Strategic Plan 2021-2024: Institution Level Objectives

Objectives	Evaluation Method/Criteria/Target(s)	Tasks	Responsible Area(s)
Access: Increase access to opportunities, resources, and support.			
Increase unduplicated headcount in curriculum programs	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 = 2,628 Fall 2023 (Total) Target = 2,681 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	- 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)	SSEM Deans/Program Coordinators
Increase unduplicated headcount in continuing education programs	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 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	- 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
Increase student use of tutoring services	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	-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 Adviso early alerts to identify students who may need tutoring or other academic support services.	Academic Support Services
Increase awareness of opportunities, resources, and support	Plan developed and implemented in 2021-22 or not	-Develop and implement comprehensive communication and marketing plan	Director of Communications and Marketing

Success: Improve success for students, employees, and the community.			
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. 2021 Report Baseline = **33.1%** 2022 Report Target = 38.1% 2023 Report Target = 43.1% 2024 Report (Total) Target = 48.1%	-Increase student engagement and participation in classroom instruction in math, reading, science, and social studies. -Increase posttesting 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
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 = **63.9%** 2022 Report Target = 66.4% 2023 Report Target = 68.9% 2024 Report (Total) Target = 71.4%	-Move to full OER resources for ENG 111 which will ensure that all students 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 ENG 011. -Encourage student use of Writing Center.	English and Communications Dept. SSEM
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 = **45.0%** 2022 Report Target = 47.5% 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. -Encourage student use of the Math Center in the ASC. -Collaborate 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. SSEM

Reduce gaps in Progression/Persistence Performance Measure	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. 2021 Report gap Baseline = **8.4%** 2022 Report Target = 6.4% 2023 Report Target = 4.4% 2024 Report (Total) Target = 2.4% 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. 2021 Report gap Baseline = **21%** 2022 Report Target = 19% 2023 Report Target = 17% 2024 Report (Total) Target = 16%	-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 to campus engagement/enrichment opportunities -Facilitate the college transfer process --Work with the summer jump program to connect minority male students with a mentor	SSEM DOL/Academic foundations
Reduce gaps in Completion Performance Measure	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. 2021 Report gap Baseline = **9.6%** 2022 Report Target = 7.6% 2023 Report Target = 5.6% 2024 Report (Total) Target = 3.6% 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. 2021 Report gap Baseline = **28%** 2022 Report Target = 20% 2023 Report Target = 18% 2024 Report (Total) Target = 16%	-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 to campus engagement/enrichment opportunities -Facilitate the college transfer process -Work with the summer jump program to connect minority male students with a mentor	SSEM DOL/Academic foundations
Diversity: Promote diversity of people, perspectives, and programs.			
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.	Marketing SSEM Unity Task Force
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 Target = 28% 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 Certificate Program")	Marketing Workforce Development and Career Readiness

Promote diversity of employee population	All minority employee population percentage will increase by 1 percentage points each year for a total of 3 percentage points over three years. Fall 2020 Baseline = **21%** Fall 2021 Target = 22% Fall 2022 Target = 23% Fall 2023 (Total) Target = 24% Full-time minority employee population percentage will increase by 1 percentage points each year for a total of 3 percentage points over three years. Fall 2020 Baseline = **22%** Fall 2021 Target = 23% Fall 2022 Target = 24% Fall 2023 (Total) Target = 25% Part-time minority employee population percentage will increase by 1 percentage points each year for a total of 3 percentage points over three years. Fall 2020 Baseline = **20%** Fall 2021 Target = 21% Fall 2022 Target = 22%	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. -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.	Human Resources Hiring Managers
Promote diversity of leadership population	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. Fall 2021 Baseline = 2.5% Fall 2022 Target = 5.0% Fall 2023 (Total) Target = 7.5%	- 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	Human Resources Hiring Managers President's Leadership Team
Relationships: Strengthen relationships with individuals, institutions, and industries.			
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 = **89%** 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
Strengthen relationships with service area high schools	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
Strengthen relationships with industry employers	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	-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	Academic Deans