2021-2022 Strategic Plan for Institutional Excellence

Results Report

Completed June 14, 2022

Goal 1 Increase enrollment by 2% a year over a five-year period college-wide, with a 1% increase coming from Haywood County residents (Enrollment).

Unfortunately, due to the continued impacts from COVID-19, the overall enrollment at HCC (Haywood Community College) has decreased by roughly 10% over the past year. This decrease was standard for Haywood County residents and those from outside the county alike.

While overall enrollment at HCC has decreased over the past year, the percentage of minority students has increased by 10% over the same time span. The largest gains were in African American and Hispanic student populations.

Objective 1 Develop and execute a formal recruiting strategy that focuses on increasing the diversity of the student body and prioritizes programming that proactively responds to community and student needs.

Awarded the Minority Male Success Initiative (MMSI) grant in April 2022 for $161,560 over 4 years.

- HCC will hire a recruitment coach who will specialize in recruiting minority students with a special emphasis on minority males.
- Use of AVISO software to tag minority students by race and ethnicity to better track overall success, registration, and persistence.
- Enrollment and retention plan developed as part of the MMSI application that will require outcome oversight by the Student Success Council.

Goal 2   Consistent year-over-year improvement on our engagement levels with students, community, and employees (Engagement).

Objective 1   Define the vision for community engagement and develop the strategy to achieve that vision.

Defining the vision for community engagement continues to be a work in progress. A small taskforce will be created to review this further and create a firmer definition.

Strategies to achieve community engagement overall continue to develop and occur throughout the year. The following strategies have been implemented:

- Review of platform and project owner for shared campus calendar
- Meetings with faculty, Program Managers, and Deans to establish key recognition days or event to help promote our programs in a meaningful and impactful way in the community.
- Recurring meetings have been set with the marketing department and both Student Life and Recruitment departments to remain on the same page and coordinate community engagement efforts.
- Members of the marketing team are highly engaged with on-campus committees which lead to community engagement opportunities.
- The marketing team is working closely with the foundation to establish programs that directly involve community members such as expansion of our Alumni Association and newly established Ambassador Program.

New markets have been identified with this engagement review process and plans have been established to reach each market.

- Adult Learner campaign was implemented Spring of 2022
- Continuation of the Bobcat College event to reach middle school aged children and their parents.
- The recruitment department and marketing department are analyzing areas to improve outreach such as potential students that have applied but not registered and those that complete the FAFSA (Free Application for Federal Student Aid) application indicating HCC as their school of choice.

There will be several measurement tools implemented to assist with tracking progress toward this goal.

- Marketing campaign results

- Engagement numbers including reach at events, campus tours, events hosted on campus, employee community involvement leave hours taken, among other metrics

Goal 3 Progress on our short- and long-term facilities and infrastructure needs based on our comprehensive infrastructure facility roadmap (Facilities & Infrastructure).

Objective 1 Develop a formal, comprehensive, and well-integrated technology, infrastructure, and facilities roadmap.

Roadmaps were created for technology, infrastructure, and facilities.

The technology roadmap was used when the college decided to move forward with Aruba Networks for all future network needs. An initial network purchase was made for the new HHS Building and a proposal to perform network upgrades in accordance with the technology road map for 100, 200, 300, and 1500 was made using funds from the county and was approved by HHC Board of Trustees in April 2022 meeting, with additional approval to come from the county commissioners in their April 2022 meeting.

Additional funding is available from the NCCCS (North Carolina Community College System) annual budget in a rural broadband initiative. HCC will work with NCCCS, NCDIT, and MCNC to develop a network project for which this funding will be used. We will push for this to be used to continue carrying out our Network Infrastructure Roadmap. This piece of the project is set to kick off in Fall of 2022.

We will look to align both projects into a single project to maximize the assets that can be acquired with funds available.

Objective 2 Advanced planning for highest priority projects.

HCC Capital Projects have been successfully prioritized based on the "Infrastructure and Facilities Roadmap," and an Advance Planning Contract has been awarded to McMillan Pazdan Smith Architecture for our number one priority project, the Workforce & Industry Training Center. This project encompasses renovations and upgrades to HCC's Regional High Technology Center and Regional Business Advancement Center. After renovation, these buildings will collectively become the HCC Workforce & Industry Training Center, housing existing and new curriculum and continuing education programs, including Machining, Electrical Engineering, Robotics, Carpentry skills, Plumbing skills, HVAC skills, Truck Driver CDL (Commercial Driver s License) Certification, Lineman Certification, and the Small Business Center. Since prioritization of the Workforce & Industry Training Center as the number one priority project, HCC staff has submitted for and been awarded two grants to begin work on portions of the renovations.

Talks are also underway on beginning work for the second priority project, identified as the General Education/Early College Building Project. This project is slated to be a new facility of approximately 80,000 square feet, housing our general education curriculum courses and the Haywood Early College program. HCC hosted a joint meeting of the HCC Board of Trustees, Haywood Board of County Commissioners, Haywood County School Board, HCC Executive Administration, and Haywood County Schools Executive Administration and discussed the potential for this project. Since this meeting further talks have taken place between HCC and the BOCC regarding funding for Advance Planning on the project. To date, talks have been very positive about moving forward.

Goal 4   Meet or exceed expectations on employee engagement, diverse representation, people development, and talent recruitment, based on a defined workplace culture of excellence, well-being, and high performance (Talent).

Objective 1   Measure and grow employee satisfaction with year over year improvement.

Employee satisfaction survey tool has been created through Class Climate and is ready for September 2023 deployment with a completion goal of 70% set. The satisfaction survey tool was previewed and finalized by President's Council and debuted to Employee Senate. Employee Senate has been asked that when the time comes, for their championing of completion of the survey. (*Note:* The satisfaction survey tool was prepared and ready for deployment in April. Based upon events and other priorities in April, decision was made to hold launch until Fall. Outside of April, September is the soonest month it could be deployed due to Faculty being off contract during May, June, and July).

Other activities that done with the intent to enhance satisfaction:
- Monetary – in December 2021, the Leadership Team worked diligently to find a way to share a meaningful bonus with employees using HEERF (Higher Education Emergency Relief Fund) funds. Each full-time employee that met the criteria received $2,701.61.
- Living Well – Employee Wellness Program – this program had 20% participation in the Fall, and we are on track for 30% participation in Spring. In addition to wellness related activities, the committee incorporates social connections and links activities to those in support of the College.
- Sustainability Committee – The launch of this committee and the involvement of many across campus seems to be increasing levels of satisfaction and trust.
- Employee Senate – This group continues to work towards being a place for employees to come together to learn and share together for the betterment of the College and employee culture.

Objective 2   Provide meaningful and frequent employee professional development opportunities.

Campus-wide, two employees participated in Leadership Haywood and six employees participated in Western Community College Leadership Academy (WCCLA). The WCCLA was so successful that an additional College will be joining the collaboration

for FY22-23. HCC will select 5 employees to participate in the program in the upcoming year.

Manager and Supervisor Training continued this year with the following sessions being offered:

- January 2022: Stress Management, Employee Assistance Network – Leadership Academy (on-demand, virtual sessions)
- February 2022: Communication Skills for Managers
- March 2022: Constructive Confrontation Skills for Managers
- April 2022: Onboarding for Success!

A 6-session intensive supervisor training called The Supervisor Excellence Series with Alexa Bazley will be available in fall of 2022 and will be made available for up to 30 supervisors. Sessions cover the following:

- Operational Roadmap (Organizational Awareness; Networking & Partnering; HR Legal Knowledge; and Best Practices for Hiring)
- Mastering Communication & Healthy Conflict (Communication; Emotional Intelligence; Interpersonal Relations; Conflict; Healthy Confrontation; Unhealthy Patterns & Drama)
- Optimizing Team Effectiveness & Performance (Team Management; Project Management; Accountability; Aiming for Peak Performance; Managing Poor Performance; Achieving Flow)
- Your Leadership & Legacy (Motivation & Engagement; Teambuilding & Team Culture; Leadership Styles, Models, and Philosophies; Your Values, Your Legacy
- This supervisor series has a balance of deep content, real-life application, participant reflection, and discussion. It lays the foundation needed for participants to navigate supervision in the context of their organization and provides guidance and perspective for their leadership journey.

Reading Day, a day devoted to Professional Development here at HCC, was wildly successful in 2022 due to the many minds and hands that put it together. The structure was that of a conference, complete with numerous breakout sessions, most of which were facilitated by an HCC employee. A survey deployed after Reading Day indicated high success and overall satisfaction with the day. A few comments from the survey:
- *I felt this was one of the best Reading Days for HCC. The topics were relevant to our college, and it was a nice opportunity to collaborate with colleagues that I don't see on a daily basis.*
- *I have been at HCC for quite a while, and this was my favorite ever Readying Day! I loved all of the speakers and my breakout sessions were next level.*
- *Thank you so much! It was fun, educational, and so nice to spend quality learning time with people from around campus (many of whom I'd never met before). Seriously, THANK YOU!*

- *Thanks for the day! It was well-organized and felt motivational and purposeful rather than exhausting.*
- *This was a great example of using a campus wide strength-based approach to share knowledge, skills and expertise in various subject matter. The day flew by. Thank you!*

Objective 3   **Reduce employee turnover by strengthening onboarding experience and improving higher turnover areas.**

A Turnover dashboard for measurement has been finalized and created.

One of the higher turnover areas in the past was within the Regional Center for the Advancement of Children. Thanks to a grant that was received, we were able to significantly increase hourly wages of those workers. This, coupled with increased leadership has resulted in less turnover than previously noted in that department.

The Onboarding experience continues to be built out and made more robust, but already features the following enhancements:

- Full-day session where key leaders from across campus come to Orientation to share information with new hires;
- This includes representation from Employee Senate, Living Well and Sustainability Committee; Goal is to get new hires connected and involved early;
- Continued 90-day check in with HR Director;
- Upcoming session with managers and supervisors to discuss how to onboard for success within the departments.

Goal 5   Increase student success by 10% over a five-year period, to ensure students are progressing on or meeting their goals and the college is providing skilled workers to the community (Growth).

Objective 1   Increase student retention rate by 2% over the next year.

The Student Success Team membership was expanded to include a faculty work group. Both teams have met monthly throughout the year to discuss areas for improving and strengthening the student experience. Teams collaborated to offer an expanded Reading Day for all HCC employees this year. The theme for this year's Reading Day was Student Success. Survey data from employees demonstrate increased employee satisfaction with the development session.

Student Success Team is working to develop standardized student data reports to assist with monitoring retention with more current data to allow for a more proactive approach to working with students.

Student Success Faculty Team is working to revise the campus course evaluation to increase the amount and quality of student feedback received.