



**Strategic Plan  
2018-23**

**Vision**

Beaufort County Community College will be an innovative community leader that promotes economic and social mobility through educational opportunities linked to workforce development, public service, and cultural and personal enrichment.

**Mission**

Beaufort County Community College is a public, comprehensive community college that provides open-door access to university transfer, workforce development, and life-long learning programs for the people of Beaufort, Hyde, Tyrrell, and Washington Counties.

**We value:**

***Teaching and learning*** as the means for improving individual lives and the communities we serve.

***Individual human worth*** and the expression of the individual human spirit.

***Community*** as the fellowship of local individuals, families, businesses, and other organizations through and for which the college seeks to make a positive impact.

***Diversity*** as a pathway to gaining the multiple perspectives necessary for understanding our world.

***Access*** to higher education by people from all backgrounds as critical to individual success and to the viability of a self-governing, democratic republic.

***Quality*** as the measure of individual and institutional success in student attainment of relevant knowledge, skills, and abilities.

***Affordability*** as an essential requirement for an open door community college and a necessity for ensuring access from all segments of society.

**Civility** as the medium in which individuals from all backgrounds may engage without fear of retribution in dialogue about issues ranging from the future of the college to the state of the world at-large.

**We aspire to:**

**Break the cycle of poverty:**

- Create hope and human dignity through access to postsecondary education and greater access to gainful employment.

**Grow the middle class:**

- Collaborate with business and industry to train and retrain workers for the local and regional economy.
- Collaborate with local economic development agencies to recruit and retain business and industry that will provide sustainable employment and a living wage in the service region.
- Collaborate with universities to strengthen transfer agreements and the overarching on-ramp to the baccalaureate.
- Collaborate with school systems and other organizations to enhance the social capital of school-age children and parents.

**Promote self-sufficiency and economic independence**

- Reduce dependence on public and private social programs through gainful employment.
- Increase expression of individual human will through entrepreneurship and fiscal self-reliance.

**Improve quality of life for all citizens**

- Provide life-long learning opportunities for residents of Beaufort, Hyde, Tyrrell, and Washington Counties.
- Enhance public schools, transportation, and health care through economic development based on college-led workforce development (i.e., increased tax base).
- Serve as a cultural and wellness resource for the region.

## 2018-2023 Goals and Objectives

### Legend:

**AA = Academic Affairs**

**AS = Administrative Services**

**CE = Continuing Education**

**F = Foundation**

**P = President**

**RIE = Research & Institutional Effectiveness**

**SS = Student Services**

Goals & Objectives	Responsibility
<b>A. Offer relevant, high quality academic programs that result in student success.</b>	
<i>Objectives</i>	
<b>A.1.</b> Review and revise college curricular offerings in context of labor market information (LMI) and academic program reviews.	AA & RIE
<b>A.2.</b> Develop comprehensive student advising program focused on enhancement of in-take, career planning, student persistence, retention, and graduation rates.	AA & SS
<b>A.3.</b> Enhance faculty professional development opportunities related to advising, teaching effectiveness, student learning, and disciplinary specialties.	P & AA
<b>A.4.</b> Develop new faculty orientation program (full-time and part-time).	P & AA & AS
<b>A.5.</b> Review and revise existing university articulation agreements; develop additional program-to-program articulation agreements with public and private universities.	AA
<b>A.6.</b> Increase persistence, retention, and graduation rates across all programs to top quartile among all community colleges in North Carolina by 2023.	AA & SS & RIE
<b>A.7.</b> Increase distance, weekend, and evening academic offerings.	AA
<b>A.8.</b> Increase high school and early college high school student enrollments in career and technical programs.	AA
<b>A.9.</b> Work closely with k-12 partners to strengthen and develop new curricular pathways.	AA
<b>A.10.</b> Enhance responsibility and viability of program advisory committees in career and technical programs.	AA
<b>A.11.</b> Ensure updated, relevant student learning outcomes and assessment of such outcomes in a manner related to overarching student success metrics.	AA & RIE
<b>A.12.</b> Study and consider development of new transfer and career and technical programs.	AA & CE & RIE

<b>B</b>	<b>Enhance student accessibility.</b>	
<b>Objectives</b>		
<b>B.1.</b>	Study development of student scholarship program for targeted student populations that pays for all unpaid tuition and fees subsequent to federal and state financial aid sources, thereby making attendance cost-free.	P & F & SS
<b>B.2.</b>	Develop one-stop admissions, registration, and just-in-time advising center focused on ease of student admissions and enrollment as well as long-term student success.	SS & AA
<b>B.3.</b>	Enhance diversity of student population through focused admissions, recruitment, marketing, and grant efforts.	SS & RIE
<b>B.4.</b>	Monitor and upgrade campus services to students with disabilities, as required by the Americans with Disabilities Act (ADA).	AS & SS
<b>B.5.</b>	Increase the number of new endowments and scholarships that provide funding to students from all backgrounds.	P & F
<b>B.6.</b>	Provide pertinent information at local organization meetings, community events, and churches regarding access to the college, including scholarship availability.	SS & F
<b>B.7.</b>	Develop extra-curricular, self-sufficient, intra-mural sports programming.	SS
<b>B.8.</b>	Manage student financial aid processes, including collaboration with Academic Affairs on collecting data from faculty regarding return to Title IV funds.	SS & AA & AS
<b>B.9.</b>	Develop and enhance college website to streamline the in-take of prospects and applicants.	RIE & SS
<b>B.10.</b>	Collaborate with local Workforce Development Boards to develop comprehensive student career services center.	SS
<b>B.11.</b>	Work with local transportation services to enhance student travel to and from campus and centers.	SS & AS

**C. Meet the educational needs of business and industry.**

**Objectives**

<b>C.1.</b>	Work with local companies, school districts, governments, workforce development boards, and economic development agencies to develop formal pre-apprenticeship and apprenticeship programs, internships, and work-based learning experiences.	P & AA & CE
<b>C.2.</b>	Increase all enrollments and completions in non-credit workforce development programs by 20% by 2023.	CE
<b>C.3.</b>	Increase the number of students who obtain state-approved, third-party workforce credentials by 20% by 2023.	CE
<b>C.4.</b>	Increase the number of students completing Career and College Readiness credentials by 20% by 2023.	CE
<b>C.5.</b>	Increase the number of high school students who enroll in and complete non-credit career pathways by 50% by 2023.	CE
<b>C.6.</b>	Increase the number of students who transfer continuing education credits into curriculum credits by 20% by 2023.	CE & AA
<b>C.7.</b>	Increase continuing education and curriculum enrollments at Hyde and Washington County centers by 25% by 2023.	CE
<b>C.8.</b>	Develop new continuing education workforce programs and revise existing programs in concert with projections from labor market information (LMI) and annual program reviews.	CE & RIE
<b>C.9.</b>	Develop a seminar series/work group designed to incentivize new, creative, and entrepreneurial economic development concepts for the northeastern North Carolina region.	P & AA & CE

<b>D.</b>	<b>Promote the college's mission through fundraising, targeted marketing, and effective public relations.</b>	
<b>Objectives</b>		
<b>D.1.</b>	Maintain successful collaboration among Board of Trustees, Foundation Board, President, and Senior Staff to obtain resources from private donors, foundations, and granting agencies.	P & F & RIE
<b>D.2.</b>	Increase total Foundation assets to \$6 million by 2023.	P & F
<b>D.3.</b>	Develop naming opportunities for campus facilities.	P & F
<b>D.4.</b>	Monitor and maintain appropriate accounting procedures for all Foundation funds and grant-funded projects.	AS & F & RIE
<b>D.5.</b>	Develop and implement college Alumni Association.	P & F & SS
<b>D.6.</b>	Develop a multi-year marketing plan for the college that emphasizes student success and diversity, relevant programming, and the college's integral role in improving overall quality of life.	P & F
<b>D.7.</b>	Obtain relevant government and private grants, including a federal Strengthening Institutions grant from the U.S. Department of Education.	P & RIE
<b>D.8.</b>	Develop comprehensive staff responsibilities procedure, including appropriate checklists, for all college-wide events.	P & F

<b>E.</b>	<b>Operate the college in an effective and efficient manner.</b>	
	<b>Objectives</b>	
<b>E.1.</b>	Obtain finding-free fiscal audits from all auditing agencies.	AS
<b>E.2.</b>	Complete all financial reports within established timelines.	AS
<b>E.3.</b>	Develop and maintain a well-organized Foundation accounting process that identifies each individual Foundation gift and the Foundation account to which it accrues.	AS & F
<b>E.4.</b>	Maintain a safe and secure campus environment that is welcoming to all students, faculty, staff, and community members.	AS
<b>E.5.</b>	Ensure diverse applicant pools for faculty and staff vacancies to help ensure that the college's staff composition is representatively diverse.	AS
<b>E.6.</b>	Operate an on-site campus bookstore that meets the textbook and supply needs of students, faculty and staff.	AS
<b>E.7.</b>	Work with Board of Trustees and public policy-makers to obtain state and county funds necessary for the college's success, safety, and security.	P & AS
<b>E.8.</b>	Review and approve the college's annual budgets in concert with the Board of Trustees.	AS & P
<b>E.9.</b>	Implement "e-commerce" software to allow students to pay tuition and fees online.	AS
<b>E.10.</b>	Ensure return-to-Title-IV fund reversions within prescribed timelines.	AS & AA & SS
<b>E.11.</b>	Maintain facilities and grounds in a manner that reflects pride in our campus.	AS
<b>E.12.</b>	Complete all state and federal institutional effectiveness reports by established deadlines.	AS & RIE
<b>E.13.</b>	Maintain currency in computer hardware and software, especially with respect to instructional technology and distance learning technology.	AA & AS
<b>E.14.</b>	Complete all accreditation reports by established deadlines.	RIE



<b>E.15.</b>	Maintain SACSCOC and program specific accreditations.	RIE, P, AA, SS, F, AS
<b>E.16.</b>	Develop and implement a new campus signage system.	P & AS
<b>E.17.</b>	Develop and implement a set of customer service expectations for all college employees.	P, AS, SS, F, AA, RIE, CE