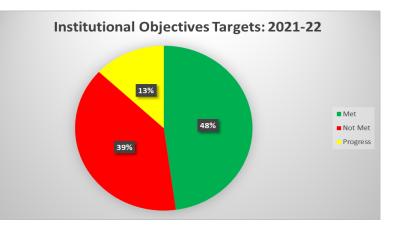
Institutional Objectiv	es Completion Summa	ry: 2021-22	Notes
	Access		
1. Curriculum Headcount	1.1 Fall	Not Met	Follows NCCCS trend due to COVID impact
	1.2 Year	Not Met	Follows NCCCS trend due to COVID impact
2. Con-ed Headcount	1.1 Fall	Not Met	Opposite of curriculum, con-ed programs started in the 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	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.
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	
<ol><li>Credit Math</li></ol>		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	
<ol><li>Employees</li></ol>	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		
ccess: Increase access to opportunities, resources, and support.	·					
. Increase unduplicated headcount in curriculum programs	<ul> <li>1.1 Fall unduplicated headcount in curriculum programs will increase by 2 percent each year for a total of 6 percent over three years</li> <li>Fall 2020 Baseline = 2,526</li> <li>Fall 2021 Target = 2,677</li> <li>Fall 2022 Target = 2,681</li> <li>1.2 Annual unduplicated headcount in curriculum programs will increase by 2 percent each year for a total of 6 percent over three years</li> <li>Reporting Year 2020-21 Baseline = 3,665</li> <li>Reporting Year 2022-12 Target = 3,738</li> <li>Reporting Year 2022-32 Target = 3,813</li> <li>Reporting Year 2023-24 (Total) Target = 3,889</li> </ul>	- 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 event will strategically look at which events should be considered for recruitment pursoes and will wrich should be considered for mercuitment pursoes and will school admissions team serve in considered community outreach - COA Admissions team will highlight new recruitment methods that align with the change of our student populations (i.e. cocial media campaigns, etc.) - COA will continue to assign advisors after an applicant completes the steps to enrol: allowing advisors the opportunity to contact new students proactively - COA will continue to assign advisors after an applicant completes the stops to contact intege in tending opportunities to provide 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)	SSEM Deans/Program Coordinators	1.1 Fail 2021 Target = 2.577 (2% growth)         Fail 2021 Actual = 2.427 (3.9% decline)         Target Not Met         Adjust Fail 2022 Target         Fail 2021 Baseline = 2.427         New Fail 2022 Target = 2.476 (2% growth)         Add in FTE measure         1.2 Reporting Year 2021-22 Target = 3.738 (2% growth)         Reporting Year 2021-22 Actual = 3.265 (10.9% decline)         Target Not Met         Adjust Reporting Year 2022-23 Target         Adjust Reporting Year 2022-23 Target         Adjust Reporting Year 2022-23 Target         Reporting Year 2022-23 Target         Adjust Reporting Year 2022-23 Target         Reporting Year 2022-23 Target         Reporting Year 2022-23 Target         Adjust Reporting Year 2022-23 Target         Reporting Year 2022-23 Target         Reporting Year 2021-22 Baseline = 3,265         New Reporting Year 2022-23 Target         Adjust Reporting Year 2022-23 Target         Target Not Met         Adjust Reporting Year 2022-23 Target         Reporting Year 2021-22 Arget         Reporting Year 2021-22 Arget         Reporting Year 2021		
2. Increase unduplicated headcount in continuing education programs	2.1 Fail unduplicated headcount in continuing education programs will increase by 2 percent each year for a total of     6 percentage points over three years     Fail 2020 Baseline = <b>1,874</b> Fail 2022 Target = 1,941     Fail 2022 Target = 1,949     Fail 2023 (Target = 1,949     7 Fail 2023 (Target = 1,249     7 Fail 2023 (Target = 1,249     7 Fail 2023 (Target = 3,751     Reporting Year 2022-324 (Total) Target = 3,948	- 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)	Workforce Development & Career Readiness Admissions and Recruitment	2.1 Fall 2021 Target = 1.911 (2% growth) Fall 2021 Actual = 1,782 (4.9% decline) Target Not Met Adjust Fall 2022 Target Fall 2021 Baseline = 1,782 New Fall 2022 Target = 1,818 (2% growth) Add in FTE measure 2.2 Reporting Year 2021-22 Target = 3,795 (2% growth) Reporting Year 2021-22 Actual = 4,091 (10.0% growth) Target Mot Adjust Reporting Year 2022-23 Target Reporting Year 2021-22 Baseline = 4,091 New Reporting Year 2022-23 Target = 4,173 (2% growth) Add in FTE measure		
. Increase student use of tutoring services	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 = <b>629</b> Fall 2020 Target = 640 Fall 2022 Target = 651 Fall 2023 (Total Target = 662 <b>3.2</b> 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 Fall 2022.12 Target = 950 Academic Year Fall 2022.32 Target = 956 Academic Year Fall 2023.24 (Total) Target = 982	<ul> <li>Increase advertisement of tutoring for available subjects, particularly math and English, to increase student presence.</li> <li>Recruit more peer tutors to provide a wider range of subjects and availability for students seeking tutoring.</li> <li>Build a resource collection for tutors to use to assist students in becoming independent learners.</li> <li>-Use Aviso early alerts to identify students who may need tutoring or other academic support services.</li> </ul>	Academic Support Services	3.1 Fall 2021 Target = 640 (1.67% growth)         Fall 2021 Actual = 604 (4.0% decline)         Target Not Met         Adjust Fall 2022 Target and Change to a % of Enrollment         Fall 2021 Baseline = 24.9%         New Fall 2022 Target = 26.57% (1.67 percentage points increase)         3.2 Annual 2021-22 Target = 809 (1.67% growth)         Annual 2021-22 Actual = (13.4% decline)         Target Not Met         Adjust Fall 2021 Baseline = 24.8%         New Fall 2022 Target = 26.47% (1.67% growth)		

4. Increase awareness of opportunities, resources, and support	Plan developed and implemented in 2021-22 or not	-Develop and implement comprehensive communication and marketing plan	4. 2021-22 Target = Develop and implement communications/marketing plan 2021-22 Actual = Plan in development stage
			Target Not Met - Progress
			Adjust 2022-23 Target Complete development and implement plan

## Success: Improve success for students, employees, and the community

Success: Improve success for students, employees, and the con	imunity.			
1. Improve Basic Skills Measurable Skill Gain Rate Performance Measure	COA's NCCCS Performance Measure Report Basic Skills Measurable Skill Gain Rate score will increase by 5 percentage points each year for a total of 15 percentage points over three years. 2020-21 Baseline = <b>33.1%</b> 2021-22 Target = <b>33.1%</b> 2022-23 Target = 43.1% 2022-24 (Total) Target = 48.1%	Increase student engagement and participation in classroom instruction in math, reading, science, and social studies. Increase post testing for students that reach the 40-hour mark of instruction time. Increase information sharing with students about career pathways as well as facilitate links with NEXTGEN, NCWorks, and Vocational Rehabilitation. Increase students knowledge about post secondary enrollment opportunities, facilitating a link with curriculum programs and certificate programs that yield industry-recognized certificates.	CCR	1. 2021-22 Target = 38.1% (5 percentage points increase) 2021-22 Actual = 36.7% (3.6 percentage points increase) Target Not Met - Progress Adjust 2022-23 Target 2021-22 Baseline = 36.7% New 2022-23 Target = 41.7% (5 percentage points increase)
2. Improve success in Credit English Performance Measure	COA's NCCCS Performance Measure Report Success in Credit English score will increase by 2.5 percentage points each year for a total of 7.5 percentage points over three years. 2021 Report Baseline = <b>63.9%</b> 2022 Report Target = <b>66.4%</b> 2023 Report Target = <b>66.4%</b> 2024 Report (Total) Target = 71.4%	have access to their required course materials on the first day of class. -Faculty will continue to evaluate RISE model and make necessary improvements. -The English department will continue to revise myCourses shell and assignments based on the recent online course feedback. -Increase face-to-face English corequisite courses offerings to support collaboration and success. -The English faculty will work to better scaffold ENG courses across the department. -Implement Supplemental Instructors pending funding approval in ENG 111 and	English and Communications Dept.	2. 2022 Report Target = 66.4% (2.5 percentage points increase) 2022 Report Actual = 72.5% (8.6 percentage points increase) Target Met Adjust 2023 Report Target 2022 Report Target = 72.5% New 2023 Report Target = 72.5% (Goal is to maintain current level, which is higher than the previous 2023 goal)
3. Improve success in Credit Math Performance Measure	COA's NCCCS Performance Measure Report Success in Credit Math score will increase by 2.5 percentage points each year for a total of 7.5 percentage points over three years. 2021 Report Baseline = <b>45.0%</b> 2022 Report Target = <b>47.5%</b> 2023 Report Target = 50% 2024 Report (Total) Target = 52.5%	The math department will expand face-to-face co-requisite course offerings to support collaboration and success.     -Faculty will continue to evaluate RISE model and make necessary improvements.     -Faculty will explore implementing Supplemental Instruction (SI) in certain high risk courses pending funding approval.     -The math department will continue to revise department myCourses shells and assignments based on the recent online course feedback.     -Cholaborate with SSEM to ensure students are selecting the appropriate gateway math course.     -SSEM will continue to use proactive (intrusive) advising strategies coupled with myService academic planning to promote ENG & MAT enrollment for both adult and CCP students within the first year.     -Assigned CCP liaisons will continue to provide individualized attention to the students they serve.     -Targeted Advising and outreach for students who have not completed a MAT course after their first year.	Math and Engineering Dept.	3. 2022 Report Target = 47.5% (2.5 percentage points increase) 2022 Report Actual = 51.6% (6.6 percentage points increase) Target Met Adjust 2023 Report Target = 5 2022 Report Target = 51.6% New 2023 Report Target = 51.6% (Coal is to maintain current level, which is higher than the previous 2023 goal)

4. Reduce gaps in Progression/Persistence Performance Measure	<ul> <li>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.</li> <li>2021 Report gap Baseline = 8.4% 2022 Report Target = 6.4% 2022 Report Target = 4.4% 2024 Report (Total) Target = 2.4%</li> <li>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 each year for a total of 6 percentage points each year for a total of 6 percentage points each year for a total of 6 percentage points each year for a total of 6 percentage points each year for a total of 6 percentage points each year for a total of 8 percentage percen</li></ul>	-Employ a Success Coach with a caseload focused on students from underrepresented populations; among other duties, the Success Coach will: -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 in eacdeme process -Work with the summer jump program to connect minority male students with a mentor	SSEM DOL/Academic foundations	<ul> <li>4.1 2022 Report gap Target = 6.4% (2 gap percentage points decrease)</li> <li>2022 Report gap Actual = 8.6% (0.2 gap percentage points increase)</li> <li>Target Not Met</li> <li>Adjust 2023 Report Target 2022 Report gap Baseline = 8.6% (2 gap percentage points decrease)</li> <li>4.2 2022 Report gap Target = 19% (2 gap percentage points decrease)</li> <li>2022 Report gap Actual = 23% (2.0 gap percentage points increase)</li> <li>Target Not Met</li> <li>Adjust 2023 Report Target 200 gap percentage points decrease)</li> <li>Target Not Met</li> <li>Adjust 2023 Report Target 23% (2.0 gap percentage points increase)</li> <li>Target Not Met</li> <li>Adjust 2023 Report gap Target = 23% New 2023 Report gap Target 21% (2 gap percentage points decrease)</li> </ul>
5. Reduce gaps in Completion Performance Measure	<ul> <li>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.</li> <li>2021 Report gap Baseline = 9.6%</li> <li>2022 Report Target = 7.6%</li> <li>2023 Report Target = 5.6%</li> <li>2024 Report (Total) Target = 3.6%</li> <li>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.</li> <li>2021 Report gap Baseline = 28%</li> <li>2022 Report Target = 24%</li> <li>2023 Report Total) Target = 22%</li> </ul>	Employ a Success Coach with a caseloal focused on students from underrepresented populations among other duriles, the Success Coach will: -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). -Engage students in academic and career planning activities -Connect students to campus engagement/emichment opportunities -Racillate the college transfer process -Work with the summer jump program to connect minority male B13students with a mentor	SSEM DOL/Academic foundations	<ul> <li>6.1 2022 Report gap Target = 7.6% (2 gap percentage points decrease)</li> <li>2022 Report gap Actual = 19.3% (9.7 gap percentage points increase)</li> <li>Target Not Mot</li> <li>Adjust 2023 Report Target 2022 Report gap Target = 17.3% (2 gap percentage points decrease)</li> <li>5.2 2022 Report gap Target = 26% (2 gap percentage points decrease)</li> <li>5.2 2022 Report gap Actual = 23% (5 gap percentage points decrease)</li> <li>Target Met</li> <li>Adjust 2023 Report Target 2023 Report Target 2022 Report gap Actual = 23% (5 gap percentage points decrease)</li> <li>Target Met</li> <li>Adjust 2023 Report Target 2023 Report Target 2022 Report gap Target = 21% (2 gap percentage points decrease)</li> </ul>
Diversity: Promote diversity of people, perspectives, and progr				
<ol> <li>Promote diversity of curriculum education student populations</li> </ol>	Minority curriculum student percentage will increase by 2	<ul> <li>The Admissions team will work to provide better access to students within</li> </ul>	Marketing	<ol> <li>Fall 2021 Target = 34% (2 percentage points increase)</li> </ol>

1. Promote diversity of curriculum education student populations	Minority curriculum student percentage will increase by 2 percentage points each year for a total of 6 percentage points over three years. Fall 2020 Baseline = 32% Fall 2021 Target = 34% Fall 2022 Target = 36% Fall 2023 (Total) Target = 38%	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.     - Utilize the Unity Task Force to create a recruitment plan to increase student diversity.	SSEM Unity Task Force	1. Fall 2021 Target = 34% (2 percentage points increase) Fall 2021 Actual = 34% (2 percentage points increase) Target Met Adjust Fall 2022 Target Continue Fall 2022 Target = 36% (2 percentage points increase)
2. Promote diversity of continuing education student populations	Minority continuing education student percentage will increase by 1 percentage points each year for a total of 1 percentage points over three years. Fall 2020 Baseline = 26% Fall 2021 Target = 27% Fall 2022 (Total) Target = 29% Fall 2023 (Total) Target = 29%	Expand marketing strategies to increase diverse population enrolled in key programs (CDL NA, EMS) through: -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 Centificate Program")	Workforce Development and Career Readiness	2. Fall 2021 Target = 27% (1 percentage point increase) Fall 2021 Actual = 27% (1 percentage point increase) Target Met Adjust Fall 2022 Target Continue Fall 2022 Target = 28% (1 percentage point increase)

3. Promote diversity of employee population	<ul> <li>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.</li> <li>Fail 2020 Baseline = 21%</li> <li>Fail 2021 Target = 23%</li> <li>Fail 2022 Target = 23%</li> <li>Fail 2023 (Total) Target = 24%</li> <li>3.2 Full-time minority employee population percentage will increase by 1 percentage points each year for a total of 3 percentage boints each year for a total of 3 percentage points over three years.</li> <li>Fail 2020 Baseline = 22%</li> <li>Fail 2021 Target = 23%</li> <li>Fail 2021 Target = 23%</li> <li>Fail 2022 Target = 25%</li> <li>3.3 Part-time minority employee population percentage will increase by 1 percentage points over three years.</li> <li>Fail 2020 Itarget = 25%</li> <li>Fail 2021 Target = 21%</li> <li>Fail 2020 Baseline = 20%</li> <li>Fail 2021 Target = 21%</li> <li>Fail 2021 Target = 21%</li> <li>Fail 2022 Target = 22%</li> <li>Fail 2020 Baseline = 20%</li> <li>Fail 2021 Target = 21%</li> <li>Fail 2021 Target = 22%</li> <li>Fail 2021 Target = 21%</li> <li>Fail 2021 Target = 22%</li> <li>Fail 2021 Target = 22%</li> <li>Fail 2021 Target = 21%</li> <li>Fail 2021 Target = 21%</li> <li>Fail 2021 Target = 22%</li> <li>Fail 2020 Target = 22%</li> <li>Fail 2020 Target = 22%</li> <li>Fail 2021 Target = 21%</li> <li>Fail 2021 Target = 21%</li> <li>Fail 2021 Target = 21%</li> <li>Fail 2021 Target = 22%</li> <li>Fail 2021 Target = 21%</li> <li>Fail 2023 (Total) Target = 23%</li> </ul>	The HR Office will work more to standardize the interview experience and implement proven methods and evidence-based practices that support diverse hiring 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 Usinds* personal information about acndidate which can lead to unconscious or conscious bias about the candidateRewrite job descriptions and postings to ensure language used will help attract and not turn off diverse candidates from applying to the college.	Human Resources Hiring Managers	3.1 Fail 2021 Target = 22% (1 percentage point increase)         Fail 2021 Actual = 22% (1 percentage point increase)         Target Met         Adjust Fail 2022 Target         Continue Fail 2022 Target = 23% (1 percentage point increase)         3.2 Fail 2021 Target = 23% (1 percentage point increase)         Fail 2021 Actual = 23% (1 percentage point increase)         Target Met         Adjust Fail 2022 Target = 24% (1 percentage point increase)         Target Met         Adjust Fail 2022 Target = 24% (1 percentage point increase)         Fail 2021 Target = 21% (1 percentage point increase)         Fail 2021 Target = 21% (2 percentage point increase)         Fail 2021 Target = 21% (2 percentage point increase)         Fail 2021 Target = 21% (2 percentage point increase)         Target Met         Adjust Fail 2022 Target = 21% (2 percentage point increase)         Target Met         Adjust Fail 2022 Target = 22% (2 percentage points increase)         Target Met         Adjust Fail 2022 Target = 22%
<ol> <li>Promote diversity of leadership population</li> </ol>	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. Fail 2021 Baseline = 2.5% Fail 2022 Target = 5.0% Fail 2023 (Total) Target = 7.5%	<ul> <li>Recruit historically black colleges and universities and other schools with majority-minority student bodies</li> <li>-Advertise open leadership roles in media that serves minorities.</li> <li>-Build relationships with minority professional groups.</li> <li>-Research, review and establish mentoring programs for upcoming minority leaders in the workplace</li> </ul>	Human Resources Hiring Managers President's Leadership Team	4. Fail 2022 Target = 5.0% (2.5 percentage point increase) Fail 2022 Actual = 4.7% (2.2 percentage point increase)     Target Not Met - Progress     Adjust Fail 2022 Target     Continue Fail 2023 Target = 7.5% (2.8 percentage point     increase)
Relationships: Strengthen relationships with individuals, instit	tutions, and industries.	1		
1. Strengthen relationships with employees	Full-time employee retention will increase by 1 percentage points each year for a total of 3 percentage points over three years. Fall 2020 Baseline = <b>89%</b> Fall 2021 Target = 90% Fall 2022 Target = 91% Fall 2023 (Total) Target = 92%	-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.	Human Resources President's Leadership Team	1. Fall 2021 Target = 90% (1 percentage point increase) Fall 2021 Actual = 90% (1 percentage point increase)     Target Met     Adjust Fall 2022 Target     Continue Fall 2022 Target = 91% (1 percentage point increase)
<ol> <li>Strengthen relationships with service area high schools</li> </ol>	Secondary ed partner satisfaction survey 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	-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	Admissions and Recruitment Career and College Promise Program Coordinators	2. 2021-22 = Developed and implemented     Target Met     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

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

Academic Deans

3. 2021-22 = Developed and implemented

Adjust Fall 2022-23 Target 2022-23 = Develop and implement

Target Not Met

Industry partner satisfaction survey

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

3. Strengthen relationships with industry employers