

DRAFT 2026-2030 Strategic Plan

Overall Key Performance Indicator

- By 2030, increase overall completion rates for students in curriculum programs.

Access & Momentum

Priority 1: Increase enrollment of adult learners, online students, and local high school graduates to expand impact in the community

Key Performance Indicator

- By 2030, increase overall enrollment in curriculum and continuing education programs

Strategic Objectives

1. Design plan to scale instructional and student services capacity in alignment with strategic enrollment targets
2. Identify and execute enrollment management and marketing strategies to increase enrollment in targeted groups
3. Expand short-term training opportunities that align to local and regional business needs

Priority 2: Improve access to pathways that lead to strong workforce and transfer outcomes

Key Performance Indicators

- By 2030, increase the number of CCR students who transition into continuing education and curriculum programs
- By 2030, increase number of new student enrollment in career and technical education (CTE) programs leading to credentials with high- and medium-wage values
- By 2030, increase credit momentum for students in transfer pathways

Strategic Objectives

1. Review and revise academic pathways to build intentional on-ramps between continuing education and curriculum, and, when relevant, stackable credentials
2. Improve credit for prior learning policy, procedures, and utilization
3. Align the student onboarding experience for program entry and career preparation
4. Create new transfer partnerships and pathways aligned to student goals

Learning & Completion

Priority 3: Embed intentional and well-designed interventions in student journey that support timely progress

Key Performance Indicator

- By 2030, increase progression towards program completion for curriculum students

Strategic Objectives

1. Launch innovative student retention strategies to engage and meet the needs of diverse students
2. Maximize use of early alert system for strategic and coordinated intervention
3. Develop an institution-wide culture of care to prioritize a student sense of belonging
4. Reduce barriers to learning and persistence through a comprehensive evaluation of institutional structures

Priority 4: Develop engaging, inclusive, and relevant learning experiences for students across all courses and programs

Key Performance Indicator

- By 2030, increase course success rates for students in target groups (to be identified)
- By 2030, increase the passing rate in continuing education courses that lead to workforce credentials

Strategic Objectives

1. Improve student learning and success through evidence-based instructional strategies
2. Build key connections between faculty, staff, and employers that support students' career knowledge prior to entering the workforce

Employment & Transfer

Priority 5: Increase graduate employment rates in careers aligned to students' program of study

Key Performance Indicator

- By 2030, increase graduate employment rates within field of study

Strategic Objectives

1. Create institution-wide process for collecting student employment data
2. Increase student participation in apprenticeships, work-based learning, or career-integrated experiences across all academic programs
3. Strengthen advisory boards and employer relationships across Davidson and Davie counties

Priority 6: Increase transfer success and bachelor's degree attainment for transfer students

Key Performance Indicator

- By 2030, increase percentage of Davidson-Davie transfer students who transfer to a 4-year institution with a completed associate's degree
- By 2030, increase percentage of Davidson-Davie transfer students who complete bachelor's degree within 4 years of transferring

Strategic Objectives

1. Improve intentional transfer mapping early in a student's journey that is tied both to bachelor's degree attainment and career planning
2. Expand collaboration with four-year institutions to streamline student transfer pathways
3. Strengthen sense of community for students within transfer pathways

Improvement & Investment

Priority 7: Integrate continuous improvement framework within Davidson-Davie's vision for student success

Key Performance Indicator

- By 2030, departments document and implement a cycle of continuous improvement aligned with institutional goals

Strategic Objectives

1. Implement an evidence-based framework for student success across the college
2. Improve program review and college-wide assessment processes
3. Expand data-informed practices for all faculty and staff
4. Strengthen cross-departmental partnerships and communication to support students

Priority 8: Invest in employees to improve faculty and staff retention and growth

Key Performance Indicator

- Maintain faculty and staff retention rate through 2030.
- By 2030, increase satisfaction within work environment

Strategic Objectives

1. Offer ongoing competitive compensation and flexible work opportunities
2. Launch comprehensive employee professional development and wellness initiatives
3. Implement updated protocols and training for employee safety and security
4. Evaluate organizational structures and build succession plan for long-term sustainability and success

Priority 9: Prioritize Davidson-Davie's long-term success through efficient and strategic use of resources

Strategic Objectives

1. Create process to align resources to strategic objectives and growth opportunities
2. Implement governance and management processes for all technology platforms and systems
3. Execute expansion projects, with funding partners, aligned to regional workforce needs