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NC COMMUNITY COLLEGES
CREATING SUCCESS

FY 2024/25 Performance Plan / Performance-Based Compensation

President Jeff Cox

Board Sub-Committee – Per SBC

Tom Looney   **Board Chair**

Grant Campbell   **Board Vice-Chair**

Chaz Beasley   **Chair- Policy & Governance**

Bill McBrayer   **Chair- Personnel**

Lisa Estep   **Chair- Finance**

Policy & Governance Committee (*Denotes Feedback on Draft)

*David Price   ***Bill McBrayer**   ***John Kane**

*Mark Merritt   ***Tom Looney**   ***Hari Nath**

*Sarah West   ***Grant Campbell**   ***Sam Searcy**

*Lisa Estep   ***Chaz Beasley**

NCCCS System President Strategic Imperatives

These performance milestones align with the NCCCS's strategic plan and mission to empower and lead our fifty-eight colleges toward bold, aspirational goals. They provide a clear framework for the NCCCS President to demonstrate impactful leadership, ensuring that the system meets the academic, economic, and social needs of the colleges and their communities and advances a cohesive and powerful agenda.

Strategic Focus

1. **Leadership Effectiveness/Talent Development**
2. **Stakeholder Engagement**
3. **Operational Excellence- Business Model Modernization Execution- Propel**
4. **System Modernization**
5. **Marketing Enablement**

System Office Priorities

1. **Modernize Technology Systems**
2. **Operationalize Labor Market Driven Business model – Propel NC**
3. **Operate with Excellence & Efficiency**
4. **Execute Marketing & Enrollment Strategy**
5. **Expand Resources & Support**

Performance Period 7/2024-6/2025

Objectives

- ✓ **Strengthen the President's Leadership Competencies**
- ✓ **Leverage the President's Operational Plan for 2024/25**
- ✓ **Accelerate Initiatives Launched in 2023/24**
- ✓ **Deliver the desired outcomes in the NCCCS Strategic Plan**

Evaluation & Bonus Considerations

- ✓ **Performance Measures- Needs Improvement/Meets / Exceeded Expectations**
- ✓ **Incentive Bonus is a Subset of Performance Measures**
- ✓ **Incentive Bonus Objectives are Aspirational.**

Goal #1 Leadership Effectiveness Includes feedback from the executive team, board, and other stakeholders on the President's leadership style, decision-making, and ability to inspire and motivate.

Employee Engagement	Process	Measure
Employee Engagement Survey	Belk Climate Survey*	TBD% improvement** 01/25-6/25
Feedback Leadership Team Engagement	Belk*	TBD% Improvement** 01/25-6/25

*Executed by Belk unique to the NCCCS

** Recommendation by Belk/HR VP and approved by President Performance Sub Committee

PBC $15,000

Goal #2 Stakeholder Engagement The President should actively promote a culture of stakeholder engagement throughout the organization. This involves <u>setting the tone from the top</u> down and ensuring all employees understand the importance of stakeholder relationships. It is essential to focus on results that reflect relationship-building, influence, and tangible outcomes to measure and alignment with the Strategic Plan.

Key Stakeholders Senior Elected officials / Senior Education Partners / CEO Business Partners / Government Agency Officials / Donors

Measure Tangible outcomes that can be quantified, documented, or clearly observed, providing tangible evidence of success or measured significant impact. Complete planning for GS Section115C-11(b1) Hosting Annual Meeting UNC/NCCCS/NCDPI.

Goal #3 Operational Excellence Measuring the President's operational excellence involves assessing his ability to optimize the systems internal processes, drive efficiency, improve productivity, and ensure effective execution of strategic objectives. Operational excellence is critical for achieving sustainable enrollment growth, and delivering value to our state, colleges, and students.

Workforce Funding Model (Propel NC)
Execute the actions and the schedule as defined at the Board retreat (Attachment I)

Measure Secure Funding and execution of "Propel Ready" actions.

College President's Customer Sat Improvements   College Presidents work group output

(See attached core priorities and actions documented by President Cox May 2024 (Attachment II)

Measure - Complete all required actions identified and secure feedback on improvement.

PBC $10,000

Goal #4 System Modernization The President's effectiveness in leading system modernization efforts is crucial for understanding their ability to drive technological innovation, enhance operational efficiency, and ensure the NCCCS remains competitive in a rapidly evolving digital landscape. System modernization involves updating or replacing outdated technologies, processes, and infrastructures to support new business models, improve customer experiences, and reduce costs.

System Upgrade	Action	Measure
ERP Upgrade	Transition CCL/CT/DW to Banner	Completed on schedule below.

Measure Execute and deliver on schedule.

Combined Course Library (CCL) from Ellucian Colleague to Ellucian Banner SaaS by April 1, 2025.

Transition Customized Training from Ellucian Colleague to Ellucian Banner SaaS by April 4, 2025.

Transition the Data Warehouse from System Office operated and maintained MS SQL Server to Ellucian Banner SaaS by May 30, 2025.

CBAS Modernization and NCFS Workflows: Optimize financial technology systems to modernize and streamline workflows by February 7, 2025.

PBC $15,000

Goal #5 Marketing Enablement The President's effectiveness in driving marketing initiatives is essential to understanding their ability to enhance the system and our colleges' value, generate demand, improve student engagement, and drive enrollment growth. A President's role in marketing involves setting the strategic vision, ensuring alignment between marketing and system goals, and overseeing the execution of high-impact campaigns.

Measure- Implement end-to-end marketing funnel at 10 colleges (Minimum 5 WNC)
Develop a "SYSTEMWIDE Marketing DEPLOYMENT PLAN" plan for 2025/26.

PBC $10,000

Attachment I: Operationalize Phase I of Propel NC

1. Produce regional labor market analysis reports and make them available for the System Office and colleges by March 31, 2025.

2. By March 31, 2025, produce tools focused on labor market outcomes of exiting students and make them available for the System Office and colleges. This includes a subject-driven labor market outcomes dashboard and providing colleges with access to wage records of students they have served.

3. Advocate aggressively for Propel NC by building lasting relationships with the businesses that provided support letters for Propel NC and engage those partners in ongoing advocacy efforts.

4. Updated policies and procedures to support the new Propel NC business model, specifically: a) replace tiers with workforce sectors, b) review 96-hour third party credential requirements, c) create an updated system for program approval, termination, and d) educate colleges and other partners on updated policies.

Attachment II: College Engagement & Satisfaction Workgroup - Execute plan delivered to the Board May 2024

The following action plan has been developed in response to the feedback Dr. Cox received from the Presidents' Focus Group he held on March 28th with fourteen presidents. Dr. Cox intends to provide regular updates to the State Board, NCACCP and NCACCT on progress in implementing this Action Plan. Dr. Cox will discuss with NCACCP leadership the desirability and need for a follow-up Focus Group session sometime in the **fall of 2024** to review progress and determine if any new needs have emerged that should be addressed.

Communication

- ✓ **Communications guidelines will be developed, published, and communicated to all System Office employees.**
- ✓ **Proactive Communication with monthly updates on Board matters and legislative developments.**
- ✓ **Clear and Timely Guidance through review and revision of the State Board Code.**

Resources

- ✓ **Review and Revision of Telework Policies and Performance Evaluation for Remote and Hybrid Employees.**
- ✓ **The System Office leadership will review the telework policy to ensure expectations for response times and quality are included.**
- ✓ **Professional development will be provided to supervisors on how to supervise teleworking or remotely located employees effectively.**
- ✓ **Implement Duty Station MOUs for System Office Employees Located on College Campuses.**

Establishing Overall Culture of Excellent Leadership & Customer Service

- ✓ **Articulate Customer Service Expectations and Enhance Accountability and Training**
- ✓ **Develop More Robust Orientation/Onboarding for Key Areas**
- ✓ **Improve Engagement Between Senior Team & Presidents to Build Relationships and Improve Interaction and Feedback**

System/Regional Collaboration

- ✓ **Defining Regional Collaboration**
  - o System Office will develop a working definition of regional collaboration.
- ✓ **Examples of Collaboration**

- Once we have clearly defined regional collaboration, we will work with NCACCP and NCACCT to develop a comprehensive list of the ongoing examples of regional collaboration.
- ✓ **Incentivizing Collaboration**
  - System Office leadership will discuss with NCACCP leadership whether to include incentivizing certain types of regional collaboration in the next iteration of Propel NC. The focus here would be on collaborations that save the state money by not duplicating programs in neighboring colleges where collaborative partnerships could meet the needs of students in a region.

Working as a System

- ✓ System Office leadership will develop a concrete list of examples that illustrate our working as a system versus fifty-eight independent colleges.
  - Three initial examples:
    - Rollout of the new ERP system.
    - The statewide Labor Market Gap Analysis currently being developed.
    - The System Strategic Marketing & Communications Plan under development.