

CENTRAL CAROLINA TECHNICAL COLLEGE
2009 - 2010
ANNUAL PLAN OF ACTION

PLANNING
FOR
CONTINUOUS
IMPROVEMENT

College 2009 - 2010 Plan of Action

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INTRODUCTION

Central Carolina Technical College has been involved in ongoing planning and evaluation processes for the purpose of continuous improvement since the 1990s. The College engages in planning on several levels – long-range planning, annual planning, operational planning, and academic program planning. The overall planning and evaluation system is described in the *Central Carolina Technical College 2004-2009 Strategic Plan for Continuous Improvement (Strategic Plan)*, which is published on the College's Website at www.cctech.edu/about/3852.htm.

The *2009-2010 Annual Plan of Action* is intended to serve as a guide for College planning and evaluation efforts throughout the year. Annual objectives developed by faculty and staff are incorporated into the academic and operational areas for use in preparing unit plans of action that will direct activities of the College as a whole. The planning and evaluation timeline is located in **Appendix A** of this document. The *2009-2010 College Plan of Action* is also published on the College's Website at www.cctech.edu/about/3852.htm.

Annual Planning Process

The annual planning process begins each year in January, when the Executive Leadership Team (ELT) develops the College Annual Goals (page 8) and acquires faculty/staff input before finalizing them. These goals are designed to 1) accomplish the Strategic Directions (page 7) and 2) allow flexibility to respond to and engage in immediate opportunities that support the College's mission.

Next, the Academic Affairs Division members, representing all educational units, develop a plan of action for Academic Affairs. This plan serves as a primary impetus for the other major divisions, comprised of Student Affairs, Continuing Education, and the administrative/support units, to devise their plans of action.

During this development phase, the ELT conducts a college-wide budget meeting to give an overview of the budget and an update on the outlook of the budget for the next year. Budget information and College Budget Requests Forms are then distributed to those who are responsible for budgetary accounts. Revenue projections are prepared and completed in April and May by the Vice President for Business Affairs, and the resulting revenue budget is used as a basis for the expenditure budget development. Each unit of the College makes budget requests based on unit plans of action, departmental enrollment projections, and the prior year's evaluation findings and actual expenditures. Each vice president then prioritizes requests from their units and makes recommendations to the Business Affairs Division. The ELT then meets to prioritize college-wide requests, after which the Vice President for Business Affairs develops a recommended budget for the year.

Ultimately, the plans of all three major divisions – Academic Affairs, Student Affairs, Business Affairs—and Planning and Institutional Effectiveness Department serve as the core of the *College Annual Plan of Action*. After having been incorporated into the annual budget process and reviewed by the Central Carolina Technical College Area Commission, the *Annual College Plan of Action* is officially disseminated at www.cctech.edu/about/3852.htm on the College's website.

Reporting forms used to develop annual plans of action are contained in the *Strategic Plan, Appendix G*.

Evaluation Process

Fundamental to the College's continuous improvement is systematic assessment of the performance of programs and services. While strategic and annual planning produce the roadmap for achieving the College mission and annual goals, evaluation processes provide evidential documentation of the utilization of results for making improvements.

The College systematically uses multiple quantitative and qualitative measures to evaluate the effectiveness of its programs and services. Each unit/departmental plan of action includes objectives that govern its activities and projects. These objectives are based on the College Annual Goals and evaluation results from prior years.

The Academic Affairs Division uses the results of annual college-wide evaluation and survey instruments (Alumni survey, Graduate Survey, Student Evaluation of Instruction, and the Programs and Services survey) to make improvements in instruction and in academic programs. Additionally, academic program reviews are conducted that include the periodic evaluation of academic program outcomes and exit competencies (expected learning outcomes). From these reviews, program updates and improvements are made as appropriate to serve the needs of students, businesses, and industries.

The cyclical accounting of general education; majors/concentrations; academic advising; transfer success; student development services; library resources and services; program accreditation; student performance on professional examinations/certifications; and alumni satisfaction are included in the standardized *Institutional Effectiveness Report* that is submitted to the Commission on Higher Education each August. The *IER* reports on the effectiveness of provided programs and services. It identifies the specific assessment activities carried out, the results of these assessments, and the programmatic changes and/or improvements made as a result of the assessment.

The Student Affairs Division also uses the Programs and Services survey results to initiate changes. After each semester, the division also participates in a Registration Critique to analyze the effectiveness of current student services procedures. The input from faculty and staff in this critique session allows division members to continuously improve the quality of services offered to students.

The Business Affairs Division integrates its planning, evaluation, and budgeting processes to ensure the College's budget is based on the mission statement, strategic goals, and annual College goals. External auditors evaluate the College's financial statements annually to ensure their integrity. The College also participates in an audit of federal awards in accordance with the Single Audit Act.

At Central Carolina Technical College, all academic and administrative/support units across the various divisions assess how well they have achieved their objectives/expected outcomes and report how they use the results for continuous improvement through College teams, evaluation committees, and by measuring their success from their annual plans. Faculty and staff use results of the annual evaluation process to sustain and improve programs and activities, as appropriate, to support the College mission. These results are summarized in the *College Annual Effectiveness Report*.

Reporting forms used for developing annual effectiveness reports are contained in the *Strategic Plan, Appendix G*.

MISSION STATEMENT

Our Mission

Central Carolina Technical College is a comprehensive, public, two-year institution of higher education that is dedicated to fostering a positive environment of teaching and learning for faculty, staff, and students. The College serves primarily the region of Clarendon, Lee, Kershaw, and Sumter counties in South Carolina and confers associate degrees, diplomas, and certificates. College programs and student support services provide citizens, businesses, industries, and communities with quality, affordable, accessible, customer-responsive post-secondary education through life-long learning and specialized training opportunities specifically designed to develop the foundation for personal growth, economic development, and an improved quality of life.

The College's vast array of associate degree, diploma, and certificate programs prepares students to enter the job market, to transfer to senior colleges and universities, and to achieve their professional and personal goals. Specifically, Central Carolina offers academic programs in business, the health sciences, public service, industrial and engineering technology, and the arts and sciences. Through its comprehensive programs and support services, the College annually serves over 4,500 credit students and 10,500 continuing education students in both traditional and non-traditional formats.

Revision Approved by the Central Carolina Technical College Area Commission, July 21, 2005 and the South Carolina Commission on Higher Education on October 6, 2005.

College Vision, Values, Role & Scope

Central Carolina Technical College will be the first choice for exceptional, quality, affordable technical and comprehensive education, provided in an innovative, student-centered learning environment.

College Values

Central Carolina respects the diversity of its student body and recognizes the worth and potential of each student. The College values an environment that fosters creativity and resourcefulness among its students, faculty, staff, and administrators and encourages teamwork, open communication, and free exchange of ideas. In its attitudes and principles, the College affirms the following values and beliefs in providing its programs and services:

- Excellence
- Integrity
- Innovation

Statement of Role and Scope

In recognition of the importance of its role in enhancing the economic vitality and quality of life for all citizens, Central Carolina Technical College seeks to fulfill its mission through meeting the needs of its stakeholders as follows:

- **GRADUATES:** The College is committed to graduating students who will be productive members of society with strong values and ethics; who will have employability skills, including oral and written communication skills, critical thinking, problem solving, analytical, scientific and computational skills; who can utilize and adapt to new technology and accept and initiate change; and who have an appreciation for cultural diversity, are self-directed and self-disciplined, and have the ability to function cooperatively.
- **STUDENTS:** The College seeks to provide for its students an affordable, quality post-secondary education while maintaining an open door admissions policy. Students will have the opportunity to succeed regardless of educational preparation through developmental programs and services as well as to pursue avocational and personal growth needs in an environment embracing rapidly changing technologies.
- **EMPLOYERS:** The College is dedicated to providing employers with skilled work-ready employees and to serving as an avenue for on-going specialized training with access to the latest technologies and educational services so that existing and new employers will find the area attractive for their workforce.

- **COMMUNITY:** The College seeks to serve the community by providing access to education wherever, whenever, and however necessary to meet community and individual needs for affordable education opportunities leading to an improved quality of life
- **K-12 STUDENTS:** The College will provide opportunities for K-12 students to experience career exploration and planning, have access to a seamless progression toward a career or higher education and have an opportunity to accelerate their learning for employability and/or advanced placement through faculty /staff collaboration.
- **OTHER EDUCATIONAL INSTITUTIONS:** The College will endeavor to have a high utilization of resources through partnerships with other institutions who will be collaborative partners working to expand education programs while minimizing duplication.

(Revision Approved by the Central Carolina Technical College Area Commission, July 21, 2005 and the South Carolina Commission on Higher Education on October 6, 2005)

STRATEGIC DIRECTIONS*

Based on comprehensive findings determined during development of the *Strategic Plan*, seven institutional priorities were established for 2004-2009: Image/Marketing; Funding; Accessibility/Outreach; Partnerships; Use of Technology; Relevancy and Currency of Curriculum/Services; and Response to Environmental Factors.

From these priority issues, seven interrelated strategic directions were determined necessary for positioning the College to meet the predicted challenges and rapid changes within the next five years:

1. **Market the comprehensive nature and value of the College.**
2. **Secure and use available resources to maximize the productivity and efficiency of the College.**
3. **Develop and expand enrollment opportunities in the four-county service area to improve accessibility to the College's programs and services.**
4. **Strengthen and develop mutually beneficial alliances with private and public partners.**
5. **Maximize the use of technology to support internal and external constituencies.**
6. **Offer quality curriculum and services that are relevant and current.**
7. **Position the College to respond effectively to internal and external environmental factors.**

*The College will create a new five-year strategic plan during the 2009-2010 academic year.

Annual Goals

2009-2010

1. Increase student enrollment and public awareness of the College's mission through the use of comprehensive marketing and recruitment strategies.
2. Implement a comprehensive plan for distance education that provides growth in distance course and program offerings to increase accessibility and student success.
3. Provide relevant curricula in all academic divisions and continuing education through the assessment of workforce and economic development needs of the College's service area employers.
4. Manage the College budget and other resources in an environment of reduced State funding without compromising instruction and student services by finding alternative funding sources and more efficient ways to operate.
5. Expand the College's health sciences programs by relocating to a new facility in downtown Sumter.
6. Expand course offerings in Kershaw County with the opening of a new facility and secure additional funding for the Kershaw County campus.
7. Implement a comprehensive plan for student success through college-wide initiatives to improve student support and retention.
8. Develop a comprehensive ten-year strategic plan for the College to meet the challenges of 2020.

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College Goal # Supported	Division Objective #	Division Objective	Implementation Tasks	Expected Outcomes	Person Responsible
3	1	Provide quality academic programs through effective planning, evaluation, and use of results.	1.1 Develop annual plan of action for Academic Affairs; review with faculty and staff; distribute to other divisions according to the annual planning timeline; and assess progress periodically	1.1 Conduct annual Planning Forum; solicit input on plan of action; draft plan and review with faculty and staff; submit to other divisions.	1.1 VP AA
			1.2 Ensure Academic Affairs' departments have integrated plans of action reflecting linkages to the division and college objectives and goals	1.2 Prepare departmental plans of actions with linkages to division and college objectives and goals.	1.2 Deans and Directors
			1.3 Review results of College surveys to improve academic programs	1.3 Implement improvements by using results from College surveys and assessment tools	1.3 Deans and Directors
			1.4 Complete Student Evaluation of Instruction assessment	1.4 Improve instruction from results of Student Evaluation of Instruction assessment	1.4 Deans and Department Chairs/Program Managers
			1.5 Complete FPMS and EPMS process	1.5 Use EPMS and FPMS process to plan for individual employee plans of work and submit documents to Personnel Office	1.5 VP AA; Deans and Department Chairs/Program Managers
			1.6 Analyze State Tech program vitality results and complete program review process for scheduled academic programs	1.6 Submit program vitality data; review report data; and use results from internal program review process to improve programs	1.6 VP AA; Deans and Department Chairs/Program Managers
			1.7 Determine course offerings for the new site at the Kershaw Campus for summer 2010 classes	1.7 Identify appropriate courses; offer courses; and evaluate effectiveness of course offerings	1.7 VP AA; Deans and Department Chairs/Program Managers
			1.8 Plan for the relocation of the Health Sciences programs to the new downtown facility	1.8 Relocation of programs; expand course offerings and entry into selected Health Sciences programs	1.8 VP AA; Health Sciences Deans and Department Chairs/Program Managers
			1.9 Monitor class size to create an	1.9 Identify measures to provide optimum class	1.9 VP AA; Deans

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College Goal # Supported	Division Objective #	Division Objective	Implementation Tasks	Expected Outcomes	Person Responsible
			optimum learning environment within budgetary restraints	size	and Department Chairs/Program Managers
			1.10 Implement a pilot program for assisting faculty in developing appropriate and consistent assessment strategies to support program outcomes	1.10 Identify methodology and practices for assessment and share with faculty in a systematic manner	1.10 Dean of Instruction
			1.11 Work with Information and Learning Technologies to identify optimum classroom technology that supports sound pedagogy and instructional design	1.11 Identify classroom technology configurations that facilitate and support the learning environment for optimum student success	1.11 Director of Learning Resources, Academic Deans, Department Chairs/Program Managers, and Director of Informational and Learning Technologies
			1.12 Explore the feasibility of a standard grading scale within departments, divisions, and the College	1.12 Identify the existing structure; identify the pros and cons of existing structure; and determine effectiveness	1.12 VP AA; Deans and Department Chairs/Program Managers
			1.13. Examine programs of study to determine feasibility of adding COL 103 College Skills as a required course	1.13 Review program layout and determine course sequencing and effect of additional course requirements for program completion	1.13 Deans and Department Chairs/program Managers and Dean of Instruction
			1.14 Continue to review the impact of the College Studies Certificate on retention, enrollment, and student success	1.14 Review data on enrollment, attrition, graduation, and student success	1.14 VP AA, Dean of Business and General Education, VP SA, and IE Coordinator
3	2.	Provide relevant curricula in academic divisions and related continuing education programs	2.1 Conduct program review process	2.1 Review program and course content for relevance and identify appropriate learning outcomes and measures for programs and courses	2.1 Deans and Department Chairs/Program Managers and Dean of Instruction
			2.2 Conduct advisory committee	2.2 Hold meetings; maintain records of	2.2 Deans and

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			meetings and maintain communication with business and industry	meetings; use results from advisory committee input to improve programs and courses; and establish relationships with business and industry	Department Chairs/Program Managers
			2.3 Maintain postsecondary transfer agreements	2.3 Review agreements periodically and identify any changes necessary for relevance	2.3 VP AA
			2.4 Maintain record of articulated secondary courses	2.4 Work collaboratively with the Registrar and review record; promote this service to secondary students	2.4 Registrar and Dual Enrollment Coordinator; Department Chairs/Program Managers
			2.5 Develop new programs of study and revise existing programs through evolving workplace needs; advisory committee input; and changes in technology and implement course offerings to support new and revised programs of study	2.5 Make recommendations to the Curriculum Committee for new programs of study and revisions to existing programs; schedule courses to support the new and revised programs of study	2.5 Deans and Department Chairs/Program Managers
			2.6 Ensure that all course syllabi have the required content and provide consistent course information	2.6 Evaluate current practices related to syllabi structure and distribution and revise corresponding directive	2.6 Deans and Department Chairs/Program Managers
			2.7 Examine programs of study to determine feasibility of a capstone course to measure program outcomes and ensure appropriate measures exist for measuring program outcomes	2.7 Review program layout and identify program outcomes and measures	2.7 Deans and Department Chairs/Program Managers and Dean of Instruction
			2.8 Explore a required apprenticeship or internship in selected programs of study	2.8 Review program layout and identify program outcomes and measures	2.8 Deans and Department Chairs/Program Managers
			2.9 Collaborate with Continuing Education program managers to identify appropriate and timely training opportunities for integrated offerings	2.9 Implement any collaborative programs or initiatives between credit and continuing education and determine effectiveness of offerings	2.9 VP AA
2	3.	Provide a comprehensive	3.1 Integrate the plan of action	3.1 Review plan and identify connections to	3.1 Director of

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College Goal # Supported	Division Objective #	Division Objective	Implementation Tasks	Expected Outcomes	Person Responsible
		distance education program through an integrated virtual learning community	developed in 2008-2009 by the Distance Education Team within budgetary constraints	academic divisions, student services, and related support areas of the College	Learning Resources and Deans and Department Chairs/Program Managers
			3.2 Ensure integrity of online learning assessment	3.2. Identify the issues related to online learning assessment and prepare a solutions-based approach to ensuring instructional integrity.	3.2 Director of Learning Resources and Deans and Department Chairs/Program Managers
			3.3 Transition the electronic online learning delivery software system to Desire2Learn	3.3 Map a transition timeline with measures for evaluation and implementation for Fall 2009	3.3 Director of Learning Resources and Deans and Department Chairs/Program Managers
			3.4 Increase the number of support staff in the Learning Resources Department to provide expanded online services to students and expand professional development opportunities for faculty	3.4 Request a staff position in the Learning Resources Department	3.4 Director of Learning Resources
			3.5 Evaluate the accessibility, effectiveness, and quality of distance education courses and programs	3.5 Review evaluations of distance education courses, study enrollment patterns, compare effectiveness with face-to-face courses, and provide increased course offerings where appropriate while continuing to expand online programs of study	3.5 Director of Learning Resources and Deans and Department Chairs/Program Managers
			3.6 Market the availability and benefits of online learning opportunities	3.6 Provide information to promote the availability and benefits of online learning	3.6 Director of Learning Resources and Director of PR
			3.7 Provide support to students through integrated user support services	3.7 Communicate the availability of services through the User Support Center	3.7 Director of Learning Resources and User Support Services Personnel
7	4.	Support retention activities creating student success	4.1 Integrate the plan of action developed in 2008-2009 by the	4.1 Review plan and identify connections to academic divisions, student services, and related	4.1 Deans and Department

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		through program completion	Retention Team within budgetary constraints	support areas of the College	Chairs/Program Managers
			4.2 Increase the graduation and success rates by at least 3% annually for the next 3 years	4.2 Implement retention strategies to improve the College's graduation rate to at least 15% and the success rate in excess of 35% including the continuing of a comprehensive advisement and tracking system of advisees	4.2 Deans and Department Chairs/Program Managers
			4.3 Support the implementation of a face-to-face College Orientation program	4.3 Communicate suggested program content through the Retention Team	4.3 Deans and Department Chairs/Program Managers
			4.4 Support the implementation of a pilot program to offer tutoring services to students	4.4 Collaborate with the Student Affairs Division support staff to develop a plan for this service	4.4 VP AA and Deans and Department Chairs/Program Managers
			4.5 Develop additional methods and programs of intervention that will help support student retention and success such as a readmission success program	4.5 Maintain programs such as the Success in Biology, Success in Nursing, and develop programs for readmitted students who have experienced academic challenges	4.5 VP AA and Deans and Department Chairs/Program Managers
			4.6 Provide continued support for growth of programs in the Industrial and Engineering Technology Division through the scholarship initiative	4.6 Request scholarships for the 2009-2010 academic year and create a greater awareness of the career opportunities in these fields of study	4.6 VP AA and Dean of Industrial and Engineering Technology
7	5.	Provide a comprehensive dual enrollment program and supporting EEDA activities	5.1 Maintain dual enrollment program offerings in existing secondary schools	5.1 Determine effectiveness of programs and identify areas for continuous improvement	5.1 VP AA and Dual Enrollment Coordinator
			5.2 Increase dual enrollment program offerings in technical programs of study	5.2 Identify college programs of study that can be aligned with secondary programs of study and seek to establish and offer dual enrollment courses	5.2 VP AA and Dual Enrollment Coordinator
			5.3 Integrate all EEDA activities into a collaborative approach between related secondary and postsecondary activities	5.3 Identify areas of collaboration namely dual enrollment, career planning and awareness, and articulation and provide connecting activities between secondary and postsecondary programs	5.3 VP AA and Dual Enrollment Coordinator
			5.4 Sponsor summer institute programs	5.4 Identify selected programs to pilot the	5.4 VP AA and Dean

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			to generate interest in Industrial and Engineering Technology programs	initiative, plan the program of delivery, and promote to the public	of Industrial and Engineering Technology
3	6	Provide information resources and services to support the curriculum and information needs of the College in the academic environment	6.1 Maintain Library (physical facility), Library staff, and print and electronic resources	6.1 Ensure that students, including online students, faculty, and staff have access to exceptional information resources	6.1 Director of Learning Resources and Head Librarian
			6.2 Collaborate with faculty and staff to determine the selection of learning resources at all locations	6.2 Identify needs and select resources for all locations based upon budgetary restraints	6.2 Head Librarian
			6.3 Ensure the communication to all users regarding the services of the Library	6.3 Provide information through electronic delivery, printed materials and web information in a timely and accurate manner	6.3 Head Librarian
			6.4 Identify needs to Information Systems regarding student technology requirements and physical environment	6.4 Identify needs and communicate specific end user support requirements	6.4 VP AA and Academic Deans
3	7.	Provide faculty and staff with professional development activities	7.1 Assess faculty and staff professional development needs and develop an integrated program of offerings	7.1 Solicit requests for professional development and study the results of the previous year's evaluations	7.1 VP AA
			7.2 Expand the professional development offerings for methodology and pedagogy for faculty members and maintain the focus on technology in the learning environment	7.2 Identify priorities for offerings and schedule within the PDP calendar	7.2 VP AA and Director of Learning Resources
			7.3 Maintain the delivery of a comprehensive faculty orientation program for new faculty with ongoing opportunities for professional growth including a mentorship program	7.3 Provide new faculty access to an ongoing professional development orientation program with a mentorship component	7.3 VP AA
			7.4 Explore an alternative delivery for adjunct faculty training within budgetary restraints while still ensuring quality of content	7.4 Identify alternative delivery methods and determine effectiveness and cost	7.4 VP AA and Academic Deans
			7.5 Build a sense of community within the Academic Affairs Division	7.5 Identify ways the faculty and staff in the Academic Affairs Division can create a positive	7.5 VP AA and Academic Deans

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				work environment that support the collegiate nature of the institution	
7	8.	Provide support for all related Student Affairs initiatives and services creating student success	8.1 Work collaboratively with Student Affairs and Enrollment Team to support enrollment growth	8.1 Identify methods and techniques for faculty and staff to promote program vitality and support enrollment initiatives	8.1 Academic Deans and Department Chairs and Program Managers
			8.2 Support the initiatives and activities of the Academic Advisement Center to facilitate sound academic advising	8.2 Identify barriers to enrollment growth and program completion associated with advisement issues and make necessary changes	8.2 Academic Deans and Department Chairs and Program Managers
			8.3 Provide input into the development of the tutoring initiatives sponsored by Student Affairs	8.3 Respond to requests for support and identify methods of integration into the Academic Affairs programs	8.3 VP AA and VP SS
			8.4 Contribute to a strong working relationship between Student Affairs and Academic Affairs	8.4 Integrate people and resources to better serve the students through shared communication and focus on mutual goals	8.4 VP AA and VP SS
1	9.	Maintain strong viable internal and external partnerships to accomplish the mission of the College	9.1 Maintain the College's relationships with the secondary schools through dual enrollment, EEDA, and articulation	9.1 Establish methods that will support growth of dual enrollment, EEDA activities, and articulation	9.1 EEDA Coordinator and Dean of Instruction
			9.2 Ensure required connectivity with the Perkins grant and EEDA and all areas of Academic Affairs	9.2 Identify programs of study for Perkins compliance and identify expenditure areas for Perkins funds in Academic Affairs	9.2 VP AA and Director of Learning Resources
			9.3 Collaborate with WIA and Quick Skills program personnel to deliver instruction for short-term training in Continuing Education and credit programs	9.3 Identify programs appropriate for these initiatives and respond to the request for training through comprehensive enrollment and training activities	9.3 VP AA and Dean of Industrial and Engineering Technology
			9.4 Pursue the Title III funding for the Distance Education plan implementation	9.4 Work with the College's grant writer and submit proposal by designated deadline	9.4 Director of Learning Resources, VP AA, VP Business Affairs
			9.5 Implement Year 5 of the QEP to support the project goals	9.5 Identify tasks for Year 5 and assign to appropriate persons and begin compilation of data for report	9.5 Director of Learning Resources Academic Deans, and IE Coordinator

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			9.6 Maintain all program accreditation standards throughout the Academic Affairs Division	9.6 Review program standards and ensure compliance within each program of study	9.6 Academic Deans
			9.7 Explore the expansion of four-year articulation programs such as the USC Bridge program	9.7 Identify potential four-year institutions with which CCTC can facilitate articulation and monitor the effectiveness of the USC Bridge program and report on numbers of participants and transition to USC	9.7 VP AA and VP SS
			9.8 Work collaboratively with the local economic development personnel to support the service area in jobs creation and industry recruitment	9.8 Respond when requested to participate in industry recruitment and model programs after industry requirements	9.8 VP AA and Academic Deans
4	10.	Support effective communication, organizational structure, budgetary, and data management	10.1 Communicate accurate and timely information regarding Academic Affairs initiatives	10.1 Schedule periodic meetings and invite greater participation in internal programs and initiatives for increased communication	10.1 VP AA
			10.2 Foster positive internal and external customer service	10.2 Identify areas for improvement in customer service and establish practices to improve	10.2 Academic Affairs personnel
			10.3 Hire faculty and staff to reflect a diverse ethnicity and plan for academic structure within a changing employee structure	10.3 Advertise and fill faculty and staff positions with qualified and diverse persons when available; and develop a viable plan for the succession of employees in the Academic Affairs Division	10.3 VP AA; Academic Deans; and Department Chairs/Program Managers
			10.4 Communicate the organizational structure and roles of employees to faculty and staff and review all positions to ensure relevance	10.4 Conduct review of positions and descriptions for faculty and staff for effectiveness	10.4 VP AA
			10.5 Practice sound budgetary practices of allocated resources	10.5 Participate in annual budgetary review process and plan for upcoming year's budget; submit annual equipment requests; and encourage usage of all external funding sources	10.5 VP AA and Academic Deans
			10.6 Utilize data to make sound decisions regarding curriculum and management or related resources	10.6 Identify data necessary for decision making, make requests, and review for continuous improvement	10.6 VP AA, Academic Deans, IE Coordinator
			10.7 Revise existing Academic Affairs directives to reflect current practices	10.7 Identify priority system to review the directives; review on a scheduled basis, and make revisions for publication after approval	10.7 VP AA and Academic Deans

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3, 7	1	Provide quality student support services through effective planning, use of results, and surveys	1.1 Develop annual plan of action for Student Affairs; review with staff; distribute to other divisions according to the annual planning timeline; and assess progress periodically	1.1 Participate in annual Planning Forum; solicit input on plan of action; draft plan and review with staff; submit to other divisions.	1.1 VP for SA
			1.2 Ensure Student Affairs departments have integrated plans of action reflecting college objectives and goals	1.2 Prepare departmental plans of actions	1.2 Directors
			1.3 Review results of College surveys to improve student services	1.3 Implement improvements by using results from College surveys	1.3 Directors
			1.4 Complete EPMS process	1.4 Use EPMS process to plan for individual employee plans of work and submit documents to Personnel Office	1.4 VP for SA; Directors
1	2	Increase enrollment and awareness of the College through comprehensive recruitment strategies and partnerships	2.1 Develop an effective and comprehensive recruitment plan which includes secondary schools, area churches, Hope Centers, community agencies, and local businesses	2.1 Coordinate recruitment activities at area schools, adult education centers, career centers, community centers, and local businesses; increase enrollment by 6-7% for Fall 2009.	2.1 VP for SA; Director of Admissions and Records; Recruiters
			2.2 Increase awareness of CCTC programs of study at high schools in four-county area	2.2 Increase number of CCTC recruiting presentations in high school classrooms and cafeterias	2.2 Director, Admissions and Records; Recruiters
			2.3 Strengthen the College's relationships with secondary schools, adult education centers, and career centers	2.3 Establish methods that will support a cooperative environment and increased enrollment	2.3 Recruiters; Directors
			2.4 Promote three Open House events annually	2.4 Coordinate Open House events with Student Services staff	2.4 Recruiters; Directors; Student Services Staff
			2.5 Expand use of Banner recruit module to increase data on potential students	2.5 Run recruit reports in ARGOS and assess data to identify strengths and weaknesses in recruitment efforts	2.5 VP for SA
			2.6 Market dual enrollment program offerings in existing secondary schools	2.6 Communicate to secondary counselors, prospective students, and their parents the	2.6 Recruiters

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				benefits of the dual enrollment program	
			2.7 Promote articulation program to guidance counselors and potential students	2.7 Discuss the articulation program with guidance counselors and students to increase awareness	2.7 Recruiters; Admissions Counselors
			2.8 Market availability of admissions online application	2.8 Promote online application during visits at local High Schools, Adult Ed. Centers, and community agencies	2.8 Recruiters; Director, Admissions and Records
			2.9 Promote availability of financial aid and importance of applying for financial aid early	2.9 Incorporate financial aid information in recruiting presentations and distribute financial aid literature; provide workshops to current students; attend Financial Aid nights at local high schools	2.9 Directors; Recruiters
			2.10 Work closely with PR Director on marketing materials and recruitment activities	2.10 Schedule meetings with PR director as needed	2.10 Recruiters; Directors; PR Director
			2.11 Market disability services to high school students and adult education students	2.11 Conduct small focus group workshops for high school ADA students and ADA adult education students	2.11 ADA Coordinator; Director, Admissions and Records
			2.12 Conduct Financial Aid Night presentations in all area high schools	2.12 Increase number of presentations and public contacts with prospective students and parents, and increase awareness of CCTC as an option for post-secondary education	2.12 Director, Financial Aid
			2.13 Offer financial aid workshops on campus for general public	2.13 Increase public awareness of CCTC services and show CCTC as a cost effective option for higher education. Use evaluation forms feedback to plan and present additional workshops and alternate times to increase attendance	2.13 Director, Financial Aid
			2.14 Determine feasibility of hosting Sumter County's College Goal Sunday event in conjunction with national event; request change of location to CCTC	2.14 Plan, promote and present College Goal Sunday in conjunction with USC-Sumter and Morris College to promote timely FAFSA filing and increase public awareness of CCTC services and show CCTC as a cost-effective option for higher education	2.14 Director, Financial Aid

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			2.15 Generate reports of students who have completed the FAFSA, but have not applied or been admitted to the college	2.15 Utilize ARGOS reports to increase application and acceptance of students to the College	2.15 Director, Financial Aid; Administrative Coordinator
			2.16 Work closely with the IET Division to promote scholarships to eligible students	2.16 Increase enrollment in IET certificates, diplomas, and degrees	2.16 Directors, Financial Aid Counselor
			2.17 Collaborate with Business Office to implement Educational Fee Waivers for students needing additional financial assistance	2.17 Enable enrollment for eligible students who would not otherwise be able to attend CCTC	2.17 Director, Financial Aid; Director, Accounting
			2.18 Market availability of programs and services at outreach locations	2.18 Promote accessibility and availability through flyers, website, newspaper advertisements and outreach events	2.18 VP for SA; Outreach Staff; Recruiters
2	3	Promote distance education program to increase accessibility and enrollment	3.1 Market the availability and benefits of online learning opportunities	3.1 Provide information to prospective students to promote the availability and benefits of online learning	3.1 Recruiters; Admissions Counselors
			3.2 Administer technology test to all students to ensure appropriate course placement	3.2 Determine appropriate technology placement for students	3.2 Testing Staff; Director, Admissions and Records
			3.3 Ensure integrity of online learning assessment	3.3 Identify the issues related to online learning assessment and prepare a solutions-based approach to ensuring instructional integrity	3.3 Director of Learning Resources; Deans and Department Chairs/Program Managers; Testing Staff
3	4	Provide relevant support services to enhance curricula in academic divisions	4.1 Continue to work collaboratively with Academic Affairs to provide quality academic advisement	4.1 Continue to advise new students and targeted student groups through the Advisement Center; identify barriers to enrollment growth and program completion associated with advisement issues and make necessary changes	4.1 Academic Advisement Specialists, Academic Deans
			4.2 Maintain record of articulated secondary courses	4.2 Work collaboratively with the Academic Affairs and annually review report of articulated courses; promote this service to secondary students	4.2 Registrar; Dual Enrollment Coordinator; Department

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					Chairs/Program Managers
			4.3 Assist with the promotion of health sciences programs by providing comprehensive testing services	4.3 Increase availability of health sciences programs entrance exams; promote availability of Surgical Technology Certification Exam; expedite scoring of Residual ACT	4.3 Director, Admissions and Records; Testing Staff
			4.4 Increase student awareness of policies, procedures, and services	4.4 Provide presentations to College 103 classes in areas of academic policies, financial aid policies and procedures, and student services	4.4 Directors, Registrar
7	5	Support retention activities thereby creating student success through program completion	5.1 Implement a face-to-face College Orientation program and revise online orientation	5.1 Develop multiple sessions of orientation to be offered each semester to new students; collaborate with academic departments to develop content	5.1 Director, Admissions and Records; Student Activities Coordinator; Academic Deans
			5.2 Implement tutoring services for students within budgetary constraints	5.2 Investigate funding sources for tutoring services; collaborate with Academic Affairs to develop implementation plan	5.2 VP for SA; VP for AA; Retention Team
			5.3 Provide accurate and efficient advisement and registration services to students	5.3 Conduct annual advisement and registration training to staff; manage registration lab; monitor registration process through online Registration Critique	5.3 Directors; Academic Advisement Specialists; VP for SA
			5.4 Develop a comprehensive career services program to prepare students for success by providing educational and career development opportunities in collaboration with College divisions and community partners	5.4 Increase awareness of Career Services Center; expand availability of online resources and reference materials	5.4 Director, Admissions and Records; Career Services Coordinator
			5.5 Explore internship opportunities for students that provide program specific job training	5.5 Establish partnerships with local businesses and industries to establish internship opportunities for students	5.5 Director, Admissions and Records; Career Services Coordinator
			5.6 Expand employment opportunities for CCTC students and graduates	5.6 Host an on-campus annual job fair	5.6 Director, Admissions and Records; Career

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			5.7 Increase pass rate of students referred to Early Alert Program	5.7 Collaborate with other student support programs to provide additional services to Early Alert students (tutoring & workshops); identify appropriate intervention strategies	Services Counselor 5.7 Early Alert Coordinator; Director, Admissions and Records
			5.8 Increase faculty awareness of Early Alert Program benefits	5.8 Develop a WebCT training on Early Alert Program	5.8 Early Alert Coordinator; Director, Admissions and Records
			5.9 Improve academic monitoring of Special Populations Program participants	5.9 Maintain a complete database utilizing Access software to monitor students' progress in the Special Populations Program	5.9 Special Populations Program Coordinator; Director, Admissions and Records
			5.10 Increase awareness of disability services and available accommodations	5.10 Provide list of available classroom and testing accommodations on the College's website under ADA services for prospective and current students, and instructors	5.10 ADA Coordinator; Director, Admissions and Records
			5.11 Increase student involvement with student activities	5.11 Coordinate activities for students that provide a wide range of experiences including: service to the community, leadership training, and volunteer work experiences	5.11 Student Activities Coordinator; Director, Admissions and Records
			5.12 Develop a comprehensive plan for CCTC Clubs and organizations	5.12 Schedule monthly meetings with club advisors to increase student participation and ensure appropriate activities are developed	5.12 Student Activities Coordinator; Director, Admissions and Records
			5.13 Conduct regular meetings of financial aid management group for systematic review of policies, procedures, and processes affecting student enrollment and contact with various offices related to student financial aid	5.13 Improve customer service by anticipating deterrents to student success, and areas in which customer service can be improved; enhance communication with departments linked to financial aid	5.13 Director, Financial Aid; FA Liaison
			5.14 Implement Passport Program for	5.14 Plan and promote Passport Program to	5.14 Director,

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			students on financial aid probation to increase student awareness of responsibilities of receiving financial aid assistance and increase number of students in good standing	increase the number of students who return to SAP Good Status from probation and decrease the number who move to suspension status	Financial Aid; Student Services Staff
			5.15 Plan and promote workshops on topics relevant to student success	5.15 Provide students with knowledge and strategies for tackling financial, academic and personal issues to facilitate well-being and academic success	5.15 Directors
			5.16 Provide financial aid services at outreach locations	5.16 Schedule and maintain comparable financial aid services at all outreach locations to improve accessibility for students	5.16 Director, Financial Aid; Financial Aid Liaison
			5.17 Implement Post 9/11 Veterans Educational Assistance Act of 2008	5.17 Review literature and make adjustments to Veteran's Administration policies and procedures; offer additional funding option to veterans	5.17 Director, Financial Aid; VA Counselor
			5.18 Secure additional grant funding for TRiO Student Support Services	5.18 Ensure adequate funding is obtained to continue the TRIO-SSS program in an effort to provide additional support for students such as mentoring, tutoring, and cultural awareness	5.18 VP for SA; TRiO Director
3	6.	Provide staff with professional development activities	6.1 Assess staff professional development needs	6.1 Solicit requests for professional development being mindful of budgetary constraints	6.1 VP for SA
			6.2 Support faculty orientation programs by providing information for Student Affairs	6.2 Provide information on available student support services to new and adjunct faculty through orientation programs	6.2 VP for SA; Directors
3, 7	7.	Provide support for all related Academic Affairs initiatives and services creating student success	7.1 Work collaboratively with Academic Affairs to enhance student success and retention	7.1 Implement initiatives of the Virtual Learning Community and the Retention Team to promote program vitality and support retention initiatives	7.1 VP of SA; Directors
			7.2 Support EEDA activities for secondary schools	7.2 Provide assistance in areas of career planning and awareness and articulation	7.2 Directors; Career Services Coordinator
			7.3 Continue to review the impact of the College Studies Certificate on retention, enrollment, and student	7.3 Review data on enrollment, attrition, graduation, and student success	7.3 VP AA, Dean of Business and General Education,

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College Goal # Supported	Division Objective #	Division Objective	Implementation Tasks	Expected Outcomes	Person Responsible
			success		VP SA, and IE Coordinator
			7.4 Contribute to a strong working relationship between Student Affairs and Academic Affairs	7.4 Integrate people and resources to better serve the students through shared communication and focus on mutual goals	7.4 VP for SA and VP for AA
			7.5 Attend advisory committee meetings and provide feedback to admissions staff regarding employer needs	7.5 Attend meetings and provide feedback to admissions staff; use input to determine appropriate employment related workshops and career services	7.5 Director of Admissions and Records; Admissions Counselors
			7.6 Explore the expansion of four-year articulation programs such as the USC Bridge program	7.6 Identify potential four-year institutions with which CCTC can facilitate articulation and monitor the effectiveness of the USC Bridge program and report on numbers of participants and transition to USC	7.6 VP AA and VP SS
4	8	Support effective communication, organizational structure, budgetary, and data management	8.1 Operate Call Center and automated call campaigns during times of heightened activity to improve customer service and communication with students, faculty, and staff	8.1 Provide more timely response to student, faculty, and staff phone requests in the critical time frame surrounding the beginning of each semester, and alleviate the increased burden of telephone calls and voice mails for staff members during peak times	8.1 Director, Financial Aid; FA Liaison
			8.2 Foster positive internal and external customer service	8.2 Identify areas for improvement in customer service and establish practices to improve	8.2 Student Affairs personnel
			8.3 Hire staff to reflect a diverse ethnicity	8.3 Advertise and fill staff positions with qualified and diverse persons when available	8.3 VP for SA
			8.4 Communicate the organizational structure and roles of employees to staff and review all positions to ensure relevance	8.4 Conduct review of position descriptions to ensure accurate reflection of job duties and responsibilities	8.4 VP for SA
			8.5 Practice sound budgetary practices of allocated resources	8.5 Participate in annual budgetary review process and plan for upcoming year's budget; submit annual equipment requests; and encourage usage of all external funding sources	8.5 VP for SA
			8.6 Revise existing Student Affairs directives to reflect current practices	8.6 Identify priority system to review the directives; review on a scheduled basis, and make revisions for publication after approval	8.6 VP for SA
			8.7 Review existing Student Affairs	8.7 Evaluate organization and effectiveness of	8.7 VP for SA;

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			web pages to ensure communication of accurate information	website and make adjustments as needed	Directors
			8.8 Communicate electronically with students when feasible in light of budget constraints	8.8 Utilize technology to communicate with students in a cost-effective and efficient manner regarding academic and financial status	8.8 Directors
			8.9 Collaborate with IT staff to implement Banner XTender scanning software	8.9 Provide efficient and accurate recordkeeping of student forms, documentation, etc, while cutting expenses for supplies, duplicating, and maintaining individual files	8.9 VP for SA; Directors
			8.10 Implement changes required by HEOA 2008 (Reauthorization)	8.10 Review reauthorization documentation and adjust policies, procedures, and publications as mandated	8.10 Director, Financial Aid
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College Goal # Supported	Division Objective #	Division Objective	Implementation Tasks	Expected Outcomes	Person Responsible
4	1	Provide accurate and timely data, information, and reporting to the College community and stakeholders	1.1 Review and revise College policies and procedures related to Business Affairs	1.1.1 Business Affairs related directives and manuals are current and compliant with federal, state, and local laws and regulations	VP BA; BA Directors
			1.2 Develop and distribute reports to assist managers and other employees to perform their job duties and make informed decisions	1.2.1 Standard reports are produced automatically on a predetermined schedule 1.2.2 Employees and College leadership have accurate and current reports when needed	VP BA; BA Directors; all BA staff
			1.3 Complete accurate internal and external reports and submit on a timely basis	1.3.1 Audit reports are accurate and contain no major findings 1.3.2 Accurate reports and forms are submitted prior to deadlines	VP BA; BA Directors; all BA staff
			1.4 Maintain public website and myCCTC with current information for students and employees	1.4.1 Employees and students are able to use website and myCCTC as a source for current and accurate information and forms	VP BA; BA Directors
4	2	Attract and retain appropriately credentialed and talented faculty and staff to support a multi-cultural campus environment inclusive of the diversity reflected in the College's service region	2.1 Manage the College's employment and employee recruiting process	2.1.1 Recruiting and employment files are organized and current, allowing for immediate response to questions or reporting needs 2.1.2 Hiring managers have and use electronic access to applications for all open positions and encourage applicants to use NEOGOV	Personnel office
			2.2 Process classification and compensation actions as requested	2.2.1 State delegation audit results in no major problems or findings 2.2.2 College pay plan made more competitive as budget allows in order to increase productivity and retain excellent employees	Personnel; ELT
			2.3 Provide professional	2.3.1 Employees receive required and	Personnel; BA

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College Goal # Supported	Division Objective #	Division Objective	Implementation Tasks	Expected Outcomes	Person Responsible
			development and training opportunities for new and current employees	<p>relevant training in the areas of new employee orientation, budget, Banner, safety and security, personnel, etc.</p> <p>2.3.2 Employees are familiar with pertinent policies and procedures, and are able to perform job duties with knowledge of resources available to them</p> <p>2.3.3 Business Affairs will sponsor one informational training session aimed at helping employees become familiar with the services of the Division</p>	Directors; VP BA
			2.4 Develop a succession plan for key College positions	<p>2.4.1 The College has a plan for filling vacancies in critical positions and areas</p> <p>2.4.2 Existing employees are retained and prepared for promotional opportunities</p>	ELT; Director of Personnel
			2.5 Prepare annual EEO report to SCHAC	<p>2.5.1 Data for EEO reports readily available</p> <p>2.5.2 EEO reports submitted on a timely basis</p> <p>2.5.3 EEO reports are reviewed and explained to College leadership in order to make annual improvements</p>	Personnel; all hiring managers
			2.6 Analyze results of all student and employee satisfaction surveys	<p>2.6.1 When feasible, improvements to processes and services will be made when surveys indicate discontent</p> <p>2.6.2 Provide flexibility in work schedules that meet College and employee needs</p>	VP BA; BA Directors; all BA staff ELT
4	3	Allocate, monitor, and manage College budget and other resources effectively and efficiently and in accordance with all federal, state, and local	3.1 Prepare and distribute/ review and analyze monthly or periodic financial reports; monitor online reports as necessary	<p>3.1.1 College employees understand how to monitor their budgets, and make transfers and revisions as necessary</p> <p>3.1.2 College operates within approved budget</p>	VP BA; Accounting

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		laws, rules, and regulations		3.1.3 Available resources are allocated to support the College's mission and Annual Plan of Action	
			3.2 Monitor energy usage and utilize electronic energy management system to schedule HVAC and lower energy costs	3.2.1 College complies with new law and SC Energy office requirements to submit an energy plan and reduce energy consumption 3.2.2 College will apply for and receive energy grant of \$100,206 from federal stimulus funds to upgrade lighting to more energy efficient fixtures and bulbs	VP BA; Director of Physical Plant; Energy Team
			3.3 Continue to analyze all business processes to identify areas to reduce costs and increase efficiency	3.3.1 Procurement process will continue to be improved by increasing credit card usage and decentralization of small purchases 3.3.1 External and procurement audits will result in no major findings related to procurement or internal controls; the College will adhere to all federal and state regulations 3.3.2 Work with other Technical Colleges and System Office to respond to and implement legislation requiring consolidation of services 3.3.3 Identify and implement other cost savings as feasible	VP BA; Director of Financial Services
			3.4 Review the College's surplus equipment on a regular basis for reallocation or turn-in	3.4.1 Obsolete fixed assets turned in as soon as possible 3.4.2 Useable furniture & equipment reallocated where needed when turned in by a department	Inventory manager; all employees
			3.5 The College will employ a grant writer on a contractual basis	3.5.1 Grants will be identified and applied for to provide additional funding for services and programs	VP BA; ELT; other College employees

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College Goal # Supported	Division Objective #	Division Objective	Implementation Tasks	Expected Outcomes	Person Responsible
4, 5, 8	4	Provide and maintain College facilities (buildings & grounds) that are safe, sufficient, attractive, and efficiently operated	4.1 Implement and maintain a planned maintenance program that provides for upkeep of facilities and equipment, including vehicles	4.1.1 College facilities and equipment (including vehicles) will be maintained adequately, and deferred maintenance will not increase 4.1.2 Work order and maintenance requests will be completed in a timely manner	Director of Physical Plant; maintenance staff
			4.2 Maintain facilities and grounds at a high level of cleanliness and attractiveness	4.2.1 Conduct weekly and monthly inspections—make corrections as needed 4.2.2 Survey of Programs and Services report will indicate that at least 90% of respondents rate the physical facilities as “good” or “excellent” 4.2.3 Improve landscaping as resources allow	Director of Physical Plant; maintenance staff
			4.3 Provide project management, coordination, and support for all College capital and renovation projects	4.3.1 Progress will be monitored and reviewed on a weekly basis 4.3.2 Projects will stay on schedule and within budget 4.3.3 Health Sciences renovation project will be started and completed on schedule 4.3.4 Furniture & equipment for Kershaw project will be coordinated and ordered when needed 4.3.5 Facilities master plan will be implemented as resources allow	VP BA; Director of Physical Plant
			4.4 Work with Safety Team and College Leadership Team to improve safety and security procedures and communications during emergencies	4.4.1 Complete update of Emergency Operations Procedures manual 4.4.2 Improve on documentation of safety and security procedures 4.4.3 Provide college-wide training on safety and security procedures	VP BA; Director of Safety/ Security
4, 7	5	Provide high quality auxiliary and internal services that are competitively priced and enhance the educational programs and services of the	5.1 Provide high quality, timely print shop and mail room services at the lowest possible cost	5.1.1 Print shop and mail room services are efficient and provided at a lower cost than outsourcing	Director of Auxiliary services; print shop/mail room employees

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College Goal # Supported	Division Objective #	Division Objective	Implementation Tasks	Expected Outcomes	Person Responsible
		College			
			5.2 Maintain a high level of customer service to all students, faculty, and staff	5.2.1 Student and employee satisfaction rates will increase 5.2.2 Food service will be provided by external vendors on main campus 5.2.3 Increase use of the textbook reservation system	Director of Auxiliary Services; bookstore staff
			5.3 Continue to look for ways to reduce the cost of required materials for students	5.3.1 Increase the use of used books—made possible by ordering as early as possible	Director of Auxiliary Services; bookstore staff
2, 7	6	Provide academic and administrative systems and infrastructures that are responsive to the operation and management needs of the College and delivered in a timely and effective manner	6.1 Maintain administrative and academic systems at the current level (Banner, Oracle, Luminis)	6.1.1 Banner system will be current with upgrades and patches released by vendor 6.1.2 Luminis 4 will be implemented by fall 09 6.1.3 Desire 2 Learn will be implemented and integrated with Luminis 4 6.1.4 Banner channels will be implemented by fall 09 6.1.5 Document imaging system implementation will be completed	Information and Learning Technologies (ILT); personnel; accounting; student services; academics
			6.2 Expand use of administrative systems in order to improve efficiency and productivity	6.2.1 Implement decentralized web leave system and web time entry 6.2.2 Increase use of Banner workflow processes	ILT; personnel; accounting
			6.3 Work with other Sungard Colleges and Sungard to collaborate and reduce costs in the process of moving to Banner 8	6.3.1 Two or more Colleges will share systems and/or move to a vendor hosted solution 6.3.2 Overall costs for managing and maintaining CCTC's administrative systems will decrease within three years	Director of ILT; VP BA; ELT
			6.4 Provide a reliable and responsive network and hardware infrastructure such that users	6.4.1 Maintain and replace equipment on a recurring schedule as resources allow 6.4.2 Monitor and manage the backup and	ILT

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College Goal # Supported	Division Objective #	Division Objective	Implementation Tasks	Expected Outcomes	Person Responsible
			are unhampered by bandwidth, application, or location	recovery system for major systems, programs, and data 6.4.3 Work with service providers to identify and provide the most cost efficient and responsive network system	
2, 4, 5, 6, 7	7	Create a support system that trains and assists users in effective use of technology, and provides comprehensive, responsive, and efficient and effective assistance to meet the changing requirements of users	7.1 Continue to improve and expand use of User Support Services (USS)	7.1.1 All requests for support will go through USS and be resolved as quickly as possible 7.1.2 The status of requests will be communicated to users in a timely manner	ILT, USS
			7.2 Provide technology training to employees and students as needed	7.2.1 Design, develop and implement an IT orientation program for new faculty and staff 7.2.2 Provide training when new systems are installed and/or implemented	ILT
4, 7	8	Provide services and support to all other departments of the College and students in the areas of accounting, procurement, personnel, physical plant, auxiliary and internal services (print shop, mail service, shipping/receiving), safety and security, inventory management, and information and learning technologies	8.1 Focus on improving customer service to all internal and external customers	8.1.1 A customer service component will be included on all EPMS documents 8.1.2 Employees will participate in professional development training centered on customer service when offered 8.1.3 Processes will continue to be analyzed for opportunities to streamline and automate	All BA employees
			8.2 Accounting services will be provided efficiently and effectively	8.2.1 Accounts payable services will be streamlined and automated as much as possible, including providing ACH payments to vendors 8.2.2 Accounts receivable processes will be streamlined and automated as much as	Accounting staff

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				<p>possible, including providing online payment options and automatic drafting of accounts for students on payment plans</p> <p>8.2.3 Accounting department staff will provide assistance to College faculty and staff as requested</p>	
			8.3 Procurement services will be provided efficiently and effectively	<p>8.3.1 Processes will be reviewed on an ongoing basis to ensure efficiency</p> <p>8.3.2 Procurement will be decentralized as allowed by state regulations and required internal controls</p> <p>8.3.3 Use of credit cards will be expanded with appropriate authorizations</p>	Accounting staff
			8.4 Personnel services will be provided efficiently and effectively	<p>8.4.1 Personnel department staff will advise employees on HR issues and manage employee relations issues</p> <p>8.4.2 Payroll will be processed timely and accurately</p> <p>8.4.3 Employee recruitment will be processed and managed</p> <p>8.4.4 EPMS/FPMS, compensation and classification, and other personnel processes will be coordinated and managed</p>	Personnel staff
			8.5 Physical plant services will be provided	8.5.1 See divisional objective #4	Physical Plant staff
			8.6 Auxiliary and internal Services will be provided	8.6.1 See divisional objective #5	Auxiliary & internal svc staff
			8.7 Safety and Security Services will be provided	8.7.1 The College will be a safe and secure campus for faculty, staff, students, and visitors	Safety and Security staff and team
			8.8 Inventory management services will be provided	8.8.1 College fixed assets will be secured, maintained, and accounted for	Property control manager
			8.9 Coordinate the College Record Retention/Disposal System	8.9.1 Obsolete records are purged annually following state requirements	Property control manager; VP BA;

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College Goal # Supported	Division Objective #	Division Objective	Implementation Tasks	Expected Outcomes	Person Responsible
				8.9.2 College uses secure and economical disposal methods	all department heads
			8.10 Information and Learning Technologies	8.10.1 See divisional objectives #6 & 7	ILT
4, 8	9	Facilitate effective planning, evaluation, and use of results for quality support services for continuous improvement	9.1 Develop Annual Plan of Action for Business Affairs	9.1.1 Publish annual divisional plan of action 9.1.2 Publish annual departmental plans of action that reflect and support the divisional POA 9.1.3 Review results from College surveys to improve services 9.1.4 Assess progress of POA objectives and compile annual report of accomplishments and use of results	BA department heads; all BA employees
			9.2 Complete EPMS process	9.2.1 EPMS documents prepared annually for all staff—tied to annual plans of action	BA supervisors; all BA employees
			9.3 Implement College Facilities Master Plan	9.3.1 College capital plan and budget reflects priorities of facilities master plan as resources allow	VP BA; Director of Physical Plant; ELT
			9.4 Update and monitor Information Security Plan	9.4.1 College complies with Information Security Plan requirements and systems are secure	Director of ILT; Information Security Plan team; all employees
			9.5 Update and monitor identity theft program	9.5.1 College complies with “red flag rule” requirements and prevents identity theft	Director of Financial Services; all employees

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PLANNING & INSTITUTIONAL EFFECTIVENESS
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College Goal # Supported	Division Objective #	Division Objective	Implementation Tasks	Expected Outcomes	Person Responsible
	1.0	Compile, document, and report data to substantiate comprehensive institutional accountability and the effectiveness of the College in achieving its mission	1.1 Collect and verify data continuously to document institutional effectiveness and performance indicators 1.2 Collect and verify all data in accordance with ACT 629 and other legislative mandates 1.3 Prepare, verify, and submit institutional reports to the National Center for Education Statistics (NCES), IPEDS, Commission on Colleges of the Southern Association of Colleges and Schools (CoC), South Carolina Commission on Higher Education (CHE), South Carolina Institutional Research network, State Board for Technical and Comprehensive Education (SBTCE), and other federal, state, and national agencies 1.4 Prepare and submit to SBTCE the annual Program Evaluation Report reflecting job placement data for recent CCTC graduates 1.5 Produce and submit the Institutional Effectiveness Report to CHE. 1.6 Produce and submit the Accountability (Baldrige) Report to CHE. 1.7 Compile data and prepare the College Annual Effectiveness Report documenting the results of annual planning activities	<ul style="list-style-type: none"> • Comprehensive and accurate institutional effectiveness and accountability reporting accomplished • Institutional reporting accomplished in accordance with Act 629 and other legislative mandates • Timely and accurate institutional program evaluation reports submitted to NCES, CoC, CHE, South Carolina Institutional Research network, SBTCE, and other federal, state, and national agencies • College Annual Effectiveness Report and Accountability Report published on College website as evidence of continuous institutional improvement 	Director of Planning and Institutional Effectiveness

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College Goal # Supported	Division Objective #	Division Objective	Implementation Tasks	Expected Outcomes	Person Responsible
2,7,8	2.0	Facilitate College annual planning and effectiveness activities	2.1 Coordinate College annual planning process 2.2 Develop and submit the College Annual Plan of Action (POA) and report outcomes in College annual effectiveness report according to all planning and evaluation processes on annual timeline 2.3 Complete EPMS planning documents according to established institutional procedures	<ul style="list-style-type: none"> • Timely preparation and dissemination of College annual planning and evaluation documents in accordance with established procedures • Annual College Plan of Action published on College website • Timely submission of EPMS planning documents to Personnel Office 	Director of Planning and Institutional Effectiveness
1,2,3,7,8	3.0	Provide research and data analysis to support the mission of the College	3.1 Prepare and disseminate college-wide assessment instruments to determine student ratings of instructors and courses, as well as surveys to determine student and alumni satisfaction with the quality of College programs and services 3.2 Compile responses and verify data resulting from the evaluation of instructors and courses, as well as student and alumni satisfaction with the quality of College programs and services 3.3 Prepare and disseminate reports related to results of the evaluation of instructors and courses, as well as student and alumni satisfaction with the quality of College programs and services 3.4 Participate in state-level institutional effectiveness peer	<ul style="list-style-type: none"> • Effective and efficient preparation, dissemination, collection, compilation, and analysis of comprehensive internal and external surveys of College programs and services, as well as student evaluation of instructors and courses • Useful and timely results of surveys and summary reports distributed to appropriate College units • Support of major effectiveness initiatives and facilitation of classroom-based research as requested • Official files database created and accessible to all PIE personnel to allow for timelier data responses • Analysis of summer online pilot program of student evaluation of instruction, and 	Director of Planning and Institutional Effectiveness Administrative Assistant, Planning and Institutional Effectiveness

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College Goal # Supported	Division Objective #	Division Objective	Implementation Tasks	Expected Outcomes	Person Responsible
			<p>group endeavors</p> <p>3.5 Compete the institutional electronic <i>Fact Book</i> and <i>Quick Facts</i></p> <p>3.6 Create/maintain database of 2003 to current official data for trend reporting</p> <p>3.7 Analyze the feasibility of using online surveys and investigate software options</p>	<p>analysis of feasibility of acquiring new survey software</p>	
1,2,3,5,6,7,8	4.0	Monitor institutional compliance with the Commission on Colleges (CoC) core requirements and standards in the <i>Principles Of Accreditation: Foundation for Quality Enhancement</i>	<p>4.1 Maintain and preserve regional accreditation files and documentation for the College</p> <p>4.2 Conduct appropriate accreditation liaison activities, including regular review of the principles, standards, policies, procedures, and guidelines</p> <p>4.3 Provide electronic documentation on website according to SACS guidelines</p> <p>4.4 Maintain communication with CoC staff and relay pertinent information to the President</p>	<ul style="list-style-type: none"> • Consistent monitoring of CoC requirements, standards, and mandates • Timely and accurate institutional profiles, reports, and documentation submitted to the CoC • Effective communication with CoC staff member • Institutional compliance with the CoC <i>Principles of Accreditation</i> 	Director of Planning and Institutional Effectiveness
2,4,5,6,7,8	5.0	Manage assigned resources effectively to achieve the institution's Strategic Directions	<p>5.1 Provide sound budgetary practices for allocated resources</p> <p>5.2 Continue to assess the viability of providing on-line evaluation and survey instruments to students to maximize effectiveness in achieving the College's QEP goals</p> <p>5.3 Develop equipment requests for web-based survey instruments and technology needs.</p>	<ul style="list-style-type: none"> • Prudent requests for technology resources to support the QEP made to the ELT and the Instructional Computing Team 	Director of Planning and Institutional Effectiveness

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College Goal # Supported	Division Objective #	Division Objective	Implementation Tasks	Expected Outcomes	Person Responsible
			5.4 Participate in annual budget planning workshop		
1,2,3,4,5,6,7,8	6.0	Provide information and services in support of the College's Quality Enhancement Plan (QEP) as requested, and prepare for the QEP Impact Report	6.1 Serve on the QEP Leadership Committee in an ex officio capacity. 6.2 Respond to requests for information or services in developing and implementing the QEP 6.3 Document information for the Impact Report due	<ul style="list-style-type: none"> • Timely and accurate response to requests for QEP information and services • Documentation of trend information for the QEP's Impact Report 	Director of Planning and Institutional Effectiveness Administrative Assistant, Planning and Institutional Effectiveness
2,3,4,5,6,7,8	7.0	Streamline data processes	7.1 IE becomes the clearinghouse for in-house surveys 7.2 Research and revise in-house surveys with faculty/staff committees to ensure their integrity and usefulness 7.3 Modify SAS programs for data reporting 7.4 Work with other faculty/staff to ensure data needs are met in an efficient manner 7.5 Revise in-house Program Evaluation process in conjunction with VP of Student Affairs and acquire E-Track data on all graduates		Director of Planning and Institutional Effectiveness Administrative Assistant, Planning and Institutional Effectiveness

CENTRAL CAROLINA TECHNICAL COLLEGE

2009

ANNUAL PLANNING AND EVALUATION TIMELINE

PLANNING

January, 2009	ELT Reviews 2008-09 College Goals, and Prior Annual Effectiveness Reports
February 1 - 13	ELT Develops College Annual Goals for AY 2009-10
February 16 - 20	College Reviews 2009-10 Annual Goals Draft and Offers Input
February 23	ELT Finalizes 2009-10 Annual Goals
February 25 – March 9	Academic Affairs Develops 2009-10 Academic Affairs Plan of Action
March 10	Vice President for Academic Affairs Distributes the 2009-10 Academic Affairs Division Plan of Action to ELT
March 24	All Major College Divisions Submit 2009-10 Annual Plans of Action to Director of Planning and Institutional Effectiveness
March 31	Major Divisions Submit FY 2010 Budget Requests to Vice President for Business Affairs
May 7	ELT Finalizes 2009-10 College Plan of Action (POA) and FY 2010 Budget
May 21	Area Commission Reviews 2009-10 College Plan of Action and Approves FY 2010 Budget
May 29	2009-10 College Annual Plan of Action Placed on College Website
June	Vice President for Business Affairs Conducts College-wide Budget Meeting to Review FY 2010 Budget Information

EVALUATION

August 31	Major Divisions Complete and Submit 2008-09 Annual Effectiveness Reports to Office of Planning and Institutional Effectiveness
September 14	ELT Reviews Major Division Annual Effectiveness Reports
October 2	Draft of College 2008-09 Annual Effectiveness Report Reviewed by ELT
October 16	College 2008-09 Annual Effectiveness Report published on College Website
November	Executive Leadership Team (ELT) Reviews Progress toward 2009-10 Plans of Action