

THE POWER OF OUR COMMUNITY

—
Creating Opportunity
Driving Mobility
Sustaining Growth



DURHAM TECH

Do great things.

STRATEGIC PLAN 2026-2031

Durham Tech Community,

When Durham Tech was founded in 1961, it was built during a time of rapid change. The College opened just two years after Research Triangle Park's founding, arriving precisely when the region's rapidly shifting economy demanded a new kind of workforce education. As RTP grew, so did the need for skilled workers — and Durham Tech was ready.

That same commitment drives us today. Durham Tech remains dedicated to expanding educational opportunity for all who seek it, creating pathways to upward economic mobility, and equipping employers with the talent they need to grow.

Our 2026–2031 strategic plan charts the road ahead in another time of rapid change. Over the past year, a core team from across the College worked to identify the priorities most vital to student success — then tested and refined those priorities through feedback from community stakeholders, the Board of Trustees, and colleagues throughout the institution.

The result is an ambitious, community-rooted plan organized around five goals: increasing enrollment and completion in high-opportunity, living-wage programs; leading the state in transfer student success; building talent pipelines in critical sectors; creating pathways to upward economic mobility; and aligning the College with the long-term growth of our region.

At Durham Tech, we believe every student deserves the chance to reach their full potential. Achieving that takes a community — employers, residents, partners, and colleagues working alongside our students every step of the way. We are grateful to everyone who makes this work possible, and we look forward to what the next five years will bring.

Best,



Dr. Pat Ashley

Chair, Durham Tech Board of Trustees



J.B. Buxton

President, Durham Tech



WE BELIEVE in the potential of
EVERY STUDENT and
the power of a community that
SHOWS UP for one another.

It is our mission is to ensure that all students develop the knowledge, skills, and networks needed to be successful in college, work, and life. We aim for our students to be in demand, earning job-ready credentials and industry-aligned skills that lead to above-average wages in high-opportunity fields and prepare them to serve in roles that power the industries that move our region forward. Durham Tech graduates will continue to lead the state in college transfer success and set the standard for equity, completion, mobility, and impact.

The **2026–2031 Strategic Plan** reflects a continued commitment to a student-centered, workforce-aligned Durham Tech by expanding opportunity, delivering consistent student success, and strengthening the well-being of the communities we serve.

Mission

Durham Tech ensures that all students develop the knowledge, skills, and networks needed to be successful in college, work, and life.

Vision

To be the leader in our community's educational, training, and economic development.

Core Values

Durham Tech is...

The Standard for Excellence

The College commits to the highest professional standards of quality, integrity, and performance in our programs, services, and operations.

Student-Centered

The College provides high-quality, learner-centered, and affordable educational and training opportunities, within a welcoming and supportive environment, that supports students through goal achievement.

A Champion for Equity

The College embraces the diversity, equality, equity, and uniqueness of students, employees, and the communities that we serve by committing to be an anti-racist institution.

Data-Inspired

The College monitors and uses appropriate data, considers various sources of community input and developing trends, and implements changes to support continuous improvement.

Communicative

The College commits to effective, open, and proactive communication. We take responsibility to listen and employ effective communication strategies to inform and foster collaboration.

A Good Steward of Resources

The College networks with community partners, targeting grant and resource development to address strategic priorities, and by allocating resources based on focused priorities that are sustainable.

A Partner

The College fosters economic development by leading, promoting, and creating educational opportunities through mutually respectful and beneficial partnerships with community organizations.

Priority Areas of Focus

Over the next five years, Durham Tech will focus on the following priorities to power our region:



Increase enrollment and completion in high-opportunity, living-wage programs.

Expand access to programs that lead to above-average wages in high-opportunity fields by increasing our reach among the region's working-age population and preparing in-demand graduates with industry-aligned skills.



Lead the state in university transfer success.

Strengthen and scale transfer supports and pathways to ensure more students successfully complete a bachelor's degree and remain competitive in an evolving job market.



Build robust talent pipelines in key sectors.

Expand workforce-aligned pathways in fields such as building, engineering, healthcare, life sciences, and skilled trades to address critical regional talent gaps in partnership with employers, community colleges, and academic peers across the Research Triangle.



Improve community well-being to drive economic mobility.

Leverage the College's assets to strengthen pediatric and family well-being as a strategic driver of long-term economic mobility by recognizing that strong families and thriving communities directly support student success, educational attainment, and regional prosperity.



Align the College's footprint with regional growth.

Strategically align the College's service delivery across Durham and Orange counties with residential and workforce growth while ensuring existing facilities support evolving education and training priorities with a particular focus on the Research Triangle.

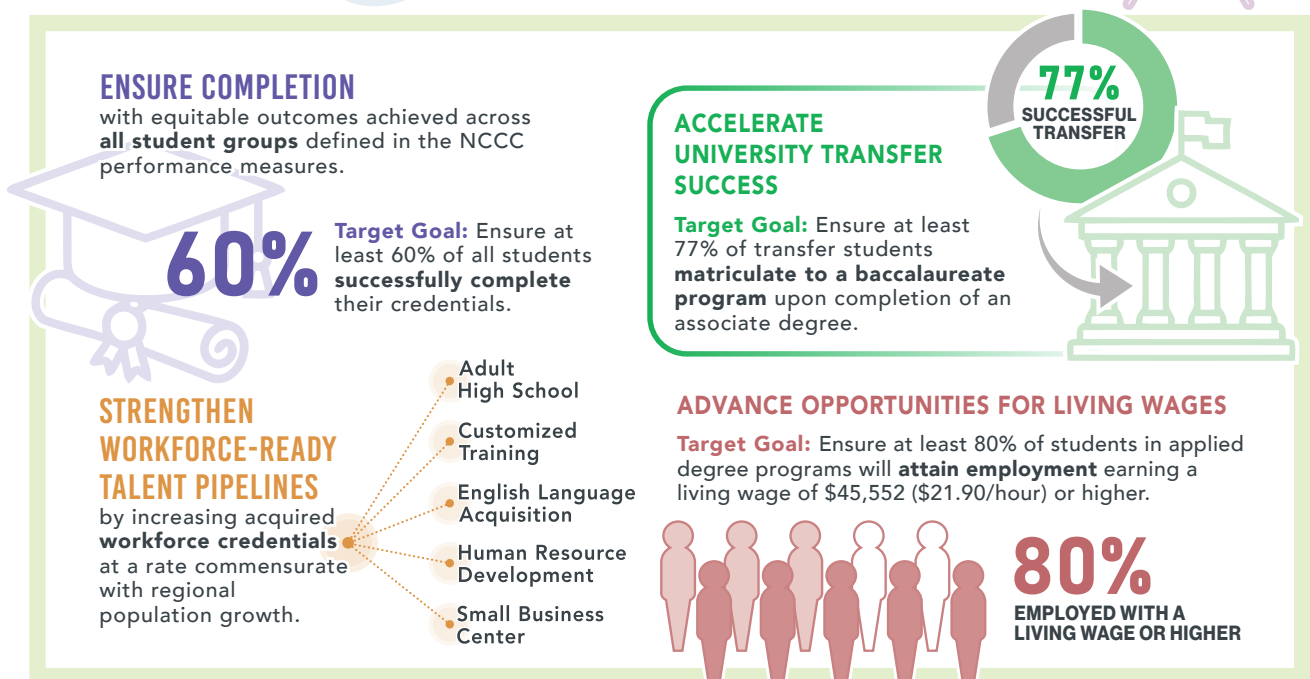
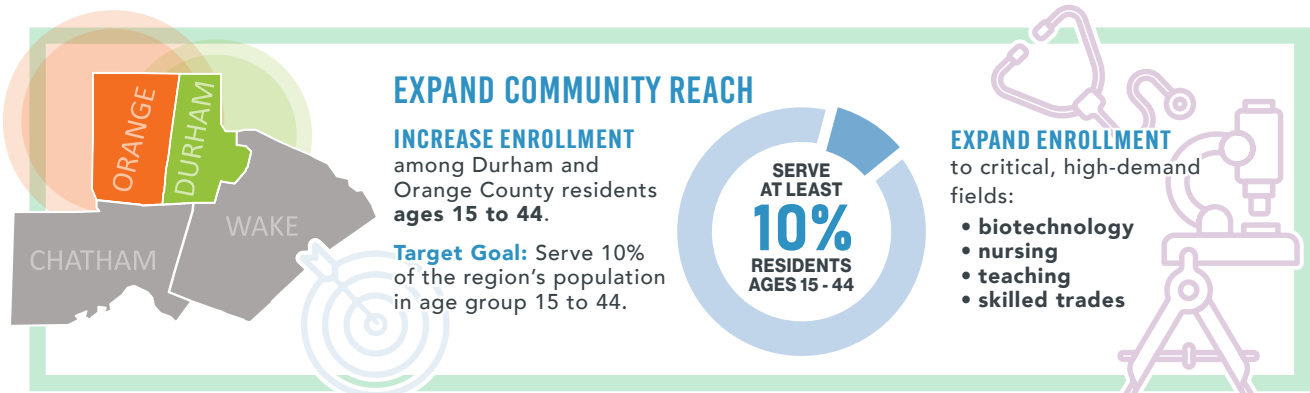
Goals for Impact

By 2031, Durham Tech will achieve the following outcomes to move the needle on its strategic priorities and advance student success and regional economic mobility:

ACCESS & GROWTH

STUDENT ATTAINMENT & MOBILITY

COMMUNITY IMPACT



Initiatives for Implementation

By 2031, Durham Tech will advance the following initiatives to drive progress on its priorities and achieve its goals.

Access & Growth

INITIATIVES FOR STRATEGIC ACTION:

- Expand dual enrollment by building a vertically aligned high school-to-college pipeline that creates early momentum through seamless partnerships with public, charter, private and homeschool networks.
- Implement a comprehensive Strategic Enrollment Management framework that aligns recruitment, onboarding, retention, and completion through targeted, data-informed enrollment and marketing strategies focused on priority populations.
- Build clearly articulated pathways from Continuing Education, College and Career Readiness, the Center for the Global Learner, and the Center for Workforce Engagement to degree, diploma, certificate, and short-term training programs and beyond.
- Assess enrollment gaps among key populations and geographic areas across Durham and Orange counties.

Student Attainment & Mobility

INITIATIVES FOR STRATEGIC ACTION:

Persistence

- Implement a fully integrated Early Success System that proactively identifies and addresses student needs by providing personal and academic support through real-time intervention.
- Improve online learning experiences by strengthening standards for high-quality online instruction, investing in faculty professional development, and expanding full-time faculty leadership in online course and curriculum development to support engaging, effective, and student-centered online learning experiences that increase student success, persistence, and course completion.
- Increase persistence and retention by:
 - delivering efficient, targeted, data-informed student support services;
 - scaling flexible, high-quality course delivery; and
 - fostering student engagement through employer-connected networking opportunities.

Completion

- Advance dual enrollment outcomes to boost college transitions in alignment with the 25% credential completion pipeline goal with Durham Public Schools and Orange County Schools and the 35% goal with Chapel Hill-Carrboro City Schools.
- Phase out the Associate in General Education program as an enrollment option to provide intentional advising to students currently enrolled in the program to help them identify and transition to a high-opportunity pathway.

(Continued on next page.)

Student Attainment & Mobility

(Completion continued.)

- Ensure all students on competitive admissions pathways have a plan to access an alternate pathway if they are not admitted into their chosen program.
- Design and implement structured educational planning pathways and proactive advising for students enrolled in short-term workforce programs by aligning those programs with stackable credentials that support continued skill development, wage growth, and career advancement.

Transfer/Post-Completion Outcomes

- Strengthen high-quality instruction, expand dual enrollment opportunities, and implement proactive advising and transfer support early in the student experience in order to increase the number of transfer program students successfully matriculating to 77%.
- Redesign advising strategies for transfer programs by identifying the students' intended transfer destinations and academic majors on the admissions application to Durham Tech.
- Strengthen advising by ensuring all transfer students have an education plan aligned with their intended transfer destination and major.
- Double the number of apprenticeships offered by implementing a College Sponsor model alongside an employer sponsor model for the Registered Apprenticeship Program.

INITIATIVES FOR EXPLORATION:

- Expand personal and professional networks for students with a focus on campus environments, clubs and activities, employer connections, and alumni engagement.
- Implement a fully integrated career development framework embedded within advising services including intentional alignment between educational planning, workforce pathways, and long-term career outcomes for students. Strengthen career services and integrate career development throughout the student experience.
- Strengthen and expand existing eight-week course access with a goal of increasing credit accumulation, decreasing zero-credit semesters, and increasing full-time enrollment.
- Align seamless pathways into both university transfer programs and high-demand fields such as Health & Wellness and Building, Engineering & Skilled Trades.

Community Impact

INITIATIVES FOR STRATEGIC ACTION:

- Partner with community organizations to support the development of a childcare center for students, employees, and community members to ensure that families have the support they need to succeed.
- Expand the use of the College's Community Health Lab to increase services provided to children by 15% while aligning service delivery and outreach to connect families to educational opportunities, health resources, and workforce pathways.

INITIATIVES FOR EXPLORATION:

- Collaborate with community partners including local K-12 school systems to identify and address additional priority needs that support healthier families and create clearer pathways to opportunity.



The **FOUNDATION** of our success: our **PEOPLE**.

Additional investments in campus planning, AI, technology, unified data systems, streamlined processes, and employee experience will help Durham Tech operate as a modern, high-performing institution. These investments will enable faculty and staff to deliver seamless, student-centered support at scale.

By aligning systems, culture, and operations, the College will provide smarter, more personalized services that make it easier for students to access, navigate, and complete their goals.

At the same time, stronger connections among high schools, Durham Tech, university partners, and employers will build early momentum and create clear pathways to success. Together, these efforts will improve student outcomes and strengthen the long-term economic vitality of our community.

Foundational Success Is...

EMPLOYEE EXCELLENCE & A CULTURE OF CARE

- Build a high-performing, student-centered culture that strives for continuous growth and improvement by caring for and investing in employees, strengthening leadership, supporting employee well-being, and aligning talent to what drives results.
- Expand a comprehensive leadership development model that builds capacity at all levels, including supervisors, emerging leaders, and executive leaders.
- Faculty and Staff Professional Development - Expand professional learning opportunities in AI literacy, advising, online instruction, Early Success System, and student engagement.
- Full-Time to Part-Time Faculty Ratio - Assess the impact of faculty composition on student success and instructional continuity.

TECHNOLOGY/DATA INNOVATION & AI INTEGRATION

- Implement an enterprise-wide, iterative AI strategy providing ethical oversight, literacy support, cross-campus collaboration, and practices that enhance instruction, student services, and operations systems while delivering personalized, scalable student support.
- Leverage predictive analytics and AI-enabled systems to deliver personalized, timely support across the student lifecycle, from application through completion.
- Build a more robust data and analytics strategy.
- Build a unified, real-time data and technology ecosystem that drives decision-making, strengthens accountability, and enables a culture of continuous improvement across the institution.

FINANCIAL SUSTAINABILITY

- Align resources and investments with institutional priorities to improve operational efficiency, ensure responsible stewardship of College resources, and support long-term stability and student success.

INTERNAL PROCESS REDESIGN

- Strengthen operational effectiveness by redesigning and streamlining internal processes and leveraging strategic technology and AI integration to improve efficiency and responsiveness while creating a more seamless experience for students and employees, with an initial focus on human resources, business services, and information technology.

CAMPUS PLANNING & SAFETY

- Execute or refresh forward-looking campus plans for Main Campus, Northern Durham Center, and Orange County Campus that align facilities with enrollment growth, program demand, and evolving models of teaching and learning.
- Prioritize renovation and modernization projects for the Collins Building, Phillips Building, Educational Resource Center, Northern Durham Center, and 1510 E. Lawson Street.
- Assess the suitability of existing leases and explore opportunities for growth through leasing or land acquisition in line with the College's vision and mission.
- Foster a culture of safety and care by creating learning and working environments where students, employees, and visitors feel safe, supported, and empowered to succeed through continuous investment in campus safety, preparedness, and well-being.

2025-26 STRATEGIC PLAN TASK FORCE

Administration & Faculty

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Director, Strategic Initiatives for Academic & Guided Career Pathways

Tammy Bird

Director, College and Career Readiness

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**** Indicates Core Task Force Member**

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Capital Area Workforce Development
The Chamber for a Greater Chapel Hill-Carrboro
Durham County

Greater Durham Chamber of Commerce
Hillsborough/Orange County Chamber of Commerce
Innovate Carolina
NC Community College System
Belk Center for Community College Leadership & Research
Orange County

2025-26 BOARD OF TRUSTEES

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Dr. Shun Robertson
Matt Gladdek
Dr. Mike Lee

Appointed by the Durham Public Schools Board of Education

Dr. Pat Ashley
Chair

Appointed by the Governor

Gracie Johnson-Lopez
Vice Chair
Pilar Rocha Goldberg

Appointed by the General Assembly

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Lilyn Hester
Nicholas J. Tennyson
Walter Newton
Mike Woodard

Appointed by the Orange County Board of County Commissioners

Jamezetta Bedford
Member Emeritus
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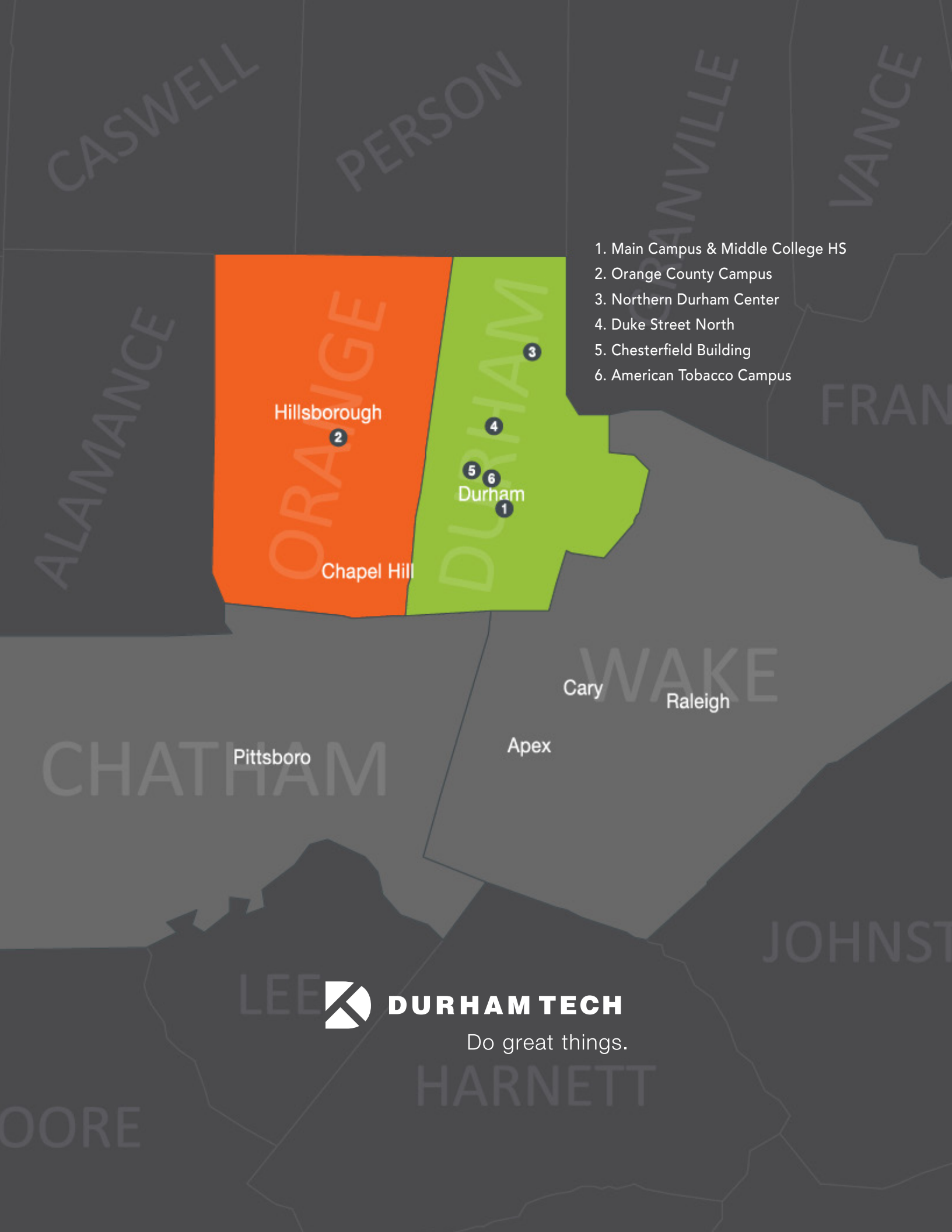
Durham Tech President
J.B. Buxton

Student Trustee
Child Precieux Kounieka

2025-26 EXECUTIVE CABINET

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Dr. Kara Battle
Vice President, Chief Academic Officer
Dr. Susan Bowen
Vice President, Chief Operating Officer
Andrew Kleitsh
Vice President, Chief Financial Officer

Roxanne Miller
Vice President, Chief Institutional Advancement Officer
Dr. Abraham Dones
Vice President, Chief Student Services Officer
Sarah Devlin
Senior Advisor, Office of the President
Nancy Wykle
Director, Marketing and Communications



1. Main Campus & Middle College HS
2. Orange County Campus
3. Northern Durham Center
4. Duke Street North
5. Chesterfield Building
6. American Tobacco Campus

Hillsborough

2

Chapel Hill

3

4

5

6

Durham

1

Cary

Raleigh

Pittsboro

Apex



DURHAM TECH

Do great things.