

McKimmon*Center*

FOR EXTENSION AND CONTINUING EDUCATION

2005 - 2010 Strategic Plan

MISSION

The McKimmon Center for Extension and Continuing Education (MCE&CE) serves the University and the public by facilitating the creation, transmission and timely application of knowledge and resources to empower citizens as well as organizations to become more competitive, to better achieve educational and performance goals, and to experience a meaningful, productive existence.

VISION

MCE&CE focuses on the future, increases the pace of knowledge transfer, overcomes barriers of location and time, utilizes emerging technologies, stimulates collaboration among various disciplines, forges partnerships, and harnesses the University's resources to enrich the lives of citizens of North Carolina and beyond.

March 7, 2005

GOAL 1

Serve a broad-based constituency by employing relevant technologies, increasing the scope of services, expanding the range of learning opportunities and enhancing access.

Center for Urban Affairs and Community Services (CUACS)

A. Objective: *Enhance the delivery of internet-based services to facilitate programs requested by current/new clients.*

Strategy: 1) Keep abreast of new technologies and provide staff the appropriate training and tools to deliver new technologies; 2) complete bi-annual review with Lead Technology Staff to access software and hardware needs; and 3) meet with Project Managers quarterly to access staff development related to technology needs.

Outcome: Consistent feedback obtained from clients and staff is utilized to provide insight into current program needs and for future program goals and directives.

Performance Measure: 1) Technologies identified through these standardized planning and review processes are purchased and maintained in order to provide a quality level/scope of services; and 2) professional staff necessary to deliver identified services are provided proper training.

Continuing Professional Education (CPE)

A. Objective: *Enhance the efficiency of catered events planning and implementation in the McKimmon Conference & Training Center (MCTC)*

Strategy: Expand the Client Relations catering coordinator role as an effective advocate for and linkage between the Center clientele and the contracted caterers.

Outcome: A streamlined process accommodating space reservations and catered events planning through the same Center office, improving client-caterer interaction and overall customer satisfaction.

Performance Measure: 1) Daily evaluations received from clients that provide specific feedback on catering, space, customer service, etc.; and 2) informal feedback from caterers as to value of the catering coordination along with suggested changes.

B. Objective: *Continue to improve the physical environment and service capability of McKimmon Conference & Training Center.*

Strategy: 1) Work with Facilities Planning and Design, Construction Management and selected architects, designers and contractors, Purchasing and Contracts Management and other appropriate units to ensure that the building reflects the aesthetic and professional image that meet the expectations and demands of the user groups; and 2) advocate for the expansion of the Center to increase the square footage of meeting space, including space with enhanced features.

Outcome: A better facility from both an image and functionality perspective with capacity to serve more potential clients.

Performance Measurement: 1) Greater customer satisfaction as determined by end-of-course evaluations and Center client evaluations; and 2) increased annual use volume.

C. Objective: *Seek to expand and diversify training opportunities reflecting the areas of academic expertise throughout the University.*

Strategy: 1) Analyze the areas of expertise within the various colleges and identify activities within the colleges offering the greatest potential for training via continuing education methodologies; and 2) seek cooperation from faculty and staff within the colleges to develop and implement training packages designed to meet customer demand.

Outcome: Gain more faculty/staff involvement with CPE-related activities in better serving a diverse constituent base.

Performance Measure: Volume of well-attended and highly evaluated new training initiatives offered annually in collaboration with academic, research and extension units.

Credit Programs & Summer Sessions (CP&SS)

A. Objective: *Enhance the delivery of internet-based services to facilitate access to credit-based programs at NC State University.*

Strategy: Conduct ongoing environmental scanning through professional association activities and reviews of best practices, and then utilize the Internet to deliver services that address changing constituent needs.

Outcome: Responsive and comprehensive internet-based customer services.

Performance Measure: 1) Completion of a bi-annual summary of environmental scanning (2006, 2008,2010); 2) completion of a bi-annual survey of student needs in one or more program areas (2007, 2009, 2011); and 3) evidence of the quality and level of services delivered through formal/informal feedback.

B. Objective: *Stimulate the development of new Summer Sessions' courses and delivery options to better serve various student groups, utilizing new technologies, developing new teaching methodologies, and integrating combined credit-noncredit course opportunities.*

Strategy: Generate pertinent dialogue and provide financial support to departments, subject to available resources, for new course development and delivery options.

Outcome: Ongoing interaction with teaching departments resulting in responsive actions.

Performance Measure: 1) Volume and range of Summer Sessions offerings from year-to-year; and 2) amount of funds allocation to departments for these initiatives.

Encore Center for Lifelong Enrichment

A. Objective: *Offer excellence and diversity in programming, attracting a broad range of adults in the 50-90+ age group.*

Strategy: 1) Fully involve members in program development, in order to provide a curriculum based on members' interests and needs; 2) seek a broadly-defined diverse membership; i.e.,

serve adults who have financial constraints, mobility issues, and physical accessibility issues, as well as adults from minority groups; and 3) provide a variety of ways for older adults to access Encore programming.

Outcome: Encore programs continue to attract people in the full range of the eligible age group 50-90+, thus ensuring that the needs of this sector of the population are met including the Baby Boomers who will begin to retire in this period.

Performance Measure: 1) Growth in minority membership; 2) percentage of members who need special accommodations consistent with overall rate of growth; 3) annual examples of innovative and creative programming and of public service programming.

Marketing, Business Development and Assessment (MBDAA)

A: Objective: *Expand and enhance the channels of marketing, promotions, and communications to create a highly recognized McKimmon Center for Extension and Continuing Education encompassing its comprehensive services and programs.*

Strategy: 1) Develop a Strategic Marketing Plan incorporating input from each unit; 2) fortify each unit's identity with a cohesive and recognizable MCE&CE brand; 3) increase awareness and visibility to a global marketplace; and 4) make programs the first choice in the minds of its constituency by strengthening the integrity of MCE&CE.

Outcome: 1) Enhanced community awareness will establish MCE&CE as a leader in continuing education, engaging a diversified and widespread clientele; and 2) increased demand will afford the opportunity to expand the range of services to a more diffuse and better targeted client base.

Performance Measure: 1) Increased annual enrollment statistics; 2) feedback and testimonials from MCE&CE end users, employees and unit directors; 3) number of customer surveys and needs assessments administered biennially; and 4) evidence of the application of state-of-the-art technology to improve customer access.

Administrative Services

A. Objective: *Improve speed and efficiency of daily business processes and enhance range of service capabilities.*

Strategy: 1) Develop an evaluation instrument and meet annually with MCE&CE directors to review previous year's accounting and computer support and to determine needs for upcoming year; and 2) work with NCSU Communication Technologies to design and implement a wireless communications network as well as other infrastructure and/or software to benefit both McKimmon Center clients and staff.

Outcome: Improved MCE&CE staff efficiency in completing various processes, and the application of technology in order to enhance service capability and improve customer service.

Performance Measure: 1) Volume/type of services added, new processes implemented, and the enhancements to existing functions.

GOAL 2

Strengthen existing and establish new relationships with governmental agencies, business and industry as well as other public and private sector organizations to respond to identified needs.

CUACS

A. Objective: *Maintain current partnerships with state and local agencies; enhance working relationships with campus departments and individual faculty members; and seek new partners.*

Strategy: 1) Communicate bi-annually with prospective new clients and deliver marketing materials as needed; 2) submit proposals to targeted agencies/units and, if approved, successfully meet all contractual requirements/timelines; and 3) seek to implement program areas identified by management team.

Outcome: Delivery of high quality, on-time services to current and new clients.

Performance Measure: 1) Renewal of existing major partnerships with DPI and DHHS; 2) At least one new program/project area developed and implemented each fiscal year; and 3) evidence of delivery of marketing materials to campus units, state and local governmental departments, and selected municipalities throughout North Carolina.

CPE

A. Objective: *Solidify the role and enhance the effectiveness of the CTU Business/Education Training Consultant.*

Strategy: 1) Establish, gain approval and fill a permanent position based on the responsibilities, expectations and accomplishments of the temporary position; 2) build strong relationships with both government and private sector organizations; 3) assess IT training needs; and 4) develop and market solutions designed to address those needs.

Outcome: A stabilized employment status for this important function and an elevated level of contract IT training provided by CTU.

Performance Measure: Increase in the number of contract training offerings provided to businesses/agencies annually.

B. Objective: *Expand and enhance the provision of the events management services to campus units and public sector partners.*

Strategy: 1) Identify potential campus units/organizations in need of events management services through direct contact and informal interaction; and 2) reinforce relationships with existing partners.

Outcome: An increased number of campus units/public agencies taking advantage of these Office of Professional Development (OPD) services.

Performance Measure: Annual increase in the number of new and repeat clients.

C. Objective: *Identify the training and service mix projected to be of greatest value to constituencies of the three units of CPE, and position CPE to effectively respond.*

Strategy: 1) Develop and implement a market analysis plan; and 2) adjust the organizational and programmatic direction to be best suited to maximize the strengths of CPE in meeting the demand.

Outcome: A dynamic organization that modifies its strategies and outputs to successfully meet customer needs.

Performance Measures: 1) Annual percentage increase of offerings, space reservations and/or events coordination in which the level of income meets or exceeds the expenses, reflective of better targeted programs/services; and 2) proportion of CPE activities with an overall minimum customer satisfaction rating of “very good”.

CP&SS

A. Objective: *Develop, administer, and subsequently enhance a support infrastructure for students who fail to satisfy the Progress Towards Degree Completion Regulation.*

Strategy: Participate in task force/committee discussions regarding operational aspects of this regulation to facilitate the development of an appropriate service infrastructure for impacted students.

Outcome: Responsive level of services driven by student needs and resources allocated.

Performance Measure: 1) Structuring of staff/procedures based on task force/committee discussions and University leadership commitment of funding required to provide services; and 2) actual delivery of services pending appropriate resource allocation, with number of students served annually documented.

Encore

A. Objective: *Maintain and develop mutually beneficial partnerships with campus and community groups that will enhance programming and better serve the public.*

Strategy: Seek ad-hoc collaborations with campus and community groups that will strengthen programs in ways that would not be possible without such partnerships.

Outcome: Viable collaborations evolve to include volunteer opportunities and joint programming, marketing, and financing.

Performance Measure: Annual collaborations identified that enhance Encore programming and extend Encore’s visibility both on campus and in the larger community.

MBDAA

A. Objective: *Conduct and review unit surveys, needs assessments, market analyses, and program evaluations for opportunities to enhance existing partnerships and establish new relationships.*

Strategy: 1) Routinely scan the market for opportunities not only in the local community, county and state, but also, nationwide to determine trends in business, industry, post-secondary

education and professional development; 2) be the core resource for development of innovative and cultivated ideas serving as the “incubator” until the pilot phase proves that the program/service has sustainability to then become a MCE&CE unit managed initiative; and 3) engage MCE&CE units to create and foster new relationships with respect to cutting edge programs and services; 4) visit with campus faculty/staff to gather information on priority projects, to discuss specific needs, and to inform them of our services; and 5) network with key organizations within the community through direct contact and informal interaction to seek opportunities for collaboration.

Outcome: 1) Creation of novel hybrids of credit and noncredit course offerings for our constituency through traditional delivery methods, distance education and emerging technologies; and 2) increased opportunities for joint programs, services delivery and space utilization.

Performance Measure: 1) Expansion and utilization of services and technologies beyond software packages currently in use; 2) increased enrollments to include not only traditional attendees, but also those served virtually through video conferencing and distance education; 3) increased enrollment from the top 50 companies/customers based on prior year statistics; and 4) the number of clients reserving Room 10 (TeleCenter).

Administrative Services

A. Objective: *Remain abreast of changes in business office related functions/practices, integrate new methods and provide proper equipment for staff.*

Strategy: 1) Link with campus units and appropriate state agencies to remain informed of accounting procedural changes, current policies/rules/regulations interpretations and system upgrades; and 2) secure/utilize hardware and software to allow better quality of service to and communications with partners/clients and to accommodate needs of staff.

Outcome: Fully compliant and a well-respected MCE&CE business operation that consistently receives positive comments from clients and auditors.

Performance Measure: 1) Consistency of compliance with applicable University, state and federal statutes/policies as indicated by level of customer complaints and results of routine internal audits; and 2) type and amount of system improvements to impact staff effectiveness/efficiency in the performance of their duties.

GOAL 3

Provide a responsive, customer-driven operation that incorporates effective management practices, maintains financial stability and employees a well-trained, diverse staff.

CUACS

A. Objective: *Ensure long-term program stability and a quality image through proper staffing, effective financial and project management, and greater visibility.*

Strategy: 1) Increase project revenues by expanding existing projects and creation of new projects; and 2) add new customer services and market them on a bi-annual basis; 3) hire and maintain a well-trained, competent staff; and 4) maintain financial accountability standards and consistently meet contractual requirements.

Outcome: Increased annual operation revenue created by adding projects, expanding services, increasing awareness, and integrating good management practices.

Performance Measure: 1) Increase annual revenue by at least two percent; 2) provide at least one new technology-based service and add at least one new client each program year; and 3) maintain a diverse staff, with at least twenty percent minority members.

CPE

A. Objective: *Maximize utilization of the Event Booking Management System (EBMS) to increase efficiency for both the McKimmon Conference & Training Center staff and the diverse customers served.*

Strategy: 1) Continually review EBMS capabilities and periodic software upgrades in seeking new ways to streamline the process between the client and the Client Relations/Facility Support Staff; and 2) produce auto-generated contracts for the clients, allowing them to provide updates, changes or make corrections.

Outcome: Better overall efficiency and improved accuracy: less time spent on the client's part in filling in a blank reservation form/contract; less staff time requirement since the actual contract is produced from EBMS with the need to input only additional information based on feedback from the client.

Performance Measure: 1) Positive client feedback relative to use of auto-generated contracts; and 2) better coordination between Client Relations and Facility Support staff as evidenced by rare instances of incorrect/incomplete room preparation.

B. Objective: *Expose the staff to appropriate training opportunities necessary to increase their ability to perform their jobs and to serve the customers of CPE.*

Strategy: 1) Gain feedback from staff regarding training interest and needs during work plan/appraisal sessions; 2) identify opportunities for staff members to receive training and enroll staff in the appropriate sessions.

Outcome: Increased effectiveness, creativity and productivity of staff.

Performance Measure: 1) Greater job satisfaction as reflected by staff comments, overall morale, new program/service ideas proposed and lower staff turnover rate; and 2) ability by staff members to perform their jobs in the most efficient and productive manner as evidenced by an increase in annual business volume and consistently high customer ratings.

C. Objective: *Perform on-going effective financial analysis and fiscal management for the units of CPE in order to ensure financial stability within the individual and combined budgets for the three units.*

Strategy: 1) Determine a percentage figure that represents the amount of indirect cost born by individual programs and by the overall activity of the unit; and 2) budget each program and establish baseline use rates to achieve an income flow beyond direct expenses that is equal to or slightly greater than the calculated indirect costs.

Outcome: A greater proportion of financially self-sufficient programs with no fiscal year financial deficits.

Performance Measurement: Number of programs and services in which direct and indirect costs as well as benchmark operating margins are met in comparison with the total annual volume of programs offered/services provided.

CP&SS

A. Objective: *Undertake steps that focus on organizational structure and internal staff communication, cooperation, and training needs to enhance overall performance in the delivery of programs and services.*

Strategy: 1) Complete a bi-annual review of organizational structure to identify and facilitate enhancements that support unit success, individual employee career growth and career banding initiatives; and 2) solicit information on staff training needs from supervisors and staff annually, evaluate feedback, and address training needs to enhance core services provided to constituents.

Outcome: An effective organizational structure with a highly professional staff that can adapt to changing needs.

Performance Measure: 1) Completion of a bi-annual review (2006, 2008, 2010) and implementation of organizational enhancements derived from those formal reviews in addition to routine feedback; and 2) documentation of staff training provided based on supervisor and staff annual needs inventory (beginning in 2006).

Encore

A. Objective: *Effectively budget and fiscally manage Encore to ensure the long-term financial stability necessary to maintain affordability and to provide quality programs.*

Strategy: 1) Raise funds for the Encore Endowment; 2) manage budget to ensure financial integrity; and 3) market program as needed to maintain growth.

Outcome: Requested programs are implemented, relevant program enhancements are made, and affordability is maintained.

Performance measure: 1) Income exceeds expenses on an annual basis; 2) level of endowment and trust accounts; and 3) continued minimum 2% annual growth in membership.

Administrative Services

A. Objective: *Take a lead role in ensuring compliance with basic HR and accounting functions and in the procurement/application of upgraded administrative computing systems.*

Strategy: 1) Develop a procedures manual outlining existing and newly established procedures, i.e. as Accounts Receivable Center – internal procedures for processing accounts receivables and as University Receipts Center – internal procedures for segregation of duties; 2) establish MCE&CE committee consisting of unit HR contacts to determine the best process for a comprehensive new employee orientation; 3) distribute information about and encourage staff to seek training opportunities that would strengthen their abilities to perform their jobs and to learn new skills that would enhance their career growth potential; 4) assist the respective units in all HR functions, ensuring that position announcements and the selection process adhere to University equal opportunity standards; and 5) upgrade hardware infrastructure to remain state-of-the-art, to respond to heavier usage and to meet increased data management needs.

Outcome: Well trained, customer oriented, diverse professional staff providing responsive, quality services/programs to a broad-based constituency.

Performance Measure: 1) Minimum 18% minority representation among overall MCE&CE staff; 2) supervisory feedback, monthly budget revenue and periodic audits reflect an ethical workforce operating in a highly accountable and fiscally sound financial environment.

GOAL 4

Assess the impacts of services and programs to measure and enhance quality.

CUACS

A. Objective: *Assess services and programs annually to maintain quality, and sustain viability.*

Strategy: 1) Meet quarterly with management team and guide programming staff in identifying staff/hardware/software needs and in determining progress on previously identified goals; 2) meet monthly with clients to assess project goals and needs and to ensure appropriate progress; and 3) perform an evaluation of each project once completed to validate that predetermined expectations are met.

Outcome: All information gathered is assimilated into a working plan and implemented during the fiscal year or integrated into long-range operational plans.

Performance Measure: 1) Projects are completed on time and all contractual requirements met; 2) major programs are renewed through creation of new contracts; 3) staff training is conducted as identified in individual work plans during the performance review process; and 4) hardware/software identified by Lead Technology Staff is purchased within stated timeframe.

CPE

A. Objective: *Gauge the effectiveness of the training and other services provided through CPE.*

Strategy: 1) Gather and analyze both short and long-term evaluation information through assessment not only of the in-class benefits of training from the participant perspective, but also to measure the impact when applied to real experiences and/or on-the-job through follow-up survey of both the participant and his/her organization; and 2) create and adopt enhanced assessment methods and continually improve evaluation instruments.

Outcome: A better understanding of the impact and effectiveness of services and programs on the user, and where applicable, on their respective organizations that will be used as a guide for future planning.

Performance Measure: 1) Participant satisfaction with training received and the change in perceived value of the participant to his/her organization as measured through end-of-course as well as longitudinal evaluations; and 2) customer satisfaction with events coordination and meeting space facilitation services obtained through short-term evaluation procedures and the level of repeat business.

CP&SS

A. Objective: *Implement new means for assessing programs and services that embrace technology and facilitate timely feedback from constituents served.*

Strategy: 1) Secure new software and implement methodologies to facilitate timely assessment of programs and service delivery across the Lifelong Education, distance education, and Summer Sessions program fronts; and 2) based on assessment outcomes, undertake steps to enhance service delivery.

Outcome: Greater awareness of needs and appropriate strategies to better address them.

Performance Measure: 1) Procurement of new software/introduction to new methodology (2006); 2) initial utilization of instrument/methodology in a program area (2007); and 3) evidence of service delivery enhancements (2008) coupled with sustained high student satisfaction ratings.

Encore

A. Objective: *Regularly assess programming to ensure responsiveness to member needs.*

Strategy: 1) Administer and respond to end-of-course surveys; 2) every four years conduct a member survey; 3) analyze member renewal rates; and 4) monitor success in enlisting volunteer instructors.

Outcome: Comprehensive, responsive programming and service opportunities offered through the dedication of volunteers, attracting the interest of current/previous/potential members.

Performance Measure: 1) Member renewal rate of 65 percent or better; 2) 90% of those responding to Encore end-of-course surveys will rate courses and instructors as either very good or excellent; 3) stability in the number of volunteer instructors; and 4) volume of members who report enhanced quality of life through participation.

MBDAA

A. Objective: *Conduct impact assessments in order to determine the longer-term educational benefits for credit and noncredit programs and related services for the broad-based constituencies served by MCE&CE units.*

Strategy: 1) Design procedures and assist in the development of appropriate instruments for conducting impact assessments within reasonable timelines; and 2) benchmark MCE&CE assessments and procedures and valuation methodologies with two peer land grant/Research I institutions.

Outcome: Impact assessment expanded beyond traditional end-of-course evaluations for all major programmatic offerings and key services delivered, ultimately being integrated into the organizational culture. The information collected will be analyzed and presented as a key component of the MCE&CE Annual Report and other promotional MCE&CE venues.

Performance Measure: 1) Documentation of the implementation of continuous quality improvement procedures and program enhancements based on results from the impact/outcome assessments; 2) consistently high customer/student satisfaction ratings with programs and services delivered; and 3) real or perceived value-added benefits from the participation as revealed through personal testimonials/follow-up surveys.