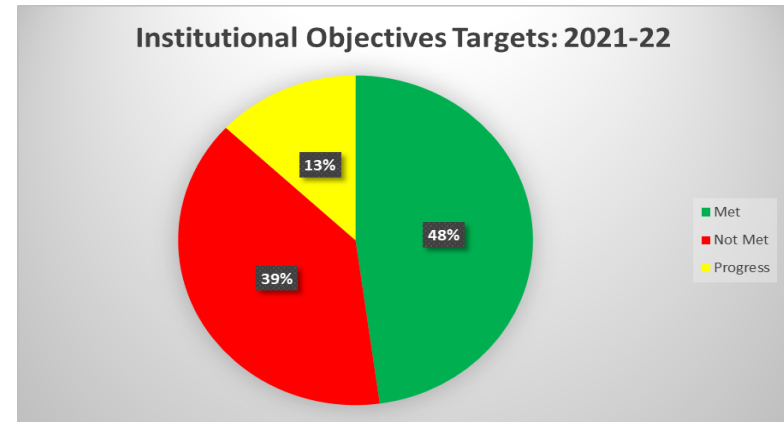


Institutional Objectives Completion Summary: 2021-22		Notes	
Access			
1. Curriculum Headcount	1.1 Fall	Not Met	Follows NCCCS trend due to COVID impact
	1.2 Year	Not Met	Follows NCCCS trend due to COVID impact
2. Con-ed Headcount	1.1 Fall	Not Met	Opposite of curriculum, con-ed programs started in the fall that extend past semester end dates are credited to the spring. In addition, while headcount was down for the fall, FTE was up.
	1.2 Year	Met	
3. Tutoring	3.1 Fall	Not Met	This measure was a headcount rather than a percentage. When enrollment declines, tutoring headcount may also decline. This measure is being changed to a percentage.
	3.2 Year	Not Met	
4. Communication Plan		Progress	Plan in development but not completed or implemented as the College was without a Director of Communications and Marketing most of the 2021-22 Academic Year
Success			
1. Basic Skills		Progress	Showed progress (72% of the goal)
2. Credit English		Met	
3. Credit Math		Met	
4. Persistence	4.1 Black student equity	Not Met	Minor increase from previous year
	4.2 Pell student equity	Not Met	Gap widening. QEP plans to address.
5. Completion	5.1 Black student equity	Not Met	Gap widening. QEP may help to address as Black students are disproportionately represented as Pell recipients.
	5.2 Pell student equity	Met	
Diversity			
1. Curriculum students		Met	
2. Con-ed students		Met	
3. Employees	3.1 All employees	Met	
	3.2 Full-time employees	Met	
	3.3 Part-time employees	Met	
4. Leadership		Progress	Showed progress. Added a minority male to leadership, but also split out the old Foundation Director job into two different leadership positions, so the denominator changed the calculation.
Relationships			
1. Employees		Met	
2. High Schools		Met	
3. Industry partners		Not Met	Possible miscommunication. IRPET will take the lead on the survey.



Strategic Plan 2021-2024: Institution Level Objectives

Objectives	Evaluation Method/Criteria/Target(s)	Tasks	Responsible Area(s)	2021-22 Results & Future Plans
Access: Increase access to opportunities, resources, and support.				
<p><u>1. Increase unduplicated headcount in curriculum programs</u></p>	<p>1.1 Fall unduplicated headcount in curriculum programs will increase by 2 percent each year for a total of 6 percent over three years Fall 2020 Baseline = 2,526 Fall 2021 Target = 2,577 Fall 2022 Target = 2,629 Fall 2023 (Total) Target = 2,681</p> <p>1.2 Annual unduplicated headcount in curriculum programs will increase by 2 percent each year for a total of 6 percent over three years Reporting Year 2020-21 Baseline = 3,665 Reporting Year 2021-22 Target = 3,738 Reporting Year 2022-23 Target = 3,813 Reporting Year 2023-24 (Total) Target = 3,889</p>	<ul style="list-style-type: none"> - COA CCP Liaisons will regain entry into high schools. - COA will host two "CCP to COA Days" in spring 2022. - COA Admissions team will build and retain relationships with high school principals, guidance counselors, and CDC coordinators - COA Admissions team will have a presence in the local high schools of the seven counties we serve - student events, parent nights, and admissions events - COA Admissions team will work to highlight community events to take part in; admissions will strategically look at which events should be considered for recruitment purposes and which should be considered community outreach - COA Admissions team will highlight new recruitment methods that align with the change of our student populations (i.e. social media campaigns, etc.) - COA will continue to assign advisors after an applicant completes the steps to enroll; allowing advisors the opportunity to contact new students proactively - COA advisors will develop and implement an intake form to access incoming students' resource needs and transfer/career goals - COA will use funding opportunities to promote the college in efforts to provide better access to education for students interested in attending COA (i.e. Longleaf Funding, Pell Grant, Dare Guarantee Scholarship) - COA Admissions team will continue to provide and support college events that highlight curriculum programs (i.e. Test Drives, Advanced Manufacturing Day, etc) 	<p>SSEM Deans/Program Coordinators</p>	<p>1.1 Fall 2021 Target = 2,577 (2% growth) Fall 2021 Actual = 2,427 (3.9% decline) Target Not Met <u>Adjust Fall 2022 Target</u> Fall 2021 Baseline = 2,427 New Fall 2022 Target = 2,476 (2% growth) Add in FTE measure</p> <p>1.2 Reporting Year 2021-22 Target = 3,738 (2% growth) Reporting Year 2021-22 Actual = 3,265 (10.9% decline) Target Not Met <u>Adjust Reporting Year 2022-23 Target</u> Reporting Year 2021-22 Baseline = 3,265 New Reporting Year 2022-23 Target = 3,330 (2% growth) Add in FTE measure</p>
<p><u>2. Increase unduplicated headcount in continuing education programs</u></p>	<p>2.1 Fall unduplicated headcount in continuing education programs will increase by 2 percent each year for a total of 6 percentage points over three years Fall 2020 Baseline = 1,874 Fall 2021 Target = 1,911 Fall 2022 Target = 1,948 Fall 2023 (Total) Target = 1,989</p> <p>2.2 Annual unduplicated headcount in continuing education programs will increase by 2 percent each year for a total of 6 percent over three years Reporting Year 2020-21 Baseline = 3,721 Reporting Year 2021-22 Target = 3,795 Reporting Year 2022-23 Target = 3,871 Reporting Year 2023-24 (Total) Target = 3,948</p>	<ul style="list-style-type: none"> - COA Admissions team will continue to provide and support college events that highlight CONED programs (i.e. Evening in Edenton, Chef for a Day, etc) 	<p>Workforce Development & Career Readiness Admissions and Recruitment</p>	<p>2.1 Fall 2021 Target = 1,911 (2% growth) Fall 2021 Actual = 1,782 (4.9% decline) Target Not Met <u>Adjust Fall 2022 Target</u> Fall 2021 Baseline = 1,782 New Fall 2022 Target = 1,818 (2% growth) Add in FTE measure</p> <p>2.2 Reporting Year 2021-22 Target = 3,795 (2% growth) Reporting Year 2021-22 Actual = 4,091 (10.0% growth) Target Met <u>Adjust Reporting Year 2022-23 Target</u> Reporting Year 2021-22 Baseline = 4,091 New Reporting Year 2022-23 Target = 4,173 (2% growth) Add in FTE measure</p>
<p><u>3. Increase student use of tutoring services</u></p>	<p>3.1 Fall unduplicated student headcount utilizing tutoring services will increase by 1.67 percent each year for a total of 5.01 percentage over three years Fall 2020 Baseline = 629 Fall 2021 Target = 640 Fall 2022 Target = 651 Fall 2023 (Total) Target = 662</p> <p>3.2 Annual unduplicated student headcount utilizing tutoring services will increase by 1.67 percent each year for a total of 5.01 percentage over three years Academic Year 2020-21 Baseline = 934 Academic Year Fall 2021-22 Target = 950 Academic Year Fall 2022-23 Target = 966 Academic Year Fall 2023-24 (Total) Target = 982</p>	<ul style="list-style-type: none"> -Increase advertisement of tutoring for available subjects, particularly math and English, to increase student presence. -Recruit more peer tutors to provide a wider range of subjects and availability for students seeking tutoring. -Build a resource collection for tutors to use to assist students in becoming independent learners. -Use Aviso early alerts to identify students who may need tutoring or other academic support services. 	<p>Academic Support Services</p>	<p>3.1 Fall 2021 Target = 640 (1.67% growth) Fall 2021 Actual = 604 (4.0% decline) Target Not Met <u>Adjust Fall 2022 Target and Change to a % of Enrollment</u> Fall 2021 Baseline = 24.9% New Fall 2022 Target = 26.57% (1.67 percentage points increase)</p> <p>3.2 Annual 2021-22 Target = 809 (1.67% growth) Annual 2021-22 Actual = (13.4% decline) Target Not Met <u>Adjust Fall 2022 Target and Change to a % of Enrollment</u> Fall 2021 Baseline = 24.8% New Fall 2022 Target = 26.47% (1.67% growth)</p>

<p>4. Reduce gaps in Progression/Persistence Performance Measure</p>	<p>4.1 The gap between all students and Black students in COA's NCCCS Performance Measure Report First-Year Progression/Persistence score will decrease by 2 percentage points each year for a total of 6 percentage points over three years.</p> <p>2021 Report gap Baseline = 8.4% 2022 Report Target = 6.4% 2023 Report Target = 4.4% 2024 Report (Total) Target = 2.4%</p> <p>4.2 The gap between Pell Grant recipients and not recipients in COA's NCCCS Performance Measure Report First-Year Progression/Persistence score will decrease by 2 percentage points each year for a total of 6 percentage points over three years.</p> <p>2021 Report gap Baseline = 21% 2022 Report Target = 19% 2023 Report Target = 17% 2024 Report (Total) Target = 16%</p>	<p>-Employ a Success Coach with a caseload focused on students from underrepresented populations; among other duties, the Success Coach will:</p> <ul style="list-style-type: none"> -Identify and provide proactive outreach to students at-risk, connecting them to intentional intervention and student support activities (including referrals to academic and basic needs security resources). -Identify the appropriate action/outreach for faculty-generated early alerts. -Engage students in academic and career planning activities -Connect students to campus engagement/enrichment opportunities -Facilitate the college transfer process -Work with the summer jump program to connect minority male students with a mentor 	<p>SSEM DOL/Academic foundations</p>	<p>4.1 2022 Report gap Target = 6.4% (2 gap percentage points decrease) 2022 Report gap Actual = 8.6% (0.2 gap percentage points increase)</p> <p>Target Not Met</p> <p><u>Adjust 2023 Report Target</u> 2022 Report gap Baseline = 8.6% New 2023 Report gap Target = 6.6% (2 gap percentage points decrease)</p> <p>4.2 2022 Report gap Target = 19% (2 gap percentage points decrease) 2022 Report gap Actual = 23% (2.0 gap percentage points increase)</p> <p>Target Not Met</p> <p><u>Adjust 2023 Report Target</u> 2022 Report gap Baseline = 23% New 2023 Report gap Target = 21% (2 gap percentage points decrease)</p>
<p>5. Reduce gaps in Completion Performance Measure</p>	<p>5.1 The gap between all students and Black students in COA's NCCCS Performance Measure Report Curriculum Completion score will decrease by 2 percentage points each year for a total of 6 percentage points over three years.</p> <p>2021 Report gap Baseline = 9.6% 2022 Report Target = 7.6% 2023 Report Target = 5.6% 2024 Report (Total) Target = 3.6%</p> <p>5.2 The gap between Pell Grant recipients and not recipients in COA's NCCCS Performance Measure Report Curriculum Completion score will decrease by 2 percentage points each year for a total of 6 percentage points over three years.</p> <p>2021 Report gap Baseline = 28% 2022 Report Target = 26% 2023 Report Target = 24% 2024 Report (Total) Target = 22%</p>	<p>Employ a Success Coach with a caseload focused on students from underrepresented populations among other duties, the Success Coach will:</p> <ul style="list-style-type: none"> -Identify and provide proactive outreach to students at-risk, connecting them to intentional intervention and student support activities (including referrals to academic and basic needs security resources). -Identify the appropriate action/outreach for faculty-generated early alerts. -Engage students in academic and career planning activities -Connect students to campus engagement/enrichment opportunities -Facilitate the college transfer process -Work with the summer jump program to connect minority male B13students with a mentor 	<p>SSEM DOL/Academic foundations</p>	<p>5.1 2022 Report gap Target = 7.6% (2 gap percentage points decrease) 2022 Report gap Actual = 19.3% (9.7 gap percentage points increase)</p> <p>Target Not Met</p> <p><u>Adjust 2023 Report Target</u> 2022 Report gap Baseline = 19.3% New 2023 Report gap Target = 17.3% (2 gap percentage points decrease)</p> <p>5.2 2022 Report gap Target =26% (2 gap percentage points decrease) 2022 Report gap Actual = 23% (5 gap percentage points decrease)</p> <p>Target Met</p> <p><u>Adjust 2023 Report Target</u> 2022 Report gap Baseline = 23% New 2023 Report gap Target = 21% (2 gap percentage points decrease)</p>
<p>Diversity: Promote diversity of people, perspectives, and programs.</p>				
<p>1. Promote diversity of curriculum education student populations</p>	<p>Minority curriculum student percentage will increase by 2 percentage points each year for a total of 6 percentage points over three years.</p> <p>Fall 2020 Baseline = 32% Fall 2021 Target = 34% Fall 2022 Target = 36% Fall 2023 (Total) Target = 38%</p>	<p>- The Admissions team will work to provide better access to students within diverse populations. This will be done by broadening who we partner with and by changing the audience we typically speak to.</p> <p>- Utilize the Unity Task Force to create a recruitment plan to increase student diversity.</p>	<p>Marketing SSEM Unity Task Force</p>	<p>1. Fall 2021 Target = 34% (2 percentage points increase) Fall 2021 Actual = 34% (2 percentage points increase)</p> <p>Target Met</p> <p><u>Adjust Fall 2022 Target</u> Continue Fall 2022 Target = 36% (2 percentage points increase)</p>
<p>2. Promote diversity of continuing education student populations</p>	<p>Minority continuing education student percentage will increase by 1 percentage points each year for a total of 1 percentage points over three years.</p> <p>Fall 2020 Baseline = 26% Fall 2021 Target = 27% Fall 2022 Target = 28% Fall 2023 (Total) Target = 29%</p>	<p>Expand marketing strategies to increase diverse population enrolled in key programs (CDL, NA, EMS) through:</p> <ul style="list-style-type: none"> -Use of varied ethnicities and gender in visual marketing. - Marketing campaigns that target underserved populations in specific CTE programs (i.e. - Women in Truck Driver Training) - Research new program offerings that meet community need and reach diverse market (e.g. "Natural Hair Certificate Program") 	<p>Marketing Workforce Development and Career Readiness</p>	<p>2. Fall 2021 Target = 27% (1 percentage point increase) Fall 2021 Actual = 27% (1 percentage point increase)</p> <p>Target Met</p> <p><u>Adjust Fall 2022 Target</u> Continue Fall 2022 Target = 28% (1 percentage point increase)</p>

<p>3. Promote diversity of employee population</p>	<p>3.1 All minority employee population percentage will increase by 1 percentage points each year for a total of 3 percentage points over three years.</p> <p>Fall 2020 Baseline = 21% Fall 2021 Target = 22% Fall 2022 Target = 23% Fall 2023 (Total) Target = 24%</p> <p>3.2 Full-time minority employee population percentage will increase by 1 percentage points each year for a total of 3 percentage points over three years.</p> <p>Fall 2020 Baseline = 22% Fall 2021 Target = 23% Fall 2022 Target = 24% Fall 2023 (Total) Target = 25%</p> <p>3.3 Part-time minority employee population percentage will increase by 1 percentage points each year for a total of 3 percentage points over three years.</p> <p>Fall 2020 Baseline = 20% Fall 2021 Target = 21% Fall 2022 Target = 22% Fall 2023 (Total) Target = 23%</p>	<p>The HR Office will work more to standardize the interview experience and implement proven methods and evidence-based practices that support diverse hiring.</p> <ul style="list-style-type: none"> - Evaluate hiring and promotion procedures and policies to highlight considerations of diversity to better align with and be representative of the community. - Create an employee referral program with special emphasis placed on encouraging referrals from minority employees. - Use the "blind hiring" technique that anonymizes or "blinds" personal information about a candidate which can lead to unconscious or conscious bias about the candidate. - Rewrite job descriptions and postings to ensure language used will help attract and not turn off diverse candidates from applying to the college. 	<p>Human Resources Hiring Managers</p>	<p>3.1 Fall 2021 Target = 22% (1 percentage point increase) Fall 2021 Actual = 22% (1 percentage point increase)</p> <p>Target Met</p> <p>Adjust Fall 2022 Target Continue Fall 2022 Target = 23% (1 percentage point increase)</p> <p>3.2 Fall 2021 Target = 23% (1 percentage point increase) Fall 2021 Actual = 23% (1 percentage point increase)</p> <p>Target Met</p> <p>Adjust Fall 2022 Target Continue Fall 2022 Target = 24% (1 percentage point increase)</p> <p>3.3 Fall 2021 Target = 21% (1 percentage point increase) Fall 2021 Actual = 22% (2 percentage points increase)</p> <p>Target Met</p> <p>Adjust Fall 2022 Target Continue Fall 2022 Target = 22%</p>
<p>4. Promote diversity of leadership population</p>	<p>Male minorities in leadership positions will increase by 2.5 percentage points each year for a total of 7.5 percentage points over three years.</p> <p>Fall 2021 Baseline = 2.5% Fall 2022 Target = 5.0% Fall 2023 (Total) Target = 7.5%</p>	<ul style="list-style-type: none"> - Recruit historically black colleges and universities and other schools with majority-minority student bodies - Advertise open leadership roles in media that serves minorities. - Build relationships with minority professional groups. - Research, review and establish mentoring programs for upcoming minority leaders in the workplace 	<p>Human Resources Hiring Managers President's Leadership Team</p>	<p>4. Fall 2022 Target = 5.0% (2.5 percentage point increase) Fall 2022 Actual = 4.7% (2.2 percentage point increase)</p> <p>Target Not Met - Progress</p> <p>Adjust Fall 2022 Target Continue Fall 2023 Target = 7.5% (2.8 percentage point increase)</p>
<p>Relationships: Strengthen relationships with individuals, institutions, and industries.</p>				
<p>1. Strengthen relationships with employees</p>	<p>Full-time employee retention will increase by 1 percentage points each year for a total of 3 percentage points over three years.</p> <p>Fall 2020 Baseline = 89% Fall 2021 Target = 90% Fall 2022 Target = 91% Fall 2023 (Total) Target = 92%</p>	<ul style="list-style-type: none"> - Provide boot camps for new supervisors where providing positive feedback and listening are key topics addressed. - Offer career and professional development for all employees. - Praise employees through various recognition opportunities. - Improve employee engagement and retention. 	<p>Human Resources President's Leadership Team</p>	<p>1. Fall 2021 Target = 90% (1 percentage point increase) Fall 2021 Actual = 90% (1 percentage point increase)</p> <p>Target Met</p> <p>Adjust Fall 2022 Target Continue Fall 2022 Target = 91% (1 percentage point increase)</p>
<p>2. Strengthen relationships with service area high schools</p>	<p>Secondary ed partner satisfaction survey</p> <p>2021-22 = Develop and implement 2022-23 Target = Targets to be established after first survey administration 2023-24 (Total) Target = Targets to be established after first survey administration</p>	<ul style="list-style-type: none"> - Create work team to develop survey instrument by early Spring 2022 - Implement survey to gather feedback from secondary ed partners - Establish baseline using survey results - Set targets using baseline as starting point 	<p>Admissions and Recruitment Career and College Promise Program Coordinators</p>	<p>2. 2021-22 = Developed and implemented</p> <p>Target Met</p> <p>Adjust 2022-23 Target 2022-23 Target = Add a survey question to reflect overall satisfaction with the relationship between the high school partner and the College</p>
<p>3. Strengthen relationships with industry employers</p>	<p>Industry partner satisfaction survey</p> <p>2021-22 = Develop and implement 2022-23 Target = Targets to be established after first survey administration 2023-24 (Total) Target = Targets to be established after first survey administration</p>	<ul style="list-style-type: none"> - Create work team to develop survey instrument by early Spring 2022 - Implement survey to gather feedback from industry partners - Establish baseline using survey results - Set targets using baseline as starting point 	<p>Academic Deans</p>	<p>3. 2021-22 = Developed and implemented</p> <p>Target Not Met</p> <p>Adjust Fall 2022-23 Target 2022-23 = Develop and implement</p>