



Central Carolina  
Technical College

2015-2020  
*Strategic Plan*

**EXCELLENCE**  
**INTEGRITY**  
**INNOVATION**

# Mission Statement



Central Carolina Technical College is a comprehensive, public, two-year institution of higher education 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, student support services, and resources provide citizens, businesses, industries, and communities with quality, affordable, accessible, customer-responsive post-secondary education through life-long learning and specialized training opportunities. These are designed to develop the foundation for personal growth, economic development, and an improved quality of life through multiple learning environments including traditional and electronic instructional methods.

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 serves students through traditional and non-traditional formats in multiple learning environments including online, electronic, and distance learning.

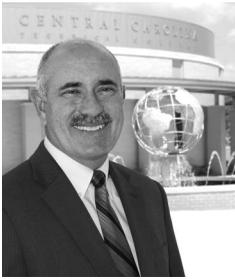
## Statement of Role and Scope



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 postsecondary education while maintaining an open door admissions policy. Students will have the opportunity to succeed regardless of educational preparation through developmental programs and services, and to pursue vocational and personal growth needs in an environment that embraces rapidly changing technologies.
- > EMPLOYERS:** The College is dedicated to providing employers with skilled, work-ready employees and to serve as an avenue for ongoing specialized training with access to the latest technologies and educational services so existing and new employers will find the area attractive for their workforce.
- > COMMUNITY:** The College seeks to serve the community by offering access to education wherever, whenever, and however necessary to meet community and individual needs for affordable education opportunities that lead 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 increase resources and expand education programs while minimizing duplication by developing collaborative partnerships with other institutions.

# Message from the President



Dear Friends of Central Carolina:

It is my pleasure to share the 2015-2020 CCTC Strategic Plan with you. As a member of our community, you are a partner in the College's quest for the fulfillment of its values of Excellence, Integrity, and Innovation. This 2015-2020 CCTC Strategic Plan was developed in collaboration with over 100 community and institutional partners to plan a path forward for Central Carolina for the next five years. While this plan is broad in scope, there are specific focus areas that include: Educating Students; Faculty and Staff; Partnerships; Workforce Development/Continuing Education; and Resources. Through this comprehensive approach, we are able to position the institution to meet the challenges of fulfilling our mission.

In developing the 2015-2020 CCTC Strategic Plan, the College took the opportunity to recognize its accomplishments of the previous strategic plan and celebrate the many contributions of our faculty and staff in the higher education community. The major accomplishments of the 2010-2015 Strategic Plan include:

- > Implementation of new programs of study
- > Implementation of scholarship programs for Industrial and Engineering Technology programs, Patriot Scholarships, and a Scholars Program for high school students
- > Establishment of an Alumni Partnership
- > Achievement of academic program accreditation in all divisions
- > Establishment of transfer and bridge programs with four-year institutions
- > Increased offerings of online courses and programs
- > Establishment and expansion of apprenticeship programs
- > Expansion of dual enrollment program into all four counties and all secondary school districts
- > Opening of the second Kershaw Campus
- > Opening of the Health Sciences Center
- > Opening of the Legal Studies Center
- > Construction of the Advanced Manufacturing Technology Training Center
- > Awarded over \$11 million in grants
- > Two CCTC faculty recognized as the SC Professor of the Year for 2013 and 2014

Central Carolina Technical College makes a difference in the lives of our students, and we make a difference in the lives of the citizens in Clarendon, Kershaw, Lee, and Sumter counties as a result of our institution's role in economic development and higher education opportunities.

We are proud to be a part of this great region of South Carolina, and we invite you to partner with us as we move into the future guided by the 2015-2020 CCTC Strategic Plan.

Regards,

A handwritten signature in black ink that reads "Tim Hardee". The signature is written in a cursive, flowing style.

Tim Hardee

# Planning for Institutional Effectiveness

Central Carolina Technical College approached the development of its 2015-2020 Strategic Plan with a focus on the institution's Mission, a strong commitment to planning, and a keen sense of the role higher education plays in facilitating an improved quality of life for the citizens in its service area. The College's leadership, faculty, and staff collaborated with over 100 community partners in a day-long event in October 2014 to identify the major areas of focus and strategies for the 2015-2020 Strategic Plan. As a result of this valuable experience, the College formed new partnerships, communicated with participants who represented the needs of many stakeholders, and collaborated to develop a framework for the College's path for the next five years. These partners identified five key areas of focus, resulting in eight goals supported by multiple strategies. The areas of focus include:

- > Educating Students
- > Faculty and Staff
- > Partnerships
- > Workforce Development/Continuing Education
- > Resources

The College's governing board, the Area Commission, approved the 2015-2020 CCTC Strategic Plan that was a result of this group's work.

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"The future is already here – it's just not evenly distributed."

*The Economist, December 4, 2003*

– William Gibson

"Someone's sitting in the shade today because someone planted a tree a long time ago."

– Warren Buffett

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*The CCTC 2014 Strategic Planning Session included the College's leadership, faculty, staff, and community leaders.*

# Educating Students

Central Carolina Technical College provides accessible, affordable postsecondary education in a positive learning environment to students in its four-county service area. CCTC's programs effectively prepare students to enter the workforce or to transfer to four-year colleges and universities.

## **Goal No. 1: The College will foster an environment conducive to student success.**

### **Strategies:**

- > Facilitate a positive student learning environment by supporting student success through sound academic methodologies and relevant student support programs and services that are assessed for continuous improvement
- > Develop a data-driven, research-based retention model to help students overcome barriers and engage students in key elements of success including self-management skills, financial literacy, communication skills, and institutional engagement with programs and services
- > Develop strategies to utilize technology to expand access to student support and academic services for students at outreach locations
- > Provide comprehensive student life programming to support the students' educational experiences
- > Provide a comprehensive advisement process to support student success, retention, and program completion to increase the College's graduation rate by 3% by 2020

## **Goal No. 2: The College will expand its accessibility and program offerings.**

### **Strategies:**

- > Develop a comprehensive course and program scheduling methodology and address delivery modes, locations, and compressed/alternative scheduling formats to meet the needs of a diverse student population
- > Identify new programs of study to meet the workforce needs of business and industry
- > Expand online course and program offerings to increase accessibility
- > Ensure outreach campus location facilities, programs, and services are maximized to provide postsecondary educational opportunities for the communities served
- > Market the affordability of the College and available avenues of financial support through scholarships, grants, lottery tuition assistance, and institutional resources

## **Goal No. 3: The College will strengthen students' pathways to four-year colleges and universities.**

### **Strategies:**

- > Develop a comprehensive strategy to ensure a greater number of students transfer to four-year colleges and universities upon CCTC program completion
- > Promote the College's affordability through multiple media venues to parents, students, legislators, and the general public as a pathway to a four-year degree
- > Identify opportunities for bridge programs, articulation agreements, and transfer agreements with four-year institutions

# Faculty and Staff

Central Carolina Technical College's strongest resource is the people who serve the College as faculty and staff members. CCTC offers its faculty and staff benefits, flexible work schedules, and professional development training. CCTC will continue to identify additional resources to support the teaching and learning environment to retain and attract qualified, professional, and engaged faculty and staff.

## Goal No. 4: The College will attract and retain quality faculty and staff.

### Strategies:

- Provide competitive salaries and a supportive institutional community for faculty and staff
- Provide competitive salaries and institutional services to support adjunct faculty
- Maintain professional development funding for training and development opportunities to support faculty and staff roles in evolving technologies, various delivery methods, and to support engagement with its diverse student population
- Develop an employee development initiative to facilitate an effective teaching and learning environment through comprehensive training and enrichment opportunities and recognize the accomplishments of faculty and staff
- Determine optimum staffing and faculty loading for all areas of the College and identify priorities for meeting the identified gaps in personnel while maintaining a diverse employee population



*Several of the College's faculty and staff have been recognized for their excellence by the State of South Carolina.*

# Partnerships

Central Carolina Technical College must maintain beneficial partnerships to accomplish its Mission and to better serve the constituents in the College's service area.

## **Goal No. 5: The College will strengthen its role with K-12 institutions and become a first-choice option for high school students.**

### **Strategies:**

- > Increase the percentage of exiting high school graduates entering CCTC directly after graduation to 20% annually
- > Increase the dual enrollment student population by 10% through the development and expansion of offerings with area high schools and career centers
- > Develop a communication strategy to educate high school guidance counselors about CCTC programs of study, graduate success, career opportunities, and financial support
- > Integrate elements of the College's marketing plan to educate parents about CCTC and the opportunities available for middle school and high school students including programs of study, placement, graduate success, career opportunities, and financial support

## **Goal No. 6: The College will identify and maintain community, legislative, workforce, and higher education partnerships to accomplish its Mission.**

### **Strategies:**

- > Develop a comprehensive, college-wide marketing program to maximize the potential for student enrollment, addressing image and first-choice barriers for all populations
- > Develop a strategy for ensuring partnerships with the service area's related educational partners to include charter schools, adult education, postsecondary institutions, military, home-schooled, faith-based organizations, and other technical colleges
- > Maintain a strong working relationship with all legislative partners to facilitate communication regarding the College's needs and opportunities for further support of the economic vitality of the service area
- > Participate in workforce development organizations to support the economic development of the College's service area
- > Maintain the College's regional and program accreditations through adherence to established standards of performance, compliance, and implementation of the Quality Enhancement Plan
- > Offer opportunities for College facilities to be used by community partners to increase awareness of the campus

# Workforce Development Continuing Education

Central Carolina Technical College's educational noncredit programs partner with local businesses and industry to provide immediate and long-term, effective, hands-on training for their workforce in Clarendon, Kershaw, Lee, and Sumter counties. CCTC works to attract and retain new businesses and to anticipate the future workforce needs of the business community.

**Goal No. 7: The College will expand the continuing education training and educational programs' scope and effectiveness within the community.**

## Strategies:

- Increase internship and apprenticeship opportunities for credit and noncredit programs by 20%
- Implement ongoing communication with local business and industry for required workforce needs, and market the College's continuing education short-term training and workforce development programs to business and industry
- Increase the College's continuing education faculty and staff's knowledge of business and industry needs
- Explore the expansion of the College's delivery of continuing education and workforce training to the online environment



*The College offers specialized training development and workshops to meet workforce needs in the four-county region, including a 200-hour South Carolina Manufacturing Certification program.*

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# Resources

Central Carolina Technical College will seek ways to increase its revenue flow through internal and external means. The College must also find ways to increase enrollment while keeping tuition reasonable.

## **Goal No. 8: The College will practice effective stewardship of its resources and seek new avenues of funding.**

### **Strategies:**

- Increase student enrollment to 4,500 head count and increase full-time students (FTE) by 5%
- Focus the mission of the CCTC Foundation to support the institution in scholarships, professional development, planned giving, employee giving, and institutional project support
- Develop a comprehensive strategy for increasing local county funding for the institution's operations and capital projects
- Maintain and increase grant funding to support the College's Mission
- Expand the Advanced Manufacturing Technology Training Center to serve the workforce needs of the advanced manufacturing community
- Expand the Kershaw County Campus facilities to accommodate additional courses, programs, and services to meet the increasing student population in this county
- Develop a new Facilities Master Plan
- Develop a plan to address deferred maintenance
- Ensure optimum utilization of facilities through green technology, energy conservation, and improved room utilization



*CCTC's Advanced Manufacturing Technology Training Center is scheduled to open in Fall 2015; CCTC's Legal Studies Center opened in Fall 2013.*



*The Health Sciences Center opened in 2010; Kershaw County Campus is the next location scheduled for expansion.*

**Sumter Main Campus**

506 N. Guignard Drive  
Sumter SC 29150  
803.778.1961

**Shaw AFB Education Center Site**

398 Shaw Drive, Building 501  
Shaw AFB, SC 29152  
803.666.2422

**F. E. DuBose Campus**

3351 Sumter Highway  
Manning, SC 29102  
803.473.2531

**Kershaw County  
Downtown Campus**

1125 Little Street  
Camden, SC 29020  
803.425.8388

**Lee County Site**

200 N. Main Street  
Bishopville, SC 29010  
803.483.2282



**CENTRAL CAROLINA**  
**TECHNICAL COLLEGE**

*Central Carolina Technical College does not discriminate in employment or admissions on the basis of race, color, national origin, sex, gender identity, sexual orientation, genetic information, age, religion, disability, or any other protected class.*