence" of the North Carolina Community College System more times than any of the other 57 colleges.

The public higher education partnership, formed more than fifteen (15) years ago among Coastal, UNC Wilmington, and the Lejeune Education Center of MCB Camp Lejeune, has made it possible for several thousand military families to earn a baccalaureate and/or masters degree, without having to commute long distance. This partnership was the focus of a special visit by Dr. Jill Biden, wife of Vice President Joe Biden, and Mrs. Annette Conway, wife of the 34th Commandant of the US Marine Corps.

And the truly unique partnership, formed between the US Navy dental officers and technicians of 2nd Dental Battalion at MCB Camp Lejeune and the faculty and students of the College's Dental Assisting and Dental Hygiene programs, has created a synergy that has become an invaluable asset to both parties. During the tension-filled buildup to Operation Desert Storm, the Department Head, faculty, staff, and students of the two dental programs rearranged their entire academic schedule in order to assist the 2nd Dental Battalion dental officers and technicians in completing all of the dental examinations and procedures required for the Marine reservists called up for deployment. This unprecedented partnership effort resulted in the Commandant of the Marine Corps delivering the Commencement Address for Coastal Carolina Community College (the only time that has occurred in the history of the US Marine Corps).

These are just a few of the many examples of teamwork and partnerships that the College is engaged in year after year.

The third assumption underlying this thematic focus of the College's Strategic Plan was if these efforts at sharing resources and "modeling" teamwork and partnerships were effective, they would enhance the College's public image and create additional community and political support for the institution. This assumption has proven to be true in many ways, but perhaps the most substantial result was the support of the registered voters of Onslow County for the 2000 Higher Education Facilities Bond Issue. **This referendum passed by a 74% plurality in Onslow County and was endorsed and strongly supported by virtually every unit of government, the Onslow County Board of Education, the Jacksonville•Onslow Chamber of Commerce, the Committee of 100, and civic organizations throughout the community.**

More recently, the Governor and both the Senate and the House of Representatives authorized another infrastructure bond issue. The 2016 Connect NC bond issue also was approved by the taxpayers of Onslow County by a comforting margin, despite the fact that the College did not "campaign" for its passage. Informal "exit polls" indicated that the citizens of the College's service area strongly supported the bond funds for Coastal Carolina Community College.

And, an unexpected "dividend" of more than 20 years of intense, concerted effort at promoting, creating, and facilitating teamwork and partnerships in this community has been the intense pride which Coastal faculty, staff, and Trustees have developed in the College's reputation as **"the partner every other organization or institution would most like to have."**

The Challenges Ahead

Coastal Carolina Community College is privileged to have one of the two most strategic training bases and the largest and most active rotary wing air station of the US Marine Corps located within its service area. The growth and modernization of both MCB Camp Lejeune and MCAS New River over the past few years have been welcomed and strongly supported by both the College and the community.

With the Democrat and Republican leadership of both the US Senate and the House of Representatives unable to forge an acceptable compromise plan, to ensure that the annual federal budget does not exceed the available revenues, our nation's military services and their strategic training bases have been operating under "sequestration" rules. This means that bases such as MCB Camp Lejeune and MCAS New River are being forced to make deeper budget cuts each year in order to pay ever increasing costs of military and civilian salaries, supplies, equipment maintenance, health care, and utilities.

The numerous partnerships that have been painstakingly created, nurtured, and adopted to meet the emerging challenges of the past 20 years are now paying dividends that were never previously imagined. The encroachment issues that were posing significant threats to the continued viability of our two Marine bases have been effectively addressed by cooperative and visionary land use planning. The College, the Military Affairs leadership of the Chamber of Commerce, the Jacksonville•Onslow Economic Development Commission staff, the North Carolina Military Affairs Commission, the City and County planning staff, and our State Legislators worked together to create and obtain government funding to support the Sentinel Landscapes Program.

Our teamwork and partnership approach to planning and problem solving is not easy. It is not a naturally recurring phenomenon. And, it is not self-sustaining. But, it has proven to be very effective, both for Coastal Carolina Community College and for the unique military community it serves.

The Planning Imperative

Planning to maintain and continuously improve teamwork and partnership efforts, such as those cited above, will require visionary leadership, renewed determination, and unwavering commitment from the Board of Trustees, the faculty, and the staff for years to come, but the experience of Coastal Carolina Community College over the past 20 years has been that **the benefits have substantially outweighed the costs.**

Economic and Workforce Development

The fourth continuing theme of Coastal's strategic planning process is economic and workforce development.

While virtually every public community college in the nation is actively involved in training and retraining students for the local workforce—and many play a significant role in startup training to support the recruitment of new industries to their community—economic and workforce development are part of the **Mission of the North Carolina Community College System**. In fact, for many years the only incentive provided to new industries recruited to the State was free startup training through the local community college.

Challenges of Economic Development in a Military Community

Onslow County, North Carolina, is fortunate to host two of the most vital and strategically located bases of the US Marine Corps. The annual economic impact of Marine Corps Base Camp Lejeune and Marine Corps Air Station New River makes them the undisputed “economic generators” of this community.

While the presence of these two military installations provides a level of economic stability that is unimaginable for most North Carolina communities, it also creates some unusual challenges. For example, a significant portion of the total land mass of Onslow County lies within the boundaries of the military reservation and therefore cannot be developed and added to the ad valorem tax base. And, with most of the married Marines and sailors living off the military bases and out in the community, Onslow County has the challenge of trying to support one of the fastest growing public school systems in North Carolina – as well as Coastal Carolina Community College – with a very limited tax base.

Not surprisingly, the total annual budget for Jacksonville•Onslow County Economic Development (JOED) is less than one-third of that of most competing communities. And, unfortunately, the historically low unemployment rate of Onslow County, combined with the negative image which many industrial leaders and site consultants associate with military communities, makes it very difficult to attract good “leads.”

Opportunities for Economic Development

On the other hand, Onslow County has a number of unique strengths that offer significant opportunities for economic development over the next few years. The community hosts thousands of visitors every year, who come to enjoy some of the most beautiful, relatively underdeveloped beaches along the Crystal Coast. And, an even larger number of family members and loved ones travel to Onslow County each year to visit the young Marines and sailors. Coastal's Center for Business & Industry Training works with the staff of the Jacksonville•Onslow Chamber and Onslow County Tourism to promote the development and marketing of local tourist attractions.

Another significant strength of this community is the wealth of athletic fields and facilities, as well as certified sports officials, present in both the civilian community and the military bases. Coastal's staff helped to establish and “sell” the Onslow County Sports Commission, which actively recruits, organizes, and hosts athletic events and tournaments. The dramatic growth in occupancy tax revenues for the past few years underscores the success of both of these “tourism” efforts.

With so many of the military families living off the bases and out in the community, the opportunity for small business growth and development is boundless. Coastal's Small Business Center teams with the Jacksonville•Onslow Chamber of Commerce to plan, fund, and host a broad array of seminars, short courses, workshops, and counseling services for some of the most adaptive and responsive businesses in the nation. And, the Small Business Center “partners” with the staff of the Small Business and Technology Development Center of UNC Wilmington to provide specialized counseling services for existing businesses poised for growth and expansion. In addition, the College's Small Business Center offers a structured training program for prospective entrepreneurs, in partnership with the North Carolina REAL Program.

In the more traditional areas of industrial recruitment and retention/expansion of existing industries, the College's Business & Industry Training Center works hand-in-hand with the staff of Jacksonville•Onslow Economic Development. The College President is a member of the Executive Committee of the JOED, and the plant managers of Onslow County's industries constitute the Advisory Committee for Coastal's Industrial Training Center.

The College and JOED are engaged in a continuing effort to market and promote the enormous range of technical skills and the exemplary work ethic of the Marines who have completed a successful enlistment or are retiring in their late 30's or early 40's (most in superb health and physical condition!). Coastal continues to provide training programs to enhance the marketable skills of the exiting Marines, who have served honorably and with distinction as aviation mechanics and avionics technicians.

And, for many years, specialized units such as 2nd Maintenance Battalion of 2nd Marine Division have sent active duty Marines to take advantage of the College's expertise in Heavy Equipment Technology, Six Sigma quality control, and other specialized technical training. The College is committed to helping the JOED professional staff add value to the experience and marketable skills of the exiting Marines and sailors, as part of its industrial and high tech recruitment strategy, but it is at this point still "a work in progress."

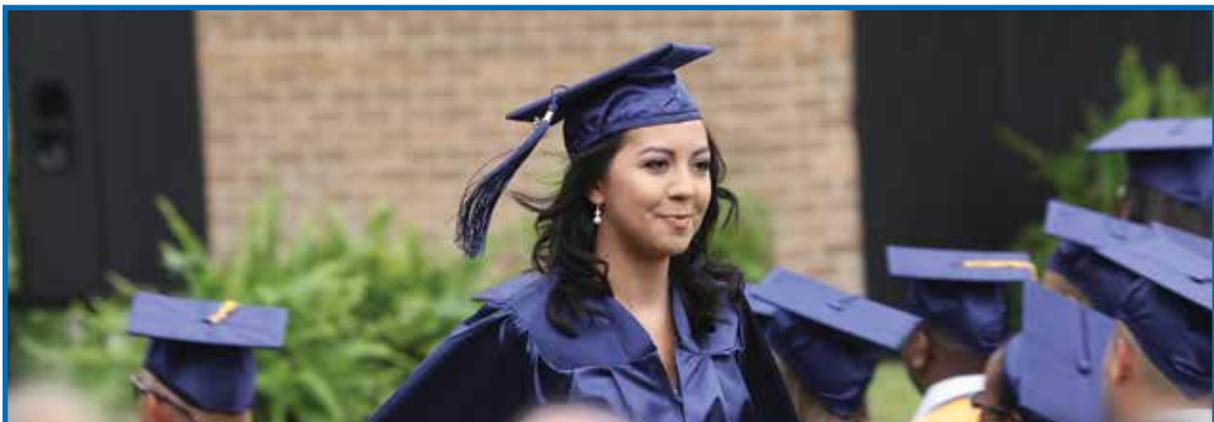
Providing Training and Retraining for the Local Workforce

Being a part of a highly visible and mutually supportive team effort to recruit, retain, and create new jobs for the community has proven to be a significant and politically rewarding role for the College. However, this part of fulfilling the institution's economic development mission actively involves only a small number of the professional and support staff.

Providing current, state-of-the-art, technical training and retraining to meet local workforce needs, by contrast, involves the overwhelming majority of the faculty and staff every year. Coastal offers a broad range of certificate, diploma, and associate degree technical programs in its curriculum and continuing education divisions, and the faculty and staff take great pride in the quality of the graduates they produce. **For more than ten years, the College has stood behind its commitment to retrain, at its own expense, any employee whom a local employer considers to be deficient in the knowledge and skills required for success in his/her field.**

Planning for the Future

Coastal's experience over the past ten years has demonstrated that earning a reputation for responsiveness and effectiveness in supporting economic development, and providing highly trained, skilled employees for the local workforce, can forge a powerful and pervasive base of support for a public community college. Making wise and timely decisions regarding the best use of the College's resources, to continue to build that reputation, will require accurate environmental scanning, visionary annual planning, and a continued commitment to effective teamwork and partnerships.



COLLEGE GOALS

Educational Quality

1. The College embraces a continuously improving learning environment defined by excellence in teaching and student success.
2. The College optimizes the teaching and learning process by providing appropriate technology, equipment, and learning resources.
3. The College monitors and promotes institutional effectiveness and maintains accountability through assessment, performance standards, and continuous improvement projects.

Student Success

4. The College seeks to maximize student engagement and ensures that students establish a solid foundation for successful learning.
5. The College implements a sustainable and comprehensive student success model.
6. The College designs clear pathways to degrees and credentials that are aligned with expectations of employment and/or transfer to a baccalaureate program after degree completion.

Teamwork and Partnerships

7. The College enhances partnerships with public schools and universities to create gateways of opportunity and an integrated educational system.
8. The College promotes and facilitates teamwork and partnerships with Onslow County Schools, UNC Wilmington, local military bases, city and county governments, local Chambers of Commerce, the Jacksonville•Onslow Economic Development Office, and local industries.

Economic and Workforce Development

9. The College serves as a catalyst in economic development through education, entrepreneurship, small business development, and customized training that responds to the demands of business, industry, and the military.
10. The College is committed to delivering quality programs that prepare students for an increasingly complex and technological workplace.

IMPLEMENTATION PLAN

A dynamic commitment to the future has been established for Coastal Carolina Community College with a renewed mission, vision, values, strategic themes, and goals for the institution.

Research has shown that organizations perform reasonably well in the actual formulation of a strategic plan; however, little time and almost no attention is spent in the development of strategies for the successful execution and sustainability of the plan. Coastal's plan is built upon key components for success including a commitment from top leadership, participation by those who will carry out the plan, establishment of an active review process, commitment of adequate financial resources, and identification of desired outcomes.

Coastal's Strategic Plan has been intentionally designed to provide opportunities for continuous improvement throughout the institution. The goals, priority initiatives, and outcomes provide the framework to move the initiative from discussion to action. The assessment of the strategic plan outcomes and the evaluation of progress in achieving College goals will serve as indicators of success.

COLLEGE GOALS, PRIORITY INITIATIVES, AND OUTCOMES

Educational Quality Goals and Priority Initiatives

Goal 1

The College embraces a continuously improving learning environment defined by excellence in teaching and student success.

Priority Initiatives

1. Provide faculty and staff access to professional development opportunities.
2. Support faculty innovation in designing student success models.
3. Provide a system for the recruitment, hiring, orientation, and support of faculty that embraces Coastal's themes of educational quality and student success.
4. Support faculty engagement of students by maintaining a high ratio of full-time faculty to adjunct faculty.
5. Strengthen the effectiveness of adjunct faculty through enhanced professional development and a faculty mentoring program.
6. Evaluate and communicate learning results.
7. Identify and reward outstanding faculty and staff.

Goal 2

The College enhances the teaching and learning process by providing appropriate technology, equipment, and learning resources.

Priority Initiatives

1. Set priorities for acquisition of new technologies.
2. Encourage and support faculty and staff to obtain training necessary to make effective use of information technology.
3. Expand the use of instructional technology to enhance student learning regardless of mode of delivery or location.
4. Provide students appropriate access to resources and information through an engaging technology interface.
5. Create a learning commons to enhance student engagement with academic support resources.

Goal 3

The College monitors and promotes institutional effectiveness and maintains accountability through assessment, performance standards, and continuous improvement projects.

Priority Initiatives

1. Provide a system of comprehensive program and service review.
2. Monitor student outcomes as documented through performance standards and identify strategies for improvement as indicated.
3. Link strategic, assessment, and operational planning in support of quality initiatives and success goals.
4. Use assessment results to identify continuous improvement projects.
5. Refine tools, methods, and processes in support of integrated assessment of student learning outcomes at the course, program, and institutional level.

Educational Quality Outcomes

1. Coastal is a dynamic learning environment, defined by educational quality and student success.
2. Coastal's faculty and staff are committed to professional development and excellence in teaching.
3. Coastal's learning resources, equipment, and technology are available, accessible, and contribute to student success regardless of mode of delivery or location.
4. Coastal builds a "culture of evidence" in which both qualitative and quantitative information routinely reflects student success and continuous improvement.
5. Coastal's resources, plans, and energy are clearly focused on educational quality.

Student Success Goals and Priority Initiatives

Goal 4

The College seeks to maximize student engagement and ensures that students establish a solid foundation for successful learning.

Priority Initiatives

1. Establish assessment, placement, prerequisite, and progression policies to ensure students' readiness to learn.
2. Integrate college success skills with instruction in gateway courses.
3. Provide faculty with access to professional development focused on learner-centered instruction
4. Intensify focus on student completion and success.
5. Configure and equip learning spaces to encourage best teaching and learning practices.

Goal 5

The College implements a sustainable and comprehensive student success model.

Priority Initiatives

1. Prepare students for success through participation in a first year experience.
2. Analyze and continuously improve online instruction as an alternate delivery model.
3. Provide learning experiences using a variety of methods, approaches, scheduling options, and technologies that enable students with different learning styles to be successful.
4. Implement well-designed supports and monitor the success of diverse populations.
5. Implement a coordinated program of learning support to ensure student access to learning resources, learning labs, computing resources, student services, and distance education.
6. Develop and implement early intervention to support students' opportunities for success.
7. Expand Career Services in order to facilitate career pathways and student goal identification.
8. Provide success coaches to enhance the success of select cohorts of students.

Goal 6

The College designs clear pathways to degrees and credentials that are aligned with expectations of employment and/or transfer to a baccalaureate program after degree completion.

Priority Initiatives

1. Design structured pathways aligned to learning outcomes.
2. Provide student support in choosing an appropriate pathway and in tracking their progress in a program of study.
3. Monitor student progress and intervene to ensure students remain on track to completion.

Student Success Outcomes

1. Coastal's students are responsible partners, empowered with lifelong learning strategies and engaged in successful learning experiences.
2. Coastal's faculty and staff ensure that cohorts of students achieve comparably high success rates throughout the College.
3. Coastal's learning support systems are coordinated and contribute to successful student learning outcomes.
4. Coastal's resources, plans, and energy are clearly focused on student success.
5. Coastal champions student success that reflects the highest academic standards.
6. Coastal's students demonstrate decreased time to completion.
7. Coastal's students are retained at higher levels.

Teamwork and Partnerships Goals and Priority Initiatives

Goal 7

The College enhances partnerships with public schools and universities to create gateways of opportunity and an integrated educational system.

Priority Initiatives

1. Provide gateway opportunities through Trades Day and Career Expo.
2. Provide Career and College Promise opportunities for dual enrollment.
3. Partner with public schools to provide counseling and career pathways for students.
4. Partner with universities to offer 2+2 programs, implement revised articulation agreement, monitor transfer of credits, and implement reverse transfer initiatives.
5. Provide counseling assistance in local high schools.
6. Maintain open communication with high schools and universities.
7. Monitor graduates' success in four-year institutions.



Goal 8

The College promotes and facilitates teamwork and partnerships with Onslow County Schools, UNC Wilmington, local military bases, city and county governments, the local Chambers of Commerce, the Jacksonville-Onslow Economic Development Office, and local industries.

Priority Initiatives

1. Provide leadership and staff support to the Chamber's Workforce Advisory Committee.
2. Provide facilities and leadership support for the 2+2 partnership with UNC Wilmington.
3. Enhance community support for military bases through the Chamber's Governmental Affairs and the Military Affairs committees.
4. Monitor and respond to local government needs through the Chamber's Governmental Affairs Committee.
5. Provide College staff leadership and support to small business development through the Chamber's Small Business Council.
6. Provide leadership and financial support to local economic development efforts through the Committee of 100.

Teamwork and Partnerships Outcomes

1. Coastal provides seamless opportunities from secondary to postsecondary educational institutions for the civilian and military communities.
2. Coastal's faculty and staff assume leadership positions within the community.
3. Coastal is engaged in successful partnerships in the community.
4. Coastal's resources, plans, and energy are clearly focused on teamwork and partnerships.



Economic and Workforce Development Goals and Priority Initiatives

Goal 9

The College serves as a catalyst in economic development through education, entrepreneurship, small business development, and customized training that responds to the demands of business, industry, and the military.

Priority Initiatives

1. Provide high skill/high wage education and training with learning guarantee.
2. Provide entrepreneurship training.
3. Use labor market data to develop and refine academic programs to contribute to regional economic development.
4. Engage local, small, and minority-owned businesses in vendor and partner relationships.
5. Identify business and industry needs and deliver customized training.
6. Review feedback and satisfaction data concerning customized training.
7. Implement a comprehensive needs assessment program for business and industry.
8. Establish additional partnerships in support of customized training.
9. Develop new education and training programs to prepare students for existing and emerging careers.

Goal 10

The College is committed to delivering quality programs that prepare students for an increasingly complex and technological workplace.

Priority Initiatives

1. Use technology effectively to ensure access to current knowledge and enhance teaching and learning.
2. Analyze and respond to employer feedback concerning graduates and program quality.
3. Provide comprehensive career services.
4. Review student performance on licensing and certification.
5. Involve employers in an active role in program and curriculum review.
6. Monitor students' post-graduation success in employment/earnings and use information to modify course offerings as indicated.

Economic and Workforce Development Outcomes

1. Coastal makes significant contributions to the economic and workforce development of the community.
2. Coastal provides unsurpassed customized training, assessment, counseling, and support services for business and industry.
3. Coastal provides premier specialized training, assistance, counseling, and services for small business development and entrepreneurship.
4. Coastal's graduates are prepared for successful employment in an increasingly complex and technological workplace.
5. Coastal's resources, plans, and energy are clearly focused on economic and workforce development.
6. Coastal establishes strategic partnerships that facilitate student success through new program development and employment of graduates.

EVALUATION

The most telling and valuable step in the strategic planning process is indisputably the evaluation phase. Evaluation is a continuous and critical process designed to provide stringent guidelines to manage what are sometimes unpredictable results.

During the upcoming years, our success in achieving the goals and outcomes as set forth in *Visions* will ultimately be measured in evaluating the effectiveness of the essential improvements that have been made in the programs and services we offer to students, employers, and our community. It is our intention to celebrate and build upon those goals we have successfully accomplished and to make additional improvements as deemed necessary from our research and results.

At Coastal Carolina Community College, we are dedicated to achieving our goals with the understanding that our primary mission is to respond to the needs of our students and the community we serve. To give anything less in the increasingly competitive and fast-paced world in which we live would simply be unconscionable.





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