



**PAMLICO**  
COMMUNITY COLLEGE

**Pamlico Community College**  
**Strategic Plan**  
**(2021-2031)**

## **Pamlico Community College Strategic Plan (2021-2031)**

### ***The Planning Process***

In the Spring semester of 2017, the Executive Committee recommended a three-year extension of the 2014-2017 college-wide goals and division objectives. The college president approved the extension through the 2019-2020 academic year to target several division objects that remained a priority for the institution. Beginning in the 2019-2020 academic year, the college administration began the planning process for the new strategic plan while continuing to achieve the prior college-wide goals and division objectives.

Broad-based participation for the development of the strategic plan began with a campus-wide survey of the core values of Pamlico Community College. Key words in the 53 participant responses identified for the purposes of grouping the responses into themes. A total of six themes emerged as core values for the College: Faculty/Instruction, Advising, Academic Support, Small Business Center, Culture, and Programming. In response to the input provided by the faculty and staff, the President approved three Core Values for the institution.

A SWOT Analysis and Environmental Scan was completed during the Fall 2019 semester. Simultaneously, the College was engaged in the process of identifying the topic for the next Quality Enhancement Plan (QEP). Stakeholder responses during this phase of the College's strategic planning efforts were integral in steering the college toward identify areas for the improvement of student learning outcomes and/or student success.

In the months of January and February 2020, the PCC Presidential Cabinet and Executive Committee identified goal themes and an initial list of strategic objectives. Prior to finalizing the objectives, College operations were disrupted by the COVID-19 pandemic. In the months that followed, college-wide resources were redirected to support students and college operations during an unprecedented time. With the return to semi-normal operations in the Fall of 2021, the process of updating the strategic plan resumed.

While the core values and goal themes created prior to the pandemic remain reflective of PCC's mission, some of the strategic objectives have been revised. The President and Executive Committee worked with the Director of Institutional Effectiveness to create 10 strategic objectives 2021-2031 strategic plan. Activities to support each objective during the 2021-2022 academic year were identified. Key Performance indicators, benchmark data, and targets were also established. The annual report, produced in the summer, provides a comprehensive assessment of institutional performance. Together, PCC has engaged in an ongoing, integrated, research-based planning, and evaluation process that focuses on institutional quality and effectiveness consistent with its mission.

## *Vision*

We make lives better through extraordinary teamwork.

## *Core Values*

1. Perform with a student-first focus.
2. Treat students and one another with dignity and respect.
3. Operate in a positive, professional, and productive manner.

## *Mission Statement*

The mission of Pamlico Community College is to provide accessible and affordable quality education, workforce training, and lifelong learning opportunities through quality teaching and supporting and working in partnership with the communities served by the college.

## *Strategic Goals*

Four strategic goal themes were identified by the Executive Committee in January 2020: Student Success, Community Participation and Recognition, Enrollment, and Funding. As the strategic objectives were discussed, it was acknowledged that the objectives identified in the Enrollment and Funding themes could be appropriately grouped with the initiatives from the first two themes. Therefore, the strategic goal themes are as follows:

1. Increase student success.
2. Strengthen community partnerships.

## *Strategic Objectives*

Strategic Goal #1 (Increase student success)

- 1.1 – Provide comprehensive services that support student success.
- 1.2 – Expand opportunities for student engagement with faculty and staff.
- 1.3 – Support enrollment growth in both CU and CE.
- 1.4 - Improve the quality of learning experiences.
- 1.5 – Support equal opportunity initiatives for underserved vulnerable populations.
- 1.6 – Improve effectiveness of operations.

Strategic Goal #2 (Strengthen community partnerships)

- 2.1 – Expand partnerships to support the service area.
- 2.2 – Increase public awareness of the College’s achievements and opportunities.
- 2.3 – Pursue funding sources that align with the College’s mission.
- 2.4 – Engage in the civic activities of the Pamlico County region.

***Key Performance Indicators***

**Key Performance Indicators for Strategic Goal Theme #1**

- Enrollment data (FTE and Headcount)
- Course success rates (QEP)
- Average course grades (QEP)
- Course withdrawal rate (QEP)
- NCCCS Performance Measures
- Perkins Core Indicators of Performance
- Graduation rates (IPEDS)
- General education outcomes
- Student satisfaction surveys
- Faculty/Staff satisfaction surveys
- Number of new programs (CU and CE)

**Key Performance Indicators for Strategic Goal Theme #2**

- Enrollment data (FTE and Headcount)
- Public Safety (CE) course enrollment
- External funding (legislative, county, performance-based funding, grants, Foundation)
- Faculty/Staff participation on behalf of the college in community events
- Media Activity (newspaper coverage and social media engagement rates)

***Action Plan Alignment Map***

Division	Strategic Objectives									
	1.1	1.2	1.3	1.4	1.5	1.6	2.1	2.2	2.3	2.4
President’s Office			X				X	X	X	X
Instructional Services	X	X	X	X	X		X			X
Student Services	X	X	X	X	X	X		X		X
Financial Services				X		X			X	X
Campus Operations						X				X

## *Activities to Support Strategic Objectives*

2021-2022

### **Goal #1: Increase Student Success**

#### **1.1 Provide comprehensive services that support student success**

- Retention/Early Alerts
- Effective and engaging tutoring opportunities
- Interventions for students identified at-risk for online academic success (QEP)
- Funding opportunities for students (scholarships, emergency funding)

#### **1.2 Expand opportunities for student engagement with faculty and staff**

- Synchronous Student Hours (QEP)
- Synchronous Class Hours for high enrollment/low success rate online courses (QEP)
- Promote and engage on-campus student activities (SGA)

#### **1.3 Support enrollment growth in both CU and CE**

- Expand academic programs (CU and CE)
- Create nationwide corporate or labor union partnerships to serve employees online.
- Funding for Workforce Development/Vocational Education and stackable credentials
- Explore scheduling options (time of day, mini-semesters, OL vs Seated).

#### **1.3. Improve the quality of learning experiences**

- Facilitate campus-wide access to appropriate technologies and resources
  - Consistency in online course design (QEP)
  - Smartboards
  - Grammarly (Gen Ed Outcome Action Plan)
- Employ and develop highly qualified personnel
  - Quality Matters training for online faculty (QEP)
  - Recruiter position
- Assess online courses to rubric and create goals for improvement (QEP)
- Explore career exploration through job shadowing and internships (Perkins)

#### **1.5 Support equal opportunity initiatives for underserved vulnerable populations**

- Reduce access barriers and achievement gaps for special populations (Perkins)
  - Minorities
  - Single parents
  - Disabled
  - Foster care children
- Explore academic success strategies for first-generation students.

#### **1.6 Improve effectiveness of operations**

- Maintain facilities that support student success
  - Modernize classrooms and technology (Current Construction efforts)
  - Safe and secure environment (SACSCOC)

- Communication system/phones
- Online registration and payment (Student Self-Serve)
- Timely and accurate fiscal support (Business Office)

**Goal #2: Strengthen Community Partnerships**

**2.1 Expand partnerships to support the service area**

- Support the growth of public safety programs
  - State of the art equipment for public safety (law enforcement, fire, EMS)
  - New building for public safety (CE) in Bayboro
- Align program and industry needs
  - Expand programming (Perkins)
  - Advisory Committees
  - Establish partnerships between programs and regional workforce
- High schools, private schools, and homeschool students (CCP/Perkins)
- Serve the incarcerated population through academic programming (PCI)
- Support the educational needs of local summer camps
- Small Business Center (SBC)
- Career Resource Center

**2.2 Increase public awareness of the College's achievements and opportunities**

- Marketing plan
  - Expand social media presence
  - Promote accolades/awards
- Consistent branding and improved website
- Hire recruiter/events coordinator
- Increase student visibility within the community

**2.3 Pursue funding sources that align with the College's mission**

- Explore grant opportunities
  - Bates Foundation, Carolina East, Golden LEAF
- Legislative funding

**2.4 Engage in the civic activities of the Pamlico County region**

- Parades/Events
- Foundation activities
- Use of the Delamar Center
- Cultural enrichment programming

## APPENDICES

### *Pamlico County Profile*

#### **Demographics**

Population - 12, 742

Median Age – 52

Percentage of population between ages 20-64 – 55.2%

#### **Educational Attainment**

High School Graduate – 88.0%

Bachelor’s Degree – 19.4%

#### **Employment Habits**

Average worker commute – 29 minutes

Work in county of residence – 54%

Work outside county of residence – 45%

#### **Income**

Median Household Income - \$46,447

Median Worker Earnings - \$26,200

Per Capita Income - \$43,532

Unemployment Rate – 3.2%

Source: AccessNC County Profile, NC Department of Commerce (March 2020)

### ***Regional Projected Employment Potential***

“North Carolina’s 5-Star Jobs represent occupations with the greatest projected employment potential through 2026. Occupations were rated from 1-5 stars based on wages, projected growth rates, and projected job openings” (NC Department of Commerce, 2019). The Eastern Carolina Workforce Development Board has identified the following star jobs in the Carteret-Craven-Jones-Onslow-Pamlico region.

#### ***Top 10 Star Jobs – Postsecondary Training***

<b>Star</b>	<b>Career</b>	<b>Median Hourly Wage</b>	<b>Median Annual Wage</b>
4	Automotive Service Techs & Mechanics	\$17.71	\$36,842
4	Medical Assistants (MA)	\$14.52	\$30,201
4	Licensed Practical Nurses (LPN)	\$20.92	\$43,513
4	HVAC & Refrigeration Mechanics & Installers	\$17.44	\$36,281
4	Firefighters	\$18.36	\$38,199
4	Dental Assistants	\$20.67	\$42,985
4	Computer User Support Specialists	\$20.34	\$42,310
4	Emergency Medical Techs & Paramedics	\$15.71	\$32,677
4	Aircraft Mechanics & Service Techs	\$28.18	\$58,615
4	Massage Therapists	\$23.82	\$49,551

#### ***Top 10 Star Jobs – Associate Degree***

<b>Star</b>	<b>Career</b>	<b>Median Hourly Wage</b>	<b>Median Annual Wage</b>
5	Paralegals & Legal Assistants	\$18.70	\$38,904
5	Clinical Lab Technologists & Techs	\$23.39	\$48,642
5	Radiologic Technologists	\$23.33	\$48,536
5	Dental Hygienists	\$34.42	\$71,599
5	Physical Therapist Assistants	\$29.63	\$61,621
5	Respiratory Therapists	\$24.02	\$49,958
5	Occupational Therapy Assistants	\$33.36	\$69,379
4	Veterinary Technologists Techs	\$14.23	\$29,593
4	Air Traffic Controllers	\$43.12	\$89,679
4	Environmental Science & Protection Techs	\$21.98	\$45,718

Source: 2019 Star Jobs, Eastern Carolina Workforce Development Board, NC Department of Commerce



**SWOT Analysis**

A SWOT Analysis was conducted in the form of a survey during the fall of 2019. Participants were asked to identify up to three strengths, weaknesses, opportunities, and threats for the college. Participation from all employees was promoted within individual departments, with a total of 50 responses. The results from the survey were coded and grouped into various themes, with the top five themes for each area of the analysis identified in Table 1. The results were communicated from the President through the Director of Institutional Effectiveness to each member of the Executive Committee for further analysis and discussion.

*Table 1: SWOT Analysis – Top 5 Trending Responses*

<p style="text-align: center;"><b>Primary Strengths</b></p> <p>Individualized Student Attention (23)            Class Sizes (21)            Customer Service (19)            Size (14)            Community Partnerships (12)</p>	<p style="text-align: center;"><b>Primary Weaknesses</b></p> <p>Operations &amp; Accountability (20)            Student Services (20)            Programs and Course Offerings (17)            Communication (14)            Location (13)</p>
<p style="text-align: center;"><b>Primary Opportunities</b></p> <p>Programs and Course Offerings (32)            Course Scheduling (20)            Student Services (14)            Community (13)            Technology (11)</p>	<p style="text-align: center;"><b>Primary Threats</b></p> <p>Enrollment &amp; Growth (32)            Financial (18)            Technology (17)            Consolidation (12)            Labor Market/Economy (8)</p>

***QEP Topic Exploration***

Following the SWOT Analysis, the college began researching potential topics for the next Quality Enhancement Plan (QEP). Stakeholders were solicited for ideas that could be used to improve specific student learning outcomes and/or student success. Through a similar process of surveying employees, coding and grouping responses, the data trends contributing to the Environmental Scan are identified in Table 2.

*Table 2: QEP Topic Exploration Response Themes*

<b>N</b>	<b>Theme</b>
14	Workforce/Skills Related/After College
12	Online Learning and Appropriateness of Modality
11	Orientation/Registration, Advising, and Coaching
10	Student Engagement/Active Learning/Access to Resources
9	Reading and Writing/Improving Communication Skills
7	Campus Community/Communication
7	Critical Thinking
6	Developing Other Student Success Characteristics

Two central topics for consideration emerged from the QEP Committee while meeting the parameters of the QEP selection process: Online Learning and Employability Skills. Internal data prepared to identify the institution’s gaps in these two areas are shown in Tables 3 and 4.

*Table 3: Key Supporting Data for Online Learning Gaps (Fall 2019)*

72% of PCC students are enrolled in at least one online course.
The online course pass rate is 8.9% lower than the seated course pass rate (85% to 94%).
The online CTE course pass rate is 12.4% lower than the seated CTE course pass rate (84% to 96%).
Student course evaluations in online courses were lower than seated courses (4.3 to 4.6).

*Table 4: Key Supporting Data for Employability Skills Gaps (Fall 2019)*

75% of program coordinators reported that advisory committees identified employability skills as a problem in graduates.
92% of program coordinators value affiliations with national or regional organizations; 17% indicated they maintain an affiliation.
58% of program coordinators utilized industry guest speakers for their program in the last 18 months.
89.6% of students agreed with the course evaluation statement: “I developed skills and knowledge to improve my preparation for the workforce.”

*Timeline*

Activity	Month Due	Person Responsible	Status
Initial planning process	July-August 2019	Ross/Pesko	complete
Values Survey	September 2019	Pesko	complete
Values Meeting	October 2019	Ross/Pesko	complete
SWOT Analysis	November 2019	Pesko/EC	complete
Environmental Scan	November 2019	Pesko	complete
SWOT and Environmental Scan distributed to Cabinet. Each Cabinet member contributes 3-4 goals based on the feedback and SWOT/Env Scan.	December 2019 (before leaving for break)	Cabinet	complete
Cabinet narrows goals for EC	Mid-January 2020	Cabinet	complete
EC and IE refine goals	End of January 2020	EC/Pesko	complete
Finalize Strategic Goals	Mid-February 2020	Ross	complete
Meetings to create Strategic Objectives	End of February 2020	Pesko/EC	complete
<i>Disruption due to pandemic</i>			
Review Strategic Objectives; incorporate recent Advisory Committee minutes and Program Reviews	November 2021	Ross/Pesko/EC	complete
Approval of Strategic Objectives	<del>February 2020</del> November 2021	Ross	complete
Identify KPIs for each Objective	<del>March 2020</del> November 2021	Pesko/Ross/EC	complete
Identify benchmark data and targets within the KPIs	<del>March 2020</del> November 2021	Pesko/EC/Ross	complete
Action Plan Alignment Map	<del>April 2020</del> November 2021	Pesko/EC	complete
Work with departments to finalize action plans for 2021-2022	<del>May thru July 2020</del> November 2021	Pesko/EC	complete
Departments submit tracking reports of activity for action plans	Early-Summer 2022	EC/Pesko	
Annual Report (Evaluation)	Mid-Summer 2022	Pesko	
Develop action plans for 2022-2023 (Planning)	Late-Summer 2022	Ross/EC/Pesko	
Departments submit tracking reports of activity for action plans	Early-Summer 2023	EC/Ross	
Annual Report (Evaluation)	Mid-Summer 2023	Pesko	
Develop action plans for 2023-2024 (Planning)	Late-Summer 2023	Ross/EC/Pesko	