

# *Fayetteville Technical Community College*

## **STRATEGIC PLAN 2023-2028**

**Board of Trustees Approval Date: September 18, 2023**

**Revised: February 22, 2024**



**“Serve our community as a learning-centered institution to build a globally competitive workforce that supports economic development”**

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# FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE

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P.O. BOX 35236 • FAYETTEVILLE, NORTH CAROLINA 28303-0236

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August 21, 2023

Dear Faculty, Staff, Administrators, and Local Community:

In many ways, it feels as though a new era has begun at Fayetteville Technical Community College. Our students, faculty, and staff are continuing to transition to recent changes in college leadership, while simultaneously adjusting from the pandemic to a post-pandemic environment. The current period of change can be conceptualized as a “gateway” that separates a familiar world from a new and exciting one that highlights new opportunities, including positive changes in program design, instruction, and student success.

As our nation evolves in a post-pandemic era, leaders across the country continue to reevaluate goals and strategies to address the current economic challenges. Our College is also hard at work establishing institutional goals and strategies to help create a feeling of **Hope**, **Unity** and a sense of **Belonging** (HUB) in our students. We recognize that our world is unlikely to return to pre-pandemic conditions, but we have grown and learned many things that we can use to further enhance the student experience and success as we remain focused on our mission.

Our world will continue to change. Consider the changes made to shift to remote learning and working, the manner in which consumers shopped and received their purchased goods, and even expanded reliance and confidence in telemedicine in order to maintain some sense of normalcy in their everyday life. All of these adaptive changes, and more, will likely stay with us. Thus, we must stay abreast the shifting landscape and consider how the world continues to change as we prepare for the future. Our institution will continue to be a leader by proactively responding to change while continuing to assess the support needs of our students to achieve success. We strive to position the college as a safe learning community, yet remain focused on the need for sustained flexibility, innovation, thoughtful approaches concerning diversity and inclusion and provide meaningful educational experiences for our students that align to the ever-changing economy.

Regardless of the challenges that post-pandemic life brings us, one thing is certain. The key element to recovery and economic advancement has historically been through education. With the start of this new chapter, FTCC can celebrate, with gratitude, the lessons learned, the strengthened camaraderie gained, and the greater awareness of the importance of lifelong learning to prepare our students and navigate the path to a better future. Our new tagline

for the College is *Enriching Lives—Reimagining Futures—Your next chapter starts here.*

The attributes of caring for each other, heightened creativity, collaboration, resourcefulness, and passion for service will guide our team toward achieving our collective goal of providing a world-class education to our students. It has been wonderful to watch and celebrate with the faculty, staff, administration, and students as we undertake a new chapter of enhancing our students lives through *HOPE, UNITY, and BELONGING*. I am honored to serve our community and celebrate the privilege given to lead the College into the future. I hope you will enthusiastically join me as we embark on this new journey at Fayetteville Technical Community College.

The FTCC family is strong and works well together as a unified team. This is reflected through your “can do” spirit and desire to continuously improve upon the lives of our students, their families, and the local community. I trust together we will remain focused as we work collectively to implement this Strategic Plan over the next five years. Please know I am proud of each and every one of you!!

Sincerely,

Dr. Mark Sorrells  
President

## **FTCC Institutional Goals**

**2023-2028**

- 1. Increase the number of students earning degrees, diplomas, and/or certificates by responding to student and community needs and successfully preparing students for transfer to continue their education and/or their career goals.**
- 2. Maintain a culture of quality customer service and continuous improvement.**
- 3. Ensure fiscal responsibility, accountability, and financial stability.**
- 4. Focus on improving the economic mobility of citizens in Cumberland County, and the region, through workforce preparedness that aligns with business needs supporting economic development initiatives.**

The FTCC Board of Trustees originally adopted the Institutional Goals on September 16, 2013, and approved minor modifications to the Institutional Goals on September 16, 2019. Last Reaffirmed: February 19, 2024

**Institutional Goal 1: Increase the number of students earning degrees, diplomas, and/or certificates by responding to student and community needs and successfully preparing students for transfer to continue their education and/or their career goals.**

1. Increase graduation rates to 25% by 2024
2. Increase enrollment and headcount in college transfer and vocational programs 3% annually
3. Increase student transfer and/or employment success using dashboards, Quality Enhancement Plan goals, and career-track pathways that align to local and regional workforce needs
4. Meet or exceed the North Carolina Community College System Performance Measures goals by 2025
5. Achieve 90% satisfaction rate on all surveys and course evaluations
6. Increase the number of students earning credentials that align with local, regional, state, and national workforce needs and provide a living family wage

**Strategies**

**Institutional**

- College-wide focus on increasing Enrollment, Full-time Equivalent (FTE) Growth, Retention, and student success (1, 2, 3, 4 and 6)
- Maintain memberships in relevant professional organizations and groups (1)
- Increase the number of grants submitted and awarded to support faculty, staff, and students (3, 5)
- Increase opportunities for students in all programs to gain real-world work experiences that align to in-demand employment needs of businesses and industry (6)
- Promote and support Hope, Unity, and Belonging through quarterly professional development and developing enhanced operational practices to better meet the needs of students, employees, and the community served (1-3)

- Promote and support professional development sessions and operational practices to achieve a more diversified workforce in all levels of employment so the College's workforce mirrors the population of the College's service area and its student makeup (1-3)

### Academic and Student Services

#### *Academics (Corporate and Continuing Education/Curriculum)*

- Continue ongoing activities to successfully transition course schedules to a more balanced array of classes that include face-to-face, blended, and hybrid delivery based upon student demand (2, 3, 4, 6)
- Partner with community organizations, private and public institutions, advisory committee members, and donors to connect students with work experiences and potential employers (3)
- Incorporate a more holistic and seamless approach to developing the essential life and employability skills needed by students to be "work-ready" upon entering the workforce (1, 2, 3, 5, 6)
- Maintain a workplace learning advisory board to cultivate additional opportunities for students (3, 6)
- Extend the reach of student support services across campus through proactive approaches to reach students where they are versus expecting students to physically go to multiple locations to receive support (1-5)
- Assist students to achieve success through co-requisite remediation courses and tutoring services to increase success in gateway Math and English courses (1, 2, 6)
- Administer a second-year student mentor program supporting incoming first-year students, supplemented with ongoing professional development programs to directly support student success (1-5)
- Define and articulate more clearly the roles and expectations of instructional leaders, success coaches, academic advisors, and instructional coaches (1, 5)

- Continue to identify best practices within Blackboard Ultra and standardize Blackboard shells to ensure active learning for students in all courses including blended, hybrid, or online courses (1, 5)
- Increase opportunities for students to gain work experience through work-based learning, internships, apprenticeships, and service learning (3, 6)
- Provide student-centered academic advising using multiple assessment methods to better identify student educational and career goals (3)
- Develop a more seamless process to successfully assist student transfers to 4-year colleges and universities (1-6)
- Expand the role of the JOBS Center across campus including Transition Tech, Corporate and Continuing Education, and Curriculum Programs; work collaboratively with the Work-Based Learning office and Financial Aid office to expand work study opportunities (1, 2, 3)
- Encourage High School Connections enrollment in Career and Technical Education programs at FTCC through additional outreach, focus-learning, and participation in job fairs (1-6)
- Expand short course offerings that lead to industry-recognized credentials that align to high-demand employment opportunities (6)
- Begin process of drafting responses to SACSCOC 5<sup>th</sup> Year compliance standards and drafting the Quality Enhancement Plan after-action report (1-6)

### *Student Services*

- Scale the use of Student Success and Engagement<sup>®</sup> software to enhance collaboration between students, advisors, student services, academic support services, and program managers (2, 3, 5, 6)
- Maintain a successful student athletic program and add additional sports programs over the five-year strategic plan period (5)
- Explore hiring a shared Corporate and Continuing Education and Curriculum (CE/CU) counselor to guide and recruit prospective students for best placement in programs/courses to meet student educational goals (2, 5)

- Increase High School Connections enrollment and communicate the cost effectiveness of participation to families with teens living in Cumberland County. Increase the number of High School Connections students completing their associate's degree by enrolling more ninth and tenth graders into programs, which greatly improves the students' ability to complete an associate's degree. (1, 2, 3, 6)
- Increase active duty military enrollment through outreach efforts to expand unit-level class offerings (1, 2, 3)
- Apply products provided to the College through the Project Success Program to promote financial literacy among students, reduce cohort default rates, and increase satisfactory academic progress, retention, and graduation rates (1-5)
- Expand support staff in Curriculum and in Corporate and Continuing Education programs to increase intervention support per Quality Enhancement Plan goals (1-5)
- Increase the number of students who successfully complete a gateway English or Math course in the first 30 credit hours (1, 4)
- Increase the number of Cumberland County high school graduates attending FTCC (2)
- Increase the number of Career and College Pathways available to Cumberland County high school students (2, 3)
- Implement Client Relations Management software to identify target markets of potential students and provide custom messaging (1, 4)

*Academic Support and Diversity, Equity, and Inclusion Services*

- Review benchmarks and performance measures for underrepresented students and develop enhanced teaching and course application methods to increase academic access and student success. (1-6)
- Increase student educational access by promoting and marketing the services and resources available in the Student Learning Center (SLC). Extending SLC services to include real-time support for students while in class. (1)



- A new component for the Minority Male Success Initiative (MMSI) will launch in Fall 2023 – FTCC Buddy Program. This program will use faculty, staff, students, community volunteers, and FTCC Alumni to match mentors with students. Buddy mentors will assist students with accessing academic and support resources across campus, navigating through course and campus services, and serve as a continual source of support for the student. (1, 5)
- Increase student participation in MMSI through enhanced mentoring opportunities and ongoing services (1, 5)
  - MMSI will establish a strategic partnership with the SLC to monitor MMSI student course performance throughout the semester. (1-5)
  - Male Mentoring Coordinator will continue conducting classroom presentations on the value of the MMSI program, recruiting students at campus events and other peer recruiting activities across the college. (1-5)
  - MMSI will host financial literacy workshops, facilitate college and corporate tours, and attend leadership conferences. Selected student-focused activities will increase awareness of the MMSI program and its positive effects on student success, engagement, and retention. These activities include academic and personal/life development skills and are held throughout the year. (1-5)
- Promote expanded use of the Student Learning Center (SLC) (1-6)
  - Market the services of the SLC on student syllabi (1-6)
  - Update frequently asked questions on the college webpage (5)
  - Assign tutors from the SLC to assist students with achieving success in gateway Math and English courses (1-6)
- Increase the number of students transferring to four-year colleges and universities (2)
- Enhance transfer opportunities for FTCC students through program level articulation agreements that clearly define course credits available to students intending to transfer to four-year colleges and universities (2, 3)

### Business and Finance

- Increase student educational access by awarding any remaining Higher Education Emergency Relief Funding (HEERF) funding to eligible students impacted by COVID-19 (1, 2, 3)
- Provide technology options for students through the Bookstore that can be purchased using financial aid in support of increased emphasis in online education, in addition to typical face-to-face, hybrid methods (1, 2, 4, 5)

### Foundation

- Engage stakeholders to develop and expand College funding opportunities and blend community and student needs (1, 2, 3)
- Increase student educational access through enhanced promotions of scholarship availability through the FTCC Foundation, Inc. (1, 2)

### Human Resources and Institutional Effectiveness

- Update Labor Market demand trend charts for programs of instruction to assist with student recruitment, program expansions or reductions, and related activities to strengthen the department's planning and relevance to the economy (2, 3, 6)
- Administer student course evaluations assessing the satisfaction rates for courses and programs of study (1, 5)
- Administer an annual non-returning student survey to assess specific reasons for non-continuation of studies at FTCC (1, 5)
- Administer an annual graduate survey to assess satisfaction rates for courses and programs of study and the graduates' success in obtaining jobs within six months of graduation. This survey will also measure the success rates of graduates transferring to another college or university to continue their educational goals (1, 5)
- Conduct trend analysis studies to identify and benchmark successes at FTCC and at other colleges that could be replicated to enhance student success (1-6)

- Encourage faculty and staff to complete advanced levels of relevant training and/or degree completion by promoting the one free FTCC course per semester and tuition assistance for completing higher-level degrees (1, 2)
- Encourage Return to Industry Training to allow employees' skills to increase as they learn of changing technologies and processes in industry settings (1, 2)
- Encourage 100% attendance at the new employee orientation course designed for incoming faculty, staff, and administrators (1, 5)

### Legal and Administrative Services

- Maintain existing and consistently explore new technologies for use in the classroom and in student support services to improve students' classroom experience to enhance retention, persistence, and student success (3)
- Provide legal support to College departments to expand student learning opportunities aligned with the changing legal environment (1, 3, 5)

### Marketing and Public Relations

- Increase the FTCC "Value Proposition" by reaching an expanded target audience through traditional, digital, interactive, social media marketing mediums and devices, and increased program leadership engagement with external stakeholders (2)
- Create short videos highlighting programs of study and display them on a regular schedule (2)
- Advertise success stories of students and other information related to sports activities and student achievement in academic programs (2, 5)
- Promote and support University Outreach initiatives to increase student success (1)
- Promote faculty and staff engagement through social media posts, blogs, public relations, community service, sports activities, and College engagement opportunities (1, 2, 3, 5)

- Expand outreach to parents seeking assistance and encourage High School Connections students to transition to FTCC academic programs after high school graduation using targeted marketing (2)
- Grow the College's market share and become number one in the region in top-of-mind student awareness (2)

### Strategic Initiatives, Grants, and Special Projects

- Develop and extend existing student success through advising initiatives designed to support first-generation college students, adult learners, students from economically distressed communities, and students from historically underrepresented backgrounds (1, 3, 6)
- Capitalize on the integration of micro-credentials and stackable industry continuing education courses in curriculum programs to extend learning opportunities for students to increase employability and enhance employment opportunities through lifelong learning (3, 6)
- Increase the availability of financial assistance to students through the expansion of emergency funds and work-based learning opportunities designed to assist students by eliminating financial barriers to increase credential completion (1, 6)
- Work with the Director of Assessment and Accreditation to evaluate assessment plans housed in the Watermark Assessment Management System. Reviews will provide verification that the assessment plans include SACSCOC prescribed objectives, projected targets, measured outcomes with action plans (if needed), and attached evidence necessary to document student learning outcomes aligned with the following:
  - Program reviews
  - Student Success and Engagement® dashboards
  - Quality Enhancement Plan (QEP) objectives
  - Joint faculty advising and success coaching occurring within academic departments (1, 3, 4, 6)

## **Institutional Goal 2: Maintain a culture of quality customer service and continuous improvement**

1. View the success of our students as our number-one priority
2. Maintain the highest standards and responsiveness in serving the needs of our customers and stakeholders to enhance and remain competitive
3. Create a welcoming and service-oriented culture among staff for delivering support with minimal referrals
4. Achieve 90% satisfaction rate on customer service survey
5. Maintain consistency of service and information across the College

### **Strategies**

#### **Institutional**

- Promote a culture of coaching, mentoring, and helping others achieve personal and professional success (1-5)
- Continue to provide high quality leadership training to faculty and staff to expand expertise in skill sets (1)
- Resolve customer needs with minimal referrals to others (1-5)
- Answer telephone calls within three (3) rings to demonstrate the College's desire to help and provide timely assistance; publish and distribute most frequently requested numbers for reference when handling and transferring calls; transfer telephones to another person who can help callers if leaving the work station for an extended length of time (1-5)
  - Follow-up on phone inquiries within 24 hours (1-5)
- Ensure instructional programs, academic support, and student support initiatives are designed to serve a diverse student population (1, 3, 5)
- Be intentional about developing succession plans for all levels of leadership (1-5)
- Implement the Quality Enhancement Plan (QEP) with focus on:
  - Improve the onboarding and advising processes for students to enhance student experiences (1-5)

- Assist students with the selection of a career pathway based upon their realistic education, life, and career goals, thereby reducing the number of programs changes (1-5)
- Increase fall-to-fall persistence rates through ongoing student interventions and collaboration with a designated success coach and academic advisor, supplemented with support from fellow students (1)
- Implement holistic and focused career coaching support for students through “FTCC C.A.R.E.S” (Coaching, Advising, Realizing, Engaging, Succeeding) – the QEP initiative and logo (2)

### Academic and Student Services

#### *Academics (Corporate and Continuing Education/Curriculum)*

- Emphasize among faculty and staff their individual responsibilities to engage students frequently, providing high-quality customer service and academic advising and hold each other accountable (1-5)
- Expand use of rubrics to assess student outcomes in programmatic areas, including satisfactory performance on the General Education Core Competencies (1-5)
- Provide ongoing departmental-level professional development to employees to enhance the continuity of operations, safety, and emergency preparedness/readiness, along with a strong emphasis on use of the College’s Learning Management System in possible future periods of remote operations (2)
- Establish and maintain verifiable quality standards for all academic programs and courses mirroring the North Carolina Community College System’s Performance Measures (2, 4)
- Improve student advising in College Transfer and Career and Technical programs to reduce time to completion and enhance growth in transfer courses (1-4)
- Improve educational experiences of our students through continuous improvements in teaching and learning (1, 2, 5)

- Redesign the JOBS Center to increase utilization of students with work experience options to include work-based learning, internships, apprenticeships, and job placement assistance (1-5)

### *Student Services*

- Deploy additional success coaches to improve student experiences during onboarding and registration processes (1-4)
- Assist students with developing life skills and focused career plans through orientation sessions, ACA courses, and in career pathway courses (1, 3)
- Fully embrace and utilize EduNAV and other technology to assist students with developing education plans to streamline the registration process and provide students with appropriate information for course planning and decision-making (1, 4, 5)
- Triage waiting lines to quickly move customers to appropriate College locations (3, 4)

### *Academic Support and Diversity, Equity, and Inclusion Services*

- Promote use of the Library and the Student Learning Center to increase student success (1-5)
- Extend services of Student Learning Center to students through in-class supports, where appropriate (1-4)
- Create professional development activities centered around topics and interests associated with a strong culture aligned with our Hope, Unity, and Belonging initiative (1-5)
- Acknowledge the strength and celebrate the differences in each member of the FTCC family (1-5)

### *Business and Finance*

- Provide adequate staffing and equipment to meet the College's needs (2, 5)
- Provide lower-priced options for students in the Bookstore and explore open source materials for use in course offerings (1, 4)

- Perform reviews of FTE-earned compared to salaries paid to help determine programs that are over or under funded (2, 3, 4, 5)
- Include portable devices and miscellaneous hardware and software in the budget planning in order to enable faculty and staff to telecommute in the event of any emergency situation (1, 3, 4)
- Provide regular financial updates to the President with supplemental reports (Faculty FTE, lapsed salary, etc.) to facilitate decision making by management (1, 2, 5)
- Provide enhanced services to students while they are on-campus such as vending, food trucks, and café options that are affordable for students (2, 4)
- Develop and/or update Business Impact Analysis and Continuity of Operations Plan campus-wide (2, 5)

#### Foundation

- Collaborate with faculty and staff to promote scholarships and emergency assistance available from the Foundation Office. Provide assistance to guide students through the application process (1)
- Partner with academic program leadership and the Vice President for Strategic Initiatives to pursue external funding opportunities (1, 2)

#### Human Resources and Institutional Effectiveness

- Conduct annual surveys among faculty, staff, and students to collect information about the College's climate and student opinions concerning the level of customer service/support (4)
- Monitor professional development classes to ensure topics are applicable for both faculty and staff to further educate employees (1-5)
- Promote equal employment opportunities in the hiring processes and verify that one DDI-targeted selection question assesses customer service viewpoints and a separate question evaluates motivational fit (2, 3, 5)



- Enhance the quality of annual performance appraisals through:
  - jointly developed annual objectives between the supervisor and employee (5)
  - measurable targeted outcomes that can reasonably be completed by the conclusion of the appraisal period (5)
  - periodic reminders throughout the year of techniques raters can use to enhance the success of subordinates in targeted outcomes and techniques for assessing each those outcomes (5)
  - inclusion of quality customer service and support as a measured item on annual performance appraisals (5)

Legal and Administrative Services

- Provide a well-maintained, safe and welcoming campus that nurtures trust in the College (2, 3)
- Increase the training and visibility of security and law enforcement officers to help promote a safe and secure learning environment (2, 3)
- Regularly inspect college facilities to ensure compliance with safety standards (1-5)
- Improve College wayfinding through use of more visible, adequate, and accurate signage to direct visitors to locations and the new wayfinding map (1-5)
- To the fullest extent reasonable and practical, expedite construction and renovation projects while minimizing inconveniences for the College community (1-5)
- Conduct a review of all agreements necessary for College operations in a timely manner and prior to any known deadlines (1-5)
- Expand efforts to communicate new policies and guidance to affected campus constituencies (1-5)

### Marketing and Public Relations

- Update, refine, and redesign the College's website as needed, in a consistent manner to accomplish four main objectives:
  - Establish a leading-edge infrastructure featuring artificial intelligence (AI) geared toward audience/user personal identification to match relevant content and powerful search feature navigation (5)
  - Implement Virtual Learning Center Machine Intelligence pilot (5)
  - Ease of use and robust search features (5)
  - Compel online readers to take direct action (1, 3)
- Maintain Americans with Disabilities Act (ADA) compliance, including website accessibility, in accordance with federal regulations and standards (1, 3, 4, 5)
- Respond quickly to questions and comments directed to the Office of Marketing and Public Relations from students, faculty and staff, and the public through emails, social media, phone calls and other communications. (1-5)
- Work with other College departments and personnel to ensure consistent and effective delivery of communications. (1-5)

### Strategic Initiatives, Grants, and Special Projects

- Enhance quality assurance processes by ensuring faculty are trained on the Quality Matters standards and increase the number of faculty who are certified as peer reviewers (1, 2)
- Increase the number of courses that have been through the QM peer review and course mapping processes to ensure course quality (1, 2)
- Expand the Center for Faculty Development's professional development offerings to ensure the provision of comprehensive training on pedagogical techniques, instructional quality, and assessment strategies (1, 2)

- Foster a culture of continuous improvement by encouraging faculty collaboration, sharing best practices, and participating in communities of practice related to course design and academic quality (1, 2)
- Enhance the offerings of the Virtual Learning Community's Technology Center at FTCC to optimize distance learning across all NC Community Colleges through the evaluation of educational technology, digital resources, and instructional tools (1, 2)
- Provide professional development to all faculty on how to effectively design courses for delivery in the Hyflex classrooms (1, 5)

**Institutional Goal 3: Ensure fiscal responsibility, accountability, and financial stability.**

1. Plan and prepare annual budgets that enable the College to be both proactive and responsive to faculty, staff, and community needs
2. Maximize limited resources by enhancing productivity and accountability
3. Focus resources on the core mission of teaching by strategically budgeting funds in areas that result in the greatest return on investments
4. Streamline operations with a focus on efficiency and performance
5. Monitor current spending and forecast future funding requirements to sustain financial stability
6. Maintain a data-driven decision process based on thorough assessments of student, faculty, and staff needs

**Strategies**

**Institutional**

- Submit budget requests using Clarity software in a timely manner to support division operations, complete institutional goals, and other activities related to funding requests; expand expenditures during the first quarter of the academic year to lessen short-fused expenditures just prior to the close of the budget year; submit initial decision packages to Office of Business and Finance annually during the month of May or as specified in a memorandum from that office (1-6)
- Communicate with all levels of the College to stay updated with future needs of the community, state, and national entities to forecast future funding requests to meet those needs (1-6)

**Academic and Student Services**

- Monitor, in real-time, the accuracy of faculty record keeping to meet compliance standards of the NCCCS Office (1-6)

**Business and Finance**

- Review the salary plan and hiring pay scale frequently, keeping salaries competitive with market values for faculty and staff (3, 5, 6)

- Monitor monthly budget reports and submit budget reconciliation at mid-year (2, 4, 5, 6)
- Monitor capital project spending on a monthly basis to ensure the most critical campus needs are met, to include maintenance (2, 4, 5, 6)
- Review open position vacancies on a monthly basis to consider reallocation of lapsed salary funding to other college initiatives in a timely manner (3, 5)
- Right-size the College based on current FTE levels (1-6)
- Continue training on use of TimeClock Plus® electronic timekeeping software to maintain time and leave records (2, 4)
- Utilize Clarity®, the college-wide budget software, enabling faculty and staff to engage in the budget process more easily (1, 2, 4, 5)

#### Foundation

- Collaborate with division leaders regularly to ensure fundraising efforts align with College priorities (2)
- Develop a culture of philanthropy and a robust fundraising program through the FTCC Foundation to secure corporate, foundation, and individual gifts and grants to support the students and the College (2)
- Expand FTCC Foundation donations to reach new donors and continue ongoing contact with existing donors (2)
- Explore grant opportunities from foundations and corporations to enhance student success, support programs, and facilities while expanding opportunities for faculty, staff, and students (3)

#### Human Resources and Institutional Effectiveness

- Ensure hiring processes are completed within 60 days of the close of each job posting (2, 3, 4)
- Monitor the College's Annual Planning Assumptions and recommend changes in operations based upon those assumptions (2, 3, 4)

- Continue conducting criminal background checks for all selected candidates to full-time and part-time positions (6)

#### Legal and Administrative Services

- Conduct real-time internal audits of records to help ensure proper documentation exists for each FTE generated and help prepare for responses to any questions raised by external audits (2, 6)
- Limit workers' compensation and other claims made against the College by encouraging all constituencies to help maintain a safe work/learning environment (2, 6)
- Mediate conflicts to avoid the need for formal complaints being filed against the College (2, 5)
- Monitor expenditures of construction and renovation projects in coordination with the Office of Business and Finance (1, 2, 4, 5)

#### Marketing and Public Relations

- Develop and disseminate a broad marketing and communication plan aimed at reaching FTCC's diverse population of current students, prospective students, and other stakeholders through various mediums in cost-effective ways that align with the College's goals (1-4)
- Develop an appropriate feedback loop with Local IQ to better assess the return on investment (ROI) for marketing dollars spent (1-6)

#### Strategic Initiatives, Grants, and Special Projects

- Ensure all initiatives have a clear evaluation framework to assess effectiveness, impact, efficiency, and stakeholder satisfaction (2,6)
- Foster a culture of continuous learning and improvement by utilizing evaluation findings to inform future grant acquisition and program design efforts (2, 6)
- Establish appropriate Key Performance Indicators and regularly evaluate the success rate and ROI of grant applications and adjust the grant acquisition strategy accordingly, focusing on the most promising funding opportunities (2, 6)

**Institutional Goal 4: Focus on improving the economic mobility of citizens in Cumberland County, the local region, state-wide, and nationally through workforce preparedness aligned with business needs supporting economic development initiatives.**

1. Strengthen economic development activities in the College's service areas through responsive, timely and relevant workforce training and education
2. Maintain an effective Career Development Center with 90% or greater student job placement within six months of graduation
3. Expand veterans and military family support services
4. Analyze College programs of study to modify program/course offerings to meet changing employer needs and respond to an ever-changing technology-driven economy

**Strategies**

**Institutional**

- Engage with the Fayetteville Cumberland Economic Development Corporation in the recruitment, expansion, and retention of businesses and other employers (1, 4)
- Seek additional funding for the NC Military Business Center to further engage businesses and prepare them to win government contracts and provide post-contract assistance (1, 3)
- Embrace MyFutureNC's Educational Attainment goals and collaborate with educational and workforce partners in Cumberland County and the State of NC to implement innovative strategies and replicate best practices to increase the percentage of our population who are work-ready (1)
- Identify and implement new programs, initiatives, and services that prepare transitioning military personnel and families for productive civilian employment (3)

## Academic and Student Services

### *Academics (Corporate and Continuing Education/Curriculum)*

- Continue transitioning student applicants toward a guided pathways framework through analysis of the College's Annual Planning Assumptions, Program Advisory Committee data, Program Review data, and local and regional labor market data to clarify course requirements producing transfer and/or career-ready graduates (1-4)
- Align Curriculum and Corporate and Continuing Education programs to instruction/course needs of employers, as indicated in the annual employer survey, advisory board recommendations, ongoing program review analyses, and assessment plan outcomes/findings (4)
- Continue developing micro-credentials to facilitate life-long learning pathways and provide credit bearing opportunities for continuing education students to matriculate into curriculum programs (4)
- Broaden the role of Advisory Committees and incorporate recommendations to provide students with more project-based, applied learning, and service learning opportunities (1-4)
- Analyze Academic Advisory Committee data, retention statistics, and graduation trends by expanding the analysis and use of GAP studies, program-specific labor market information, and annual employer surveys (1-5)
- Enhance outreach efforts to businesses and industries to more consistently engage, understand, and define existing and future workforce training needs through meaningful relationships with employees (1)
- Expand the use of Customized Industry Training (CIT) funds and grow the number of companies served through CIT (1, 3, 4)
- Create guided pathways for students and graduates to engage with employers, including defense contractors and other public sector employers (2, 3)
- Create an effective internship and apprenticeship program through expanded partnerships with employers, military installations, and post-secondary education institutions (1, 4)



- Increase partnership opportunities with appropriate companies and new career pathways available to further grow the Transition Tech program and better serve transitioning soldiers to productive civilian employment (3)
- Enhance the services of the Job Center to provide more continuous support and development of the whole student for career readiness (1-3)
- Consistently use labor market data to inform decision-making concerning program and course offerings (1, 2, 4)

### *Student Services*

- Expand student use of Student Success and Engagement®, Career Coach®, and Internship.com during the admissions, registration, ACA course, and advising processes (1)
- Re-focus the admissions process to include expansion of success coaches to guide students into appropriate majors and pathways for success based upon the student's goals and aspirations (1-4)
- Assign students using a team-based approach to advisors (academic advisor, success coach, and financial aid advisor) to improve communication via interventions and helping students stay on their desired career pathway (1-4)
- Enhance student services and academic program offerings needed to meet the changing needs of the military, spouses, dependents, and veterans/veteran families (3)

### *Academic Support and Diversity, Equity, and Inclusion Services*

- Assign students using a team-based approach to services available in the Student Learning Center, Male Mentoring Success Initiative, and Disability Support Services (1-4)
- Continue academic support services and academic program enhancements necessary to exceed the changing needs of underrepresented students (3)

- Promote academic support services at the All-American Veteran’s Center, Job Center, Student Services, Paul H. Thompson Library, Corporate and Continuing Education, and Student Learning Center to increase awareness of workforce preparedness resources and/or transfer requirements to further educational goals (1)

*Business and Finance*

- Expand the number of Cumberland County School summer interns, contingent upon available funding (1)
- Utilize funds from the State to provide apprenticeship opportunities to students (1)
- Provide opportunities to underserved populations through the H.O.P.E. grant (1)
- Collaborate with faculty and staff to ensure external funds from grants and contracts are fully utilized and meet objectives and goals established by the grantor (1)

*Foundation*

- Promote and solicit private and corporate fundraising opportunities that complement employer needs and student curriculum (1-4)

*Human Resources and Institutional Effectiveness*

- Conduct and report findings of an annual job placement report for 2022-2023 graduates and begin initial planning for 2023-2024 activities (3)
- Provide labor market trends to support program changes and, working with Lightcast™, coordinate a programmatic GAP analysis based upon current labor market conditions (3)
- Prepare queries to support informational needs of academic program and support areas of the College in a timely manner (4)

### Legal and Administrative Services

- Encourage staff to take advantage of free educational opportunities available through the College which can lead to advancement and an improved standard of living for our staff and their families (1)
- Ensure full-time staff earn a living wage for their work (1)

### Marketing and Public Relations

- Increase community awareness of services provided by the Small Business Center, the Center for Innovation and Entrepreneurship, and the North Carolina Military Business Center. Advertise accelerated and innovative job-training programs such as H.O.P.E., Cumberland Grow, Transition Tech and other options offered through the Center for Economic and Career Success (1, 3)

### Strategic Initiatives, Grants, and Special Projects

- Create persuasive grant proposals, ensuring alignment with the goals and objectives of the granting organization and emphasizing the potential impact and value of the proposed projects in strengthening economic development and serving the needs of the local community (1, 3)
- Collaborate with project teams, subject matter experts, and key stakeholders to gather necessary data, metrics, and evidence to support grant proposals aimed at workforce preparedness and economic development (1, 3)