

Central Carolina Technical College

2015-2016 Annual Plan of Action



2015-2016 CCTC Plan of Action

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INTRODUCTION

Planning at Central Carolina Technical College

Central Carolina Technical College engages in ongoing, integrated, and institution-wide research-based planning and evaluation processes. The elements of Central Carolina Technical College's planning processes incorporate a systematic review of the institution's mission, goals, and outcomes; and the result is continuous improvement in the institution's quality and demonstrates that the institution is accomplishing its mission. Planning for institutional effectiveness involves two processes: 1) annual planning and 2) strategic long-term planning. Both employ assessment for continuous improvement as a parallel process to planning. The College involves multiple stakeholders in its collaborative planning process and maintains a focus on its mission in planning for institutional effectiveness.

It is the responsibility of the Executive Leadership Team (ELT) to provide leadership through established procedures to ensure comprehensive and integrated planning and budgeting processes throughout the institution. The procedures employed are designed to empower the organizational units to plan, evaluate, and continuously improve student learning, teaching, and support services through the identification of expected outcomes. The Vice President for Administration and Planning coordinates all planning functions at the College and ensures the institution is following all Southern Association of Colleges and Schools Commission on College's accreditation standards related to planning and institutional effectiveness.

Institutional Effectiveness Review of Accomplishments of the 2014-2015 College Annual Goals

Central Carolina Technical College employs the practices of reviewing the previous year's plans of action throughout the institution as a basis for the formulation of the upcoming year's plans of action. This is an institution-wide practice and results in an integrated and comprehensive review of the Annual College Goals. While the specific detailed level of accomplishments is recorded at the division and departmental levels, the College accomplished many objectives during the 2014-2015 year on both the divisional and institutional levels. This roster of accomplishments supporting the 2014-2015 Annual Goals is evidence of the qualifications and experience of the professionals at Central Carolina Technical College which spans work experience in public education, private sector experience, community involvement, academic preparation, and experience in leadership and management to support the Mission of the College. The following section reflects the accomplishments for each of the College's Annual Goals for 2014-2015, and each goal was aligned with an area of focus and goal in the College's 2010-2015 Strategic Plan.

CCTC 2014-2015 COLLEGE ANNUAL GOALS
July 1, 2014 through June 30, 2015
Annual Goals Aligned with the 2010-2015 CCTC Strategic Plan Goals

1. Facilitate student learning in an appropriate academic technology-based environment to support student success and integrate assessment of learning for continuous improvement and in support of the College's Mission. (Reference Strategic Plan Goal 4B)
 - Offered three new Health Sciences programs of study through the BOOST grant initiative
 - Provided academic programs validated by advisory committee members to meet workforce needs
 - Integrated results from assessment of program outcomes for continuous improvement and reported through the Program Assessment Outcomes Tables
 - Assessed course success and retention in all modes of delivery through the Student and Course Success Team
 - Conducted academic program reviews for scheduled programs of study; presented findings to the Curriculum Committee; and used results for academic department continuous improvement
 - Conducted 22 advisory committee meetings to ensure linkages between instruction and workforce needs
 - Upgraded student technology resources in computer labs and classrooms
 - Incorporated web accessibility features into courses
 - Expanded utilization and course integration of the Forensic Lab in Legal Studies Center
 - Implemented simulation and 3D technology in Science programs and in Health Sciences programs
 - Developed updated version of online New Student Orientation and implemented Fall 2014
 - Provided laptops and tablets to students through lending program to ensure access to technology
 - Provided tutoring resources via YouTube
 - Implemented GradesFirst as an early alert system for ACT students
 - Developed process to code New Student Orientation attendees to determine impact on student success
 - Implemented Register Blast to provide online scheduling for testing appointments
 - Implemented Remind 101 text messaging for TRiO students with 76% response rate
 - Increased use of lectures with closed captioning
 - Implemented text reader in D2L courses
 - Piloted use of videoconferencing software to extend instruction to outreach locations
 - Created hybrid courses and implemented lecture capture across new Allied Health courses

- Received approval from SC Board of Pharmacy for a pharmacy simulation laboratory to dispense non-controlled drugs
- Provided instructional environment resulting in student industry certifications as follows: National Institute for Metalworking Skills Certificates (NIMS)—30 students; Automotive Service Excellence Certificates (ASE)—3 students; NCCER Core Curriculum Certifications (Welding)—22 students; Air Conditioning Employment Ready Certifications—16 students; Light Commercial Air Conditioning Employment Ready Certifications—3 students; EPA 608 Certifications—9 students; HVAC Excellence Certifications—90 students; COMPTIA A+—4 students; COMPTIA Healthcare IT Technician—4 students; COMPTIA Network+—5 students; CISCO CCENT—6 students; CISCO CCNA Routing—4 students; CISCO Security+—6 students; CISCO Routing & Switching—4 students
- 100% of Surgical Technology August 2014 graduates passed the CST certification examination on first attempt; 100% of Massage Therapy August 2014 graduates passed the MBLEX certification examination on first attempt; 100% of Pharmacy Technology August 2014 graduates passed the ASHP examination on first attempt; 78% of Medical Assisting August 2014 graduates passed the AAMA certification on first attempt; 100% of Practical Nursing August 2014 graduates passed the NCLEX certification on first attempt; and 86% of Associate Degree Nursing May and August 2014 graduates passed the NCLEX certification on first attempt
- Facilitated a 40.9% success rate for first-time, full-time students; facilitated 92% placement rate for graduates placed directly in the workplace; facilitated 11% graduation rate for 2011 cohort of first-time, full-time students
- Established 16 new apprenticeships with 8 partners
- Served 3,726 unduplicated students in distance education courses for 2014-2015
- Offered new certificate program in Mechatronics Fundamentals Technician to be offered for Fall 2015
- Maintained support services at off-site locations and expanded to include an evaluation of the Library and learning resources to ensure appropriate and adequate student access

Measurement/Outcomes: Provide academic programs aligned with the College's Mission and in response to workforce needs for graduates; provide a technology-based learning environment; assess student learning in all modes of delivery and locations; and implement strategies for continuous improvement in academic programs

2. Provide student support services and programs that address the diverse needs of the student population by connecting students with the College's services and programs through activities to enhance their educational experience and support program completion. (Reference Strategic Plan Goal 5C)
 - Expanded tutoring services to off-site locations
 - Provided student leadership opportunities, events, and activities through Office of Student Life

- Realigned Student Life Coordinator position to allow focused approach to student activities; held 300 events and meetings
- Selected as a Military Friendly School by the G. I. Jobs magazine for fourth consecutive year
- Provided personal and academic support to more than 300 students through specialized grant programs
- Provided business and industry tours, college visits, and cultural exploration opportunities through grant programs
- Implemented early alert system for TRiO students
- Provided extensive career services through job fairs, personalized assistance, specialized workshops, and classroom presentations
- Developed an improved format of New Student Orientation and conducted five sessions for new students
- Developed ADA handbook with resources for students with disabilities and an online ADA orientation
- Updated Community Resource Book and web pages to communicate community and college resources to students
- Made 55 classroom presentations related to Career Services; promoted use of Career E-Tools
- Provided technology-based career services to students to improve job search and employability skills; 597 students registered with Career Central; and 85 students participated in mock interviews using Perfect Interview
- Increased usage of Career Services Center; 324 students had resumes reviewed; 85 students took career assessments; and 154 students requested general career assistance
- Hosted special events such as College Goal SC, Transfer Day, and Graduation Fair
- Reorganized Admissions Office to improve student processing and advisement
- Provided community service opportunities through Office of Student Life
- Hosted new Diversity Awareness event
- Held three Sexual Harassment Awareness events
- Awarded \$22M in financial aid to 4,528 students from public and private sources
- Improved services to veterans by relocating the VA Certifying Official and offering special events for veterans
- Hosted Constitution Day to provide students with information on voter registration
- Formed a Default Management Taskforce; identified strategies for improved communications to students regarding student loan borrowing; and partnered with EdManage for Financial Literacy 101 resources
- Established a Bridge program with Francis Marion University

Measurement/Outcomes: Identify and provide diverse and appropriate student support services that engage the student from initial contact with the College through program

completion; and assess effectiveness of programs and services for continuous improvement

3. Provide appropriate physical facilities and resources to support the teaching and learning environment with a focus on expansion of facilities in Kershaw County and the construction of the Advanced Manufacturing Technology Training Center (AMTTC). (Reference Strategic Plan Goals 4F, H, I)
 - Continued construction of the AMTTC to be completed in FY 16
 - Developed and implemented a Preventive Maintenance plan for College facilities
 - Completed renovation of two classrooms at Health Sciences Center for new Health Sciences program
 - Completed M200 roofing replacement project
 - Began two major HVAC replacement projects in Buildings M500 and M600, to be completed in FY 16
 - Collaborated with Kershaw County and City Councils, CCTC staff, and architects to plan for the expansion of the Kershaw County Campus
 - Obtained an additional \$1.5M from the State of South Carolina; a commitment of \$5M from Kershaw County, as well as a commitment of \$2M from the City of Camden for Kershaw Campus expansion project
 - Obtained a \$1M allocation from the Sumter County Penny for Progress tax for the renovation of Building M400, in addition to the state allocation of \$750K received for the project (this was received in FY 15, but reported last year)
 - Obtained a 1.3 mil increase in the Sumter County allocation to support the AMTTC estimated to provide \$377,000

Measurement/Outcomes: Provide resources for all programs and services to support the educational environment; collaborate with Kershaw County legislative and governing bodies as well as the general public to identify strategies for expansion of the Kershaw County campus; and begin construction of the AMTTC

4. Maintain collaborative relationships with workforce development partners throughout the College's service area to support economic development. (Reference Strategic Plan Goal 1B)
 - Maintained ongoing communication with business and industry partnerships in service area to support the recruitment, expansion, and continuing workforce development needs
 - Collaborated with SC Works and readySC to facilitate training opportunities for 33 industry partners
 - Met with economic development agencies in four-county service area to review workforce needs
 - Offered the SC Manufacturing Certification class to support employment readiness with 120 graduates completing the program during the 2014-2015 academic year; 69% of the graduates are employed in local businesses and industries

- Received \$8,000 in funding from Caterpillar Corporation Foundation through a grant opportunity to expand tutoring services to outreach locations
- Received \$12,500 from Wells Fargo for equipment for the AMTTC
- Partnered with Duke Energy Foundation through a grant opportunity to fund the School Counselor Summer Institute and received \$25,000 from Duke Energy for this project along with additional funding from the Sumter Industrial Association, Sumter Economic Development Board, and Santee Lynches Workforce Investment Board
- Received \$5,000 funding from Legacy Smoke-Free and Tobacco-Free Community College Grant Initiative to implement a tobacco-free environment by Fall 2016
- Received \$268,059 Perkins grant for 2014-2015 to support teaching and learning across the institution
- Received TRiO grant in the amount of \$1,155,515
- Received total of \$1,474,074 in grant awards for 2014-2015
- Submitted Caterpillar grant proposal for implementation of technology-based academic advising with AskOnline software
- Conducted training for 521 students for Continental Tire, APEX Tools, and Accuride to support workforce development needs

Measurement/Outcomes: Provide training to participants for workforce development and collaborate with workforce partners to maintain a competitive position for the region's business and industry by meeting workforce needs

5. Maintain strong working partnerships with the secondary (K-12) school systems and provide programs for dual enrollment, college readiness, and the Scholars Program for Fall 2015 to increase the number of area high school graduates entering the College. (Reference Strategic Plan Goal 2D)
 - Began implementation of the Kershaw, Clarendon, and Lee Scholars programs for Fall 2015
 - Developed comprehensive program for School Counselor Summer Institute for implementation in July 2015
 - Offered dual enrollment courses for 13 high school partners at area high school locations and at three CCTC outreach campuses for 574 students
 - Hosted "Come See Me" visits to CCTC for 193 K-12 students
 - Articulated courses taught at high schools for advanced credit at CCTC
 - Partnered with Sumter Career and Technology Center (SCTC) to implement a program to provide SCTC graduates an opportunity to earn a Mechatronics Certificate by the end of the 12th grade
 - Partnered with Clarendon School District 2 and Lee County School District to develop Early College programs for 2015-2016
 - Offered 385 placement test preparation sessions and 2 college readiness workshops to 54 high school students
 - Administered placement exams to 1,402 high school students

- Conducted 10 financial aid presentations at area high schools
- Hosted annual Counselors' Breakfast for secondary guidance counselors, Adult Education teachers, and Career Center staff
- Hosted College Goal SC to provide assistance with financial aid applications; increased attendance by hosting event at each campus location
- Developed Scholars blog to increase communications with high school counselors, students, and parents
- Conducted 34 Scholars Program presentations in participating high schools
- Developed "Get a LIFE" promotional materials for K-12 students and school personnel
- Hosted ADA training for school districts

Measurement/Outcomes: Offer dual enrollment courses in area high schools to at least 400 students; implement the college readiness program in the PBI grant; identify collaborative opportunities for seamless transition between high school and college; and maintain communications with secondary partners to prepare for the implementation of the Scholars Program in Fall 2015

6. Identify procedures and align personnel to increase the number of new, academically underprepared students enrolling in COL 103 during their first semester and structure course scheduling to support individual student success, retention, and timely program completion. (Reference Strategic Plan Goals 4B and 5H)
 - Reviewed existing COL 103 course content and identified new course (COL 105) for entering freshmen for Fall 2015
 - Reviewed procedures for requiring student enrollment in COL 105 for Fall 2015
 - Formed committees to identify key COL 105 competencies which could be taught in program introductory courses
 - Identified three associate degrees which will require COL 105 starting in AY 2015-2016
 - Conducted the Commit2Complete (C2C) event to encourage students to complete their courses and programs of study in support of program retention
 - Identified new course scheduling approach for the Kershaw County Campuses
 - Offered courses at Shaw AFB Education Center

Measurement/Outcomes: Develop academic and student support procedures to identify students with remedial academic needs and facilitate their enrollment in COL 103 (COL 105) during the first semester by implementing effective admission, advisement, scheduling options, and communication with this cohort

7. Develop a comprehensive marketing plan to focus on student recruitment for targeted student populations, College locations, and modes of delivery to positively affect student enrollment for the 2014-2015 academic year. (Reference Strategic Plan Goal 7A)
 - Appointed an Enrollment Task Force to address enrollment management and developed a comprehensive student enrollment and marketing plan resulting in clearly defined strategies and tasks to increase enrollment; enrollment goals for

student types have been identified; Lunch and Learn series was developed; student study spaces were created; admissions communications were revamped; low enrollment programs were identified for increased marketing

- Implemented Jump Week activity to support early registration completion
- Conducted an enrollment assessment by Noel-Levitz which included a comprehensive analysis of marketing, recruitment, and retention opportunities
- Identified target populations for specialized marketing to include high school seniors and transient students
- Identified specific academic programs for targeted marketing to include AA and AS

Measurement/Outcomes: Strategic enrollment and marketing plan implemented for 2014-2015 with elements of marketing for targeted student populations, College locations, modes of delivery, and programs of study

8. Maintain awareness by county and regional government officials of the role of the College in the higher education community and its impact on the economic development of the region. (Reference Strategic Plan Goals 1B and 7B)
 - Communicated with Kershaw County legislative delegation, Kershaw County Council, and City of Camden regarding expansion of Kershaw County campus
 - Participated in Legislative Day activities with Sumter Chamber of Commerce
 - Submitted College demographics and other requested information for consideration by Sumter County Council in deliberation regarding College funding
 - Collaborated with the Santee Lynches Workforce Investment Board and the Sumter County Economic Development entity to offer the Workforce Experience (WE) program with 18 participants
 - College President participated in the Shaw Sumter Community Council to maintain strong working relationship with military community

Measurement/Outcomes: Meet with county and regional government officials annually to communicate needs and request additional funding to support the College's facilities and programs

9. Support graduation and program completion with a goal of 700 graduates for the College for the period ending June 30, 2014. (Reported in September 2014). (Reference Strategic Plan Goal 5G)
 - Graduated 612 students for period ending June 30, 2014
 - Converted all developmental courses to 8-week term format to improve retention
 - Conducted two retention initiative pilot programs by implementing the reporting of mid-term grades and mid-term attendance to students in pilot cohort
 - Continued special populations retention programs through the ACT, TRiO, and Men in Motion programs
 - Established a Bridge program with Francis Marion University to support student transfer opportunities

- Hosted expanded Graduation Fair
- Increased use of DegreeWorks for advisement and student program completion tracking
- Established an administrative graduation process to award and notify students

Measurement/Outcomes: The number of graduates for the period of July 1, 2013, through June 30, 2014, will be 700

10. Maintain appropriate qualified faculty and staff to support and deliver quality programs and services. (Reference Strategic Plan Goals 6B and C)
- Hired qualified faculty and staff in Academic Affairs to support quality programs and services
 - Offered 85 professional development program offerings to support the teaching and learning environment with diverse training opportunities and required training
 - Conducted New Faculty Orientation each semester
 - Conducted New Adjunct Faculty Orientation each semester
 - Conducted Online Certification for faculty scheduled to teach online courses
 - Identified and trained Title IX/Clery Team to ensure adherence to federal regulations and appropriate services to students; identified Confidential Source for students
 - Hired qualified staff in Student Affairs and provided structured training on programs, services, and college policies and procedures
 - Hired and trained qualified staff for Call Center and Registration Lab during peak registration periods
 - Conducted cross-training for admissions, financial aid, and outreach staff to ensure consistency of services provided
 - Reorganized Admissions Office to provide more efficient services to students
 - Used feedback from customers to improve services at all college locations
 - Provided approximately \$48,000 in professional development activities for faculty and staff

Measurement/Outcomes: Assess academic and support areas to ensure appropriate personnel to deliver quality programs and services

11. Prepare and submit the 2015 Compliance Certification Report to the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) with a comprehensive Quality Enhancement Plan (QEP) as an element of the 2015 reaffirmation process. (Reference Strategic Plan Goals 7J and K)
- Conducted SACSCOC Advisory Visit by SACSCOC representative in July 2014
 - Prepared CCTC's Compliance Certification Report and submitted to SACSCOC on February 23, 2015, with only three standards for follow up in the Focused Report
 - Developed a comprehensive QEP, "SMART Choices for Success," in support of student success and as a component of the reaffirmation process

- Implemented a pre-pilot of the QEP during the Summer 2015 term to identify best practices and strategies for the pilot
- Responded to the SACSCOC Off-Site Reaffirmation Committee's findings through the development of a Focused Report
- Integrated data and reporting processes into reaffirmation, grants, and institutional functions and compared institutional data with peer, state, and national benchmarks

Measurement/Outcomes: Compliance Certification Report submitted by March 2, 2015, and Quality Enhancement Plan developed and a pilot identified for Summer 2015 semester

12. Develop the 2015-2020 CCTC Strategic Plan to accomplish the College's Mission and meet the comprehensive needs of the College. (Reference Strategic Plan Goal 1)
- Conducted a strategic planning session with approximately 100 partners in October 2014 to develop the 2015-2020 CCTC Strategic Plan
 - Developed 2015-2020 CCTC Strategic Plan in conjunction with CCTC Area Commission for implementation on July 1, 2015
 - Distributed the 2015-2020 CCTC Strategic Plan to community partners
 - Reviewed the CCTC Mission Statement as recommended by the strategic planning partners
 - Completed the final report on the 2010-2015 CCTC Strategic Plan

Measurement/Outcomes: Implement strategies to facilitate collaboration with appropriate internal and external partners to develop a comprehensive 2015-2020 CCTC Strategic Plan by January 2015 for 2015-2016 planning

Areas of Focus Identified for 2015-2016

While the roster of accomplishments is broad and represents the realization of many objectives, the Executive Leadership Team (ELT) recognized there were areas for further development within the institution to provide for continuous improvement. Some general content areas for focus in the 2015-2016 year were identified during several ELT ongoing assessment and planning sessions and served as the foundation for the identification of the 2015-2016 CCTC Annual Goals:

- Continuing focus on the assessment of student learning outcomes
- Increased focus on academic and student support services and programs to support student retention
- Implementation of strategies and resources to expand the Kershaw County Campus to accommodate growth and workforce needs
- Continued implementation of strategies and resources to support student enrollment at the Lee County site

- Full implementation of the Enrollment Task Force strategies for maintaining viable student enrollment
- Effective management of the physical facilities to better accomplish the College's mission and continued implementation of the Master Plan
- Expanded collaborative working relationships with the secondary (K-12) school system with emphasis on dual enrollment expansion in the area of technical programs and at local career centers
- Implement Early College programs with secondary (K-12) schools systems desiring to facilitate these programs
- Delivery of distance education courses and programs with greater integration of services
- Increase the number of graduates and program completions through greater student success and retention awareness of students, faculty, and staff
- Increase student enrollment through focused marketing of the College
- Expansion of program offerings and relevant curricula and assessment of programs through the academic program review process
- Increase the number of business and industry services provided by the Workforce Development Division
- Increase collaboration between Student Affairs and Academic Affairs to better serve the students' needs
- Expand student life programs and services
- Increase awareness of county governments of the role of the College in economic development in the service area
- Increasing local funding resources for expanding facilities
- Identification of grant opportunities and submission of grant proposals
- Continued implementation of cohesive planning for institutional effectiveness and support of program and regional accreditation
- Utilization of physical facilities for program relocations to increase efficiency of program delivery with the completion of the Advanced Manufacturing Technology Training Center
- Assessment of the QEP pilot program to address retention issues and student success
- Completion of the SACSCOC reaffirmation process

2015-2016 Central Carolina Technical College Plan of Action

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. (Revision approved by the Central Carolina Technical College Area Commission on January 15, 2015, and the South Carolina Commission on Higher Education on April 1, 2015.)

2015-2020 Strategic Plan Integration

With the culmination of the 2010-2015 Strategic Plan in 2015, the College initiated the development of the 2015-2020 Strategic Plan in October 2014 with the distribution of the final plan in July 2015. This facilitated the integration of the new 2015-2020 Strategic Plan into the annual planning processes for 2015-2016. The areas of focus and supporting goals identified in the 2015-2020 Strategic Plan are as follows:

- 1) Educating Students--**CCTC 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.
Goal No. 1: The College will foster an environment conducive to student success.
Goal No. 2: The College will expand its accessibility and program offerings.
Goal No. 3: The College will strengthen students' pathways to four-year colleges.

- 2) Faculty and Staff—**CCTC's strongest resource is the people serving 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 seek 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.

3) Partnerships—CCTC 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.

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

4) Workforce Development/Continuing Education—CCTC’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. The College 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.

5) Resources—CCTC 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.

The 2015-2020 Strategic Plan serves as a comprehensive planning resource to support annual planning along with the College Mission, Vision, Values, Role and Scope.

College Vision

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 vocational 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.

2015-2016 COLLEGE ANNUAL GOALS

As a result of comprehensive, college-wide planning and assessment, the College formulated, reviewed, and adopted the following 2015-2016 CCTC Annual Goals. These goals were approved by the CCTC Area Commission at its March 2015 meeting for implementation in the 2015-2016 academic year.

CCTC 2015-2016 COLLEGE ANNUAL GOALS July 1, 2015 through June 30, 2016 Annual Goals Aligned with the 2015-2020 CCTC Strategic Plan

Strategic Plan Area of Focus: Educating Students

1. Facilitate student learning in a technology-based environment to support student success through sound academic methodologies and the integration of the assessment of learning for continuous improvement (Reference Strategic Plan Goal 1 Strategies A and B)

Measurement/Outcomes: Provide academic programs aligned with the College's Mission and in response to workforce needs for graduates; provide a technology-based learning environment; assess student learning in all modes of delivery and locations; and implement strategies for continuous improvement in academic programs

2. Implement retention strategies reflecting the needs of the CCTC student population to facilitate and improve retention and program completion (Reference Strategic Plan Goal 1 Strategies B and E)

Measurement/Outcomes: Apply retention strategies in academic and student support programs and integrate into the College's Quality Enhancement Plan

3. Provide student support services and programs that address the diverse needs of the student population by connecting students with the College's services and programs to enhance the educational experience and support program completion (Reference Strategic Plan Goal 1 Strategies A, B, D, and E and Goal 2 Strategies D and E)

Measurement/Outcomes: Identify and provide diverse and appropriate student support services that engage the student from initial contact with the College through program completion; and assess effectiveness of programs and services for continuous improvement

4. Develop a comprehensive enrollment and marketing plan to focus on student recruitment for targeted student populations, College locations, and modes of delivery to positively affect student enrollment for the 2015-2016 academic year (Reference Strategic Plan Goal 1 Strategies A, C, and E; Goal 2 Strategies A, B, C, D, and E; Goal 5, Strategy D)

Measurement/Outcomes: Strategic enrollment and marketing plan developed and implemented for the 2015-2016 academic year with elements of marketing for targeted student populations, College locations, modes of delivery, and programs of study

5. Support graduation and program completion by increasing the College's graduation rate, and expand and promote transfer opportunities for the College's graduates (Reference Strategic Plan Goal 1 Strategy E; Goal 3 Strategies A, B, and C)

Measurement/Outcomes: The College's graduation rate will increase by 1% for the period of July 1, 2015, through June 30, 2016; and provide and promote transfer opportunities

Strategic Plan Area of Focus: Faculty and Staff

6. Maintain appropriate qualified faculty and staff to support and deliver quality programs and services (Reference Strategic Plan Goal 4 Strategies A, B, C, D, and E)

Measurement/Outcomes: Assess academic and support areas to ensure appropriate personnel to deliver quality programs and services

Strategic Plan Area of Focus: Partnerships

7. Maintain strong working partnerships with the secondary (K-12) school systems and provide programs for dual enrollment, college readiness, and the Scholars Program for Fall 2015 to increase the number of area high school graduates entering the College (Reference Strategic Plan Goal 5, Strategies A, B, C, and D)

Measurement/Outcomes: Offer dual enrollment courses in area high schools to a minimum of 400 students; identify collaborative opportunities for seamless transition between high school and college; and maintain communications with secondary partners to prepare for the implementation of the Scholars Program in Fall 2015

8. Maintain and expand the awareness of county and regional government officials of the College's role in the higher education community and its impact on the economic development of the region (Reference Strategic Plan Goal 6, Strategies A, B, C, D, and F)

Measurement/Outcomes: Meet with county and regional government officials annually to communicate needs and request additional funding to support the College's facilities and programs

Strategic Plan Area of Focus: Workforce Development/Continuing Education

9. Maintain collaborative relationships with workforce development partners throughout the College's service area to support economic development (Reference Strategic Plan Goal 7, Strategies A, B, C, and D)

Measurement/Outcomes: Provide training to participants for workforce development and collaborate with workforce partners to maintain a competitive position for the region's business and industry by meeting workforce needs

Strategic Plan Area of Focus: Resources

10. Provide appropriate physical facilities and resources to support the teaching and learning environment with a focus on expansion of facilities in Kershaw County, the completion of the Advanced Manufacturing Technology Training Center (AMTTC), and a utilization strategy/plan for the Shaw Center facility (Reference Strategic Plan Goal 8, Strategies C, D, E, F, G, H, and I)

Measurement/Outcomes: Provide resources for all programs and services to support the educational environment; collaborate with Kershaw County legislative and governing bodies as well as the general public to identify strategies for expansion of the Kershaw County campus; complete construction of the AMTTC; and develop strategies to maximize utilization of the Shaw Center facility.

11. Conduct SACSCOC Reaffirmation On-Site Committee Visit for College's Reaffirmation process; submit response to On-Site Committee findings; and implement the College's Quality Enhancement Plan (Reference Strategic Plan Goal 6, Strategy E)

Measurement/Outcomes: Host Reaffirmation On-Site Committee and participate in the visitation process; compile response to findings for appropriate corrective actions; and monitor implementation phase of the Quality Enhancement Plan

12. Utilize data for sound decision making and apply sound practices of institutional effectiveness to monitor program enrollment, departmental cost analysis, course success, student performance, and administrative unit effectiveness (Reference Strategic Plan Goal 1, Strategy A and B)

Measurement/Outcomes: Identify data to be utilized, establish benchmarks for effectiveness, and interpret data for decision making

Approved by the CCTC Area Commission on March 19, 2015

PRESIDENT’S OFFICE

2015-2016 Plan of Action

Purpose/Mission: The President’s Office will provide executive leadership to accomplish the College’s Mission.

Goal No. 1

1. Provide leadership to the Executive Leadership Team in the implementation of the College’s Mission through comprehensive planning facilitated by appropriate programs, services, and facilities.

Expected Outcome for Goal No. 1

- 1.1 The College will implement sound planning strategies to provide and identify adequate and appropriate programs of study, student services, and physical facilities for maximum utilization of resources.

Supports College Strategic Goal: Educating Students—Goals 1, 2, and 3

Supports College Annual Goal: 1, 2, 3, 4, and 5

Supports Division Goal: N/A

Strategy
1. Collaborate with and coordinate supporting strategies for the ELT to develop programs of study, training opportunities, student services, and facilities utilization.
2. Monitor progress of College’s annual goals and progress toward the implementation of the 2015-2020 Strategic Plan.
3. Maintain strong collaborative relationships with local governing bodies, as well as state and federal legislative delegations, to appropriately plan and implement initiatives to accomplish the College’s Mission.

Goal No. 2

2. Facilitate ongoing communication with external workforce partners and government entities to increase the awareness of the role of the College in providing postsecondary educational opportunities and to increase awareness of the College’s needs and role in the service area.

Expected Outcome for Goal No. 2

- 2.1 The College will maintain its communication and services to workforce partners, government entities, K-12 partners, students, and the general public to promote and expand its educational opportunities in the service area.

Supports College Strategic Goal: Partnerships—Goals 5 and 6

Supports College Annual Goal: 7 and 8

Supports Division Goal: N/A

Strategy
1. Communicate with potential business and industry prospects through economic development agencies to support industry recruitment.
2. Maintain plans for secondary partners for scholarships and pathways for transition into the College to increase the college going rate among high school seniors in the College's service area through dual enrollment and collaborative funding opportunities.
3. Maintain and expand dual enrollment programs.
4. Facilitate marketing initiatives that maintain awareness and engagement of potential students and the community relative to the role of the College in postsecondary education.
5. Support marketing initiatives that expand the programs and services of the Public Relations Department to internal and external audiences.

Goal No. 3

- 3. Provide oversight leadership for academic programs and services to provide quality educational programs in support of student success and economic development in the College's service area.

Expected Outcome for Goal No. 3

- 3.1 The College will maintain its academic programs and determine the effectiveness of existing programs of study to support student success and economic development initiatives for continuous improvement of academics.

Supports College Strategic Goal: Educating Students—Goals 1, 2, and 3

Workforce Development Continuing Education--Goal 7

Supports College Annual Goal: 1, 2, 3, 4, 5, and 9

Supports Division Goal: N/A

Strategy
1. Communicate business and industry needs for programs and training to Academic Affairs and Workforce Development Division personnel.
2. Support efforts to improve online learning opportunities and availability for students.
3. Support efforts to increase the number of graduates of programs of study to increase the number of workplace ready employees for business and industry.

Goal No. 4

- 4. Provide oversight leadership for student support programs and services to provide quality services for student success.

Expected Outcome for Goal No. 4

4.1 The College will provide comprehensive and appropriate student support programs and services for students regardless of location or mode of delivery.

Supports College Strategic Goal: Educating Students—Goals 1, 2, and 3

Supports College Annual Goal: 1, 2, 3, 4, and 5

Supports Division Goal: N/A

Strategy
1. Support the initiatives that ensure quality programs and services at all College locations.
2. Collaborate with the Academic Affairs and Student Affairs Divisions to ensure systematic and focused scheduling of courses at outreach locations to meet the needs of students.
3. Support initiatives that address declining enrollment at College locations with continued emphasis on the Lee County site

Goal No. 5

5. Provide oversight leadership for programs and services for the College’s noncredit programs.

Expected Outcome for Goal No. 5

5.1 The College will offer noncredit programs and services in an effective and efficient manner to serve the College’s constituents.

Supports College Strategic Goal: Workforce Development Continuing Education—Goal 7

Supports College Annual Goal: 9

Supports Division Goal: N/A

Strategy
1. Collaborate with economic development agencies, readySC, and business and industry to provide training for the area’s workforce.
2. Maintain optimum organizational structure to ensure effectiveness in noncredit programs.
3. Continue to develop apprenticeship opportunities for business and industry.

Goal No. 6

6. Provide oversight leadership for services that provide quality physical, financial, and human resources.

Expected Outcome for Goal No. 6

6.1 The College will manage its physical, financial, and human resources in an effective and efficient manner.

Supports College Strategic Goal: Resources—Goal 8

Supports College Annual Goal: 10

Supports Division Goal: N/A

Strategy
1. Collaborate with ELT to develop annual budget addressing institutional priorities.
2. Support budgeting strategies to increase faculty and staff salaries.
3. Evaluate progress of implementation of the College’s Facility Master Plan.
4. Complete Phase 2 of the renovation of the existing retail location for the Advanced Manufacturing Technology Training Center for the relocation of selected Industrial and Engineering Technology programs.
5. Work collaboratively with Kershaw County officials to begin construction and expansion of the Kershaw Campus.

Goal No. 7

7. Provide oversight leadership for the management and utilization of data for decision making, accreditation, and planning purposes to accomplish the College’s Mission.

Expected Outcome for Goal No. 7

7.1 The College will manage data in an effective manner to make sound decisions; manage the regional accreditation process to continuously improve the institution; and implement sound planning processes.

Supports College Strategic Goal: Partnerships—Goal 6

Supports College Annual Goal: Goals 11 and 12

Supports Division Goal: N/A

Strategy
1. Support initiatives to compile, manage, and interpret data for sound decision making.
2. Support compliance with regional accreditation standards.
3. Submit the Focused Report to the SACSCOC On-Site Committee and host On-Site visit in October 2015.
4. Collaborate with the QEP Team to develop strategies for the implementation of SMART Choices for Success, the CCTC QEP
5. Participate in the planning and assessment initiatives to support institutional planning for continuous improvement.
6. Identify and support areas of collaboration with other partners for grant opportunities.

Goal No. 8

- 8. Provide oversight leadership for the College’s Foundation to facilitate the effective use of resources to support the College’s Mission.

Expected Outcome for Goal No. 8

- 8.1 The College will provide services through the CCTC Foundation to support the College’s Mission.

Supports College Strategic Goal: Resources—Goal 8
Supports College Annual Goal: N/A
Supports Division Goal: N/A

Strategy
1. Communicate with the College’s Foundation regarding institutional initiatives.
2. Provide support for increasing and expanding initiatives for the College’s Foundation in order to offer more services to students.

Goal No. 9

- 9. Provide effective communication with the College Area Commission to facilitate the accomplishment of the College’s Mission, Strategic Plan, and Annual Goals to serve the citizens of the College’s service area.

Expected Outcome for Goal No. 9

- 9.1 Communication will be maintained with the College’s Area Commission to support the College’s Mission.

Supports College Strategic Goal: All 2015-2020 Strategic Plan Goals
Supports College Annual Goal: All 2015-2016 Annual Goals
Supports Division Goal: N/A

Strategy
1. Maintain ongoing and consistent communication with the Area Commission.
2. Represent the College as President.
3. Monitor activities of the College to ensure alignment with the Strategic Plan, Annual Goals, and Mission.

Academic Affairs Plan of Action

2015 - 2016

The mission of the Academic Affairs Division at Central Carolina Technical College is to change lives through education by providing academic programs that demonstrate integrity, excellence, and innovation.

Goal No. 1 TEACHING/LEARNING – The AA Division will implement best practices and innovative techniques to support student academic success.

Expected Outcomes for Goal No. 1

1.1 Faculty will have access to professional development.

Supports College Strategic Goal: 4

Support College Annual Goal: 6

Support Division Goal: N/A

Strategy
Provide opportunities for faculty development related to teaching and accreditation
Provide opportunities for faculty to share best practices and new techniques.

1.2 Web resources will be accessible as defined in web accessibility audit.

Supports College Strategic Goal: 1,2

Support College Annual Goal: 1

Support Division Goal: N/A

Strategy
Train faculty on requirements and implementation strategies to support web accessibility for students with disabilities
Implement web accessibility procedures that provide access to online resources for students with disabilities.

1.3 Classroom instruction will be exemplary.

Supports College Strategic Goal: 1

Support College Annual Goal: 1

Support Division Goal: N/A

Strategy
Recognize and reward teaching excellence
Work with ILT to review all classrooms and implement improvements as funds allow

Use classroom observations and student evaluation data to improve instruction.

Goal No. 2 STUDENT SUCCESS - Increase activities that foster student success, retention, and graduation.

Expected Outcomes for Goal No. 2

2.1 Student success will improve in targeted courses.

Supports College Strategic Goal: 1
Support College Annual Goal: 1, 2
Support Division Goal: N/A

Strategy

Use trend of course success data to identify courses to target for improvement; program managers and department chairs will develop and implement plans for improvement in specific courses

Implement Mandatory Midterm grades for all courses starting Fall 2015.

2.2 Retention of students will increase in targeted programs.

Supports College Strategic Goal: 1,3
Support College Annual Goal: 1,2
Support Division Goal: N/A

Strategy

Implement midterm attendance alert in all courses.

Initiate retention activities within each department focused on increasing retention.

Participate in activities to share best practices for retention.

Support efforts by the Student Retention Subcommittee to establish a college-wide ethos for retention.

2.3 Graduation rate will improve in targeted programs.

Supports College Strategic Goal: 1,3
Support College Annual Goal: 5
Support Division Goal: N/A

Strategy

Promote the use of Degree Works with students

Faculty will prepare Student Progress Plans for students in financial aid jeopardy
Administratively track and graduate students as soon as they complete program of study

2.4 Student success in online courses will improve.

Supports College Strategic Goal: 1,2
Support College Annual Goal: 1,2,3
Support Division Goal: N/A

Strategy

Compare online and F2F counterparts to identify online courses to target for action to improve retention and student success
--

Promote online course orientation

Implement peer reviews of online course design.

2.5 First time students will complete COL 105: Freshman Seminar course during first semester.

Supports College Strategic Goal: 1
Support College Annual Goal: 1,2,3
Support Division Goal: N/A

Strategy

Implement plan for first time students to enroll in COL 105: Freshman Seminar during their first semester at CCTC.
--

Goal No. 3 PROGRAM ADMINISTRATION – Academic Affairs will ensure programs have vitality and meet accreditation and workforce requirements.

Expected Outcomes for Goal No. 3

3.1 Program outcomes will meet workforce needs.

Supports College Strategic Goal: 1,6
Support College Annual Goal: 9
Support Division Goal: N/A

Strategy

Use Program Outcomes Assessment Tables (POATs) to summarize program outcomes and identify areas for action
--

Hold Advisory Committees meetings, maintain minutes, use input for improvement

3.2 Currently accredited programs will maintain accreditation.

Supports College Strategic Goal: 1,3
Support College Annual Goal: 1
Support Division Goal: N/A

Strategy
Maintain current level of program accreditation
Submit Human Services application for accreditation
Complete ABA site visit for re-approval of Paralegal program.

3.3 Departments will complete program reviews on a 5 year schedule.

Supports College Strategic Goal: 1,2,3
Support College Annual Goal: 1
Support Division Goal: N/A

Strategy
Complete Program Reviews for the following programs: Early Care and Education, Engineering Graphics, Management, and Machine Tool
Complete DACUMS for the following programs: Accounting, Criminal Justice, Environmental Engineering, and Administrative Office Technology

3.4 Dual enrollment offerings will increase.

Supports College Strategic Goal: 5
Support College Annual Goal: 7
Support Division Goal: N/A

Strategy
Respond to requests for dual enrollment courses as practical
Implement Early College for Clarendon 2 District at FEDuBose Campus
Implement Early College for Lee County District at Lee County Campus

3.5 Departments will participate in recruiting and marketing activities.

Supports College Strategic Goal: 5,6
Support College Annual Goal: 4
Support Division Goal: N/A

Strategy
Implement recruitment activities at the program level in concert with recruiting staff
Implement marketing activities at the program level in concert with PR staff
Increase number of credit students recruited through CCTC Continuing Education Division

3.6 Expand support for career centers to articulate significant number of courses for selected programs of study.

Supports College Strategic Goal: 5
 Support College Annual Goal: 7
 Support Division Goal: N/A

Strategy
Support articulation effort for Mechatronics program at Sumter Career Center
Support articulation effort for Welding and Criminal Justice programs at Sumter and F E DuBose Career Centers
Support articulation effort for Early Child Care program at Sumter Career Center

Goal No. 4 FISCAL RESOURCES AND RESPONSIBILITY – Academic Affairs will operate with fiscal responsibility and provide adequate facilities and human resources to support teaching and learning.

Expected Outcomes for Goal No. 4

4.1 Mechatronics, Engineering Graphics, and Machine Tool relocated to AMTTC.

Supports College Strategic Goal: 6
 Support College Annual Goal: 10
 Support Division Goal: N/A

Strategy
Move Mechatronics Program to AMTTC in Fall 2015.
Move Engineering Graphics and Machine Tool programs to AMTTC in Spring 2016.

4.2 Provide planning information for new building in Kershaw County

Supports College Strategic Goal: 6,2
 Support College Annual Goal: 10
 Support Division Goal: N/A

Strategy

Provide classroom, labs, offices, and library requirements to architect to support designated programs of study.
--

4.3 Relocate Pharmacy Technology Lab from LSC to new location.

Supports College Strategic Goal: 1,8

Support College Annual Goal: 10

Support Division Goal: N/A

Strategy

Relocate Pharmacy Technology Lab from the Legal Studies Center to a suitable location -- preferably at the Health Sciences Center.
--

Goal No. 5 COLLEGE ADVANCEMENT – Academic Affairs will support college-wide initiatives that advance the college and support the needs of its constituencies.

Expected Outcomes for Goal No. 5

5.1 Academic Affairs Division will be in compliance with SACS standards.

Supports College Strategic Goal: 1,3

Support College Annual Goal: 11

Support Division Goal: N/A

Strategy

Critically analyze academic policies and practices to ensure compliance with SACS

Perform internal audits to ensure compliance with SACS and other requirements

5.2 Implement College's QEP.

Supports College Strategic Goal: 1

Support College Annual Goal: 11

Support Division Goal: N/A

Strategy

Complete QEP document.

Revise QEP document, if necessary, after SACSCOC onsite visit.
--

Submit changes to CCTC Curriculum Committee to ensure all first time students are required to take COL 105: Freshman Seminar during first semester at CCTC.
Report all required results (data) to the QEP Coordinator.
Conduct training for all faculty advisors.
Conduct training for all fulltime ad adjunct faculty on QEP classroom requirements.
Perform assessments of QEP goals, direct measurements, and institutional data as stated in Section 10 of the QEP document.

5.3 New industry partnerships will be explored.

Supports College Strategic Goal: 6
 Support College Annual Goal: 5
 Support Division Goal: N/A

Strategy
Contact business and industry leaders for the purpose of developing new partnerships

5.4 Expanded support for-higher education transfers will be implemented.

Supports College Strategic Goal: 3
 Support College Annual Goal:5
 Support Division Goal: N/A

Strategy
Promote new “2+2” opportunities at University of SC and Clemson University.

Goal No. 6: Departmental Management – Academic departments will implement strategies to plan, manage, and evaluate departments for the purpose of continuous improvement according to the attached checklist.

Expected Outcome For Goal 6:

6.1 All departments in Academic Affairs will answer “Yes” to 100% of the Academic Affairs Departmental Checklist items.

Supports College Strategic Goal: 1,2,4,6
 Support College Annual Goal: 1,2,5,6
 Support Division Goal: N/A

Strategy

All academic departments will demonstrate planning, management, and evaluation for the purpose of continuous improvement by successfully completing activities listed in the Academic Affairs Departmental Checklist

Academic Affairs Departmental Checklist

- Y N N/A 1. Departments completed and evaluated their previous plan of action and made recommendations for continuous improvement. (Documentation: 2014-15 Department Assessment Report and 2015-16 Plan of Action)
- Y N N/A 2. Departmental plans of actions are linked to strategic plans. (Documentation: 2014-15 Departmental Plans of Action)
- Y N N/A 3. FPMS/EPMS process has been completed. (Documentation: FPMS/EPMS on file with Personnel)
- Y N N/A 4. Student evaluations have been reviewed and used for continuous improvement. (Documentation: Summaries on file with department)
- Y N N/A 5. All syllabi (Parts A and B) for the year are posted in myCCTC. Part C is filed electronically for all class sections. (Documentation: Syllabi)
- Y N N/A 6. Programs of study reviewed according to 5-year cycle. (Documentation: Program reviews on file with Administration and Planning Division)
- Y N N/A 7. All advisory committees have met at least once per year, and the results have been used for continuous improvement. (Documentation: Minutes on file with Academic Affairs Division)
- Y N N/A 8. All program changes and course pre-requisite changes were submitted to the CCTC Curriculum Committee by November 1, 2015. (Documentation: Curriculum Committee Minutes on file with Academic Affairs Division Office.)
- Y N N/A 9. Used State Tech program vitality results as an indirect measure of program success. (Documentation: Reports on file in IE Dept. Analyses on file in departments.)

STUDENT AFFAIRS

2015-2016 Plan of Action

Purpose/Mission: Student Affairs strives to provide professional and exceptional customer service to all students in a friendly atmosphere to facilitate personal and professional growth of students. We are committed to the success of students by offering services through Admissions and Records, Counseling and Career Services, Advisement and Registration, Testing, and Financial Services, regardless of location. We promote open and confidential communication to ensure trust and integrity. Our innovative services empower students as they prepare for the future.

Goal No. 1

1. Support student success by integrating technology into student services programs.

Expected Outcome for Goal No. 1

- 1.1 Technology rich environment will be provided.
- 1.2 Student learning will be assessed.
- 1.3 Communications and interventions will be improved.

Supports College Strategic Goal: __1__

Supports College Annual Goal: __1__

Strategy
Support migration to Luminus 5 by providing input for design and content.
Collaborate with Public Relations Office to revise online New Student Orientation for implementation Fall 2015.
Work with ILT to create confirmation email for graduation applications.
Enable midterm grade feature in Banner.
Complete document imaging of all Student Records documents.
Offer laptop and tablet lending through various grant programs.
Develop tracking system for Student Life membership and identify ways to increase club membership.
Use Early Alert Systems to identify at-risk students and provide interventions based on feedback received.
Expand usage of RegisterBlast to faculty.
Implement text alert system as an additional means of communicating with students in grant programs.
Use social media and blogs to increase communication with students and to promote special events, deadlines, etc. to students.
Use ARGOS report to track ACT students to determine appropriate communications and interventions.
Identify an appropriate placement testing tool to replace COMPASS.
Update web application and follow up communications to improve access.

Develop training documents for updating Web for Prospects and Web Admissions.
Provide online resources for financial literacy training.
Use National Clearinghouse Student Tracker to learn where non-enrolled admits and transfer students are enrolled.

Goal No. 2

- 2. Implement retention strategies in student support programs and support QEP retention initiatives.

Expected Outcome for Goal No. 2

- 2.1 Activities aimed at improving retention will be implemented through special programs with a focus on non-cognitive skill development and individualized counseling.
- 2.2 Special program participants will be contacted monthly to improve student engagement.
- 2.3 Default Management Plan will be fully implemented to reduce default rate and improve student eligibility for aid.
- 2.4 Student support programs will be actively marketed to students.
- 2.5 Specialized workshops will be offered to all students at all locations.

Supports College Strategic Goal: 1

Supports College Annual Goal: 2

Strategy
Identify and develop appropriate student support services workshops focused on cognitive and non-cognitive skills development.
Provide activities focused on the development and strengthening of non-cognitive skills and academic mindsets of participants.
Provide opportunities for business, industry, college and cultural visits for students in specialized programs.
Develop a TRiO brochure for intentional recruiting purposes, to include student testimonials.
Increase TRiO enrollment in Kershaw County by 5%.
Establish a TRiO mentor/peer tutor position at the Kershaw County Campus.
Host TRiO Student Appreciation Day and Triple T Nights to promote sense of belonging to college community.
Contact special program participants, including veterans, monthly to ensure engagement; contact high-need students weekly.
Implement a comprehensive Default Management Plan in an effort to maintain default rate of less than 30%.
Monitor and report academic standing and GPAs of all special program participants to include ACT, TRiO, Special Populations, ADA, and veterans, each semester.
Support COL 105 initiative by providing presentations, career services, and instruction by PBIF staff.
Implement tracking and reporting systems for student withdrawals to assist in QEP assessment efforts

Send reminder emails to faculty each semester prior to refund dates to ensure accurate reporting of withdrawals.
Participate in advisement training to support the new advisement approach as part of the QEP.

Goal No. 3

- 3. Connect students with services and programs to address diverse needs, enrich student experiences, and promote program completion.

Expected Outcome for Goal No. 3

- 3.1 Diverse and appropriate services will be identified and implemented.
- 3.2 Program effectiveness will be assessed.
- 3.3 Student Life will expand offerings to improve the student experience.
- 3.4 Number of students completing programs will increase.
- 3.5 Men in Motion will be a new Student Life organization focused on retention of male students.

Supports College Strategic Goal: 1, 2, 8

Supports College Annual Goal: 3

Strategy
Submit grant applications for specialized programs to address diverse student needs.
Provide improved services to prospects and students through expanded collaboration between outreach campuses and college departments.
Design and implement ACT recognition banquet.
Increase promotion of the Veteran Resource Center, SNAC, and FWS to improve student awareness and participation.
Increase number of clubs/organizations and Student Life events by two.
Provide student-driven Student Life activities based on feedback received on semester surveys.
Increase marketing of Special Populations program at outreach locations; share information in COL 105.
Increase enrollment of nontraditional students in Special Populations program by collaborating with targeted programs.
Facilitate the transition of the Men in Motion program into Student Life as an active organization.
Provide graduation assistance to high-need, STEM, and AA male students to increase graduation rates.
Host round table discussions with ADA students to ensure connectivity of services and knowledge of available services.
Increase percentage of students receiving financial aid assistance at outreach locations by 25%.
Provide sexual awareness training and information to students as part of Title IX/Clery/VAWA requirements.
Implement well-defined administrative graduation process.

Goal No. 4

- 4. Implement a comprehensive enrollment and marketing plan to focus on student recruitment for targeted populations and outreach locations.

Expected Outcome for Goal No. 4

- 4.1 Enrollment and marketing plan will be implemented via the Enrollment Task Force.
- 4.2 Target populations for marketing will be identified based on data analysis.
- 4.3 Marketing materials will be developed for outreach locations and low enrollment programs.
- 4.4 New campus visit experience will be implemented.

Supports College Strategic Goal: 1, 2, 5

Supports College Annual Goal: 4

Strategy
Implement Enrollment Management Plan through Enrollment Task Force.
Work with Public Relations to revise admissions communications as part of comprehensive communication plan.
Design and Host “Instant Admissions” events for fall and spring semesters
Increase conversion rate of pending applicants to admitted students by 3%.
Target marketing to student populations with decline (active duty, veterans, first- time freshmen, transfers, transients) to increase percentage enrolled.
Promote low enrollment programs during recruitment events and mailings.
Implement improved, formalized Campus Visit experience.
Market affordability of CCTC and available financial resources.
Promote enrollment at outreach locations.
Participate in Shaw AFB Community Partnership to improve recruitment practices and services on base.
Increase promotion of Military Friendly School status.
Host College Goal SC and increase participation through more intensive marketing.
Conduct comprehensive campaign to promote financial aid opportunities throughout award year and into next award year.
Conduct Registration Critique to identify areas for improvement and implement changes as needed.

Goal No. 5

- 5. Expand and promote transfer opportunities for College graduates.

Expected Outcome for Goal No. 5

- 5.1 Transfer fair will be held annually.
- 5.2 University Transfer programs will be marketed to prospective students.
- 5.3 Transfer opportunities will be promoted to new and current students.

Supports College Strategic Goal: 1,3
 Supports College Annual Goal: 5

Strategy
Market University Transfer programs as a cost-saving alternative to four-year degrees.
Promote existing bridge programs with four year colleges to prospective and current students to improve transfer rate.
Develop “Transfer Corner” in Career Services Center.
Provide transfer services to high need, STEM and AA male students.
Provide college tours for special program participants.

Goal No. 6

6. Maintain appropriate qualified staff to support delivery of programs and services.

Expected Outcome for Goal No. 6

- 6.1 Qualified personnel will be hired to ensure delivery of programs and services.
- 6.2 Staff will participate in professional development opportunities.
- 6.3 Staff

Supports College Strategic Goal: 4
 Supports College Annual Goal: 6

Strategy
Review staffing levels and workload by department to identify gaps and weaknesses; make organizational changes as needed.
Provide extensive customer service training to front desk staff, including work study students, to improve service and accuracy of information provided.
Provide additional financial aid training to staff and faculty to improve efficiency, quality of service, and regulatory compliance.
Identify training needs based on feedback received from surveys, feedback cards, and students.
Provide college-wide professional development for faculty and staff related to enrollment, persistence, and completion of at-risk student populations.
Conduct ADA training for faculty and staff.
Provide individual professional development opportunities directly tied to staff job duties.

Goal No. 7

7. Maintain strong working partnerships with the secondary school system by providing college readiness activities, including the Scholars Program.

Expected Outcome for Goal No. 7

- 7.1 College readiness activities will be provided to high school students through PBI grant programs.
- 7.2 College going rate of full-time associate degree students will increase through secondary initiatives.
- 7.3 Retention rate of high-need students, AA males, and STEM students will increase due to expanded services.
- 7.4 Scholars Program will be fully implemented.
- 7.5 On-going communications and school visits will occur between CCTC and parents, counselors, and secondary students.
- 7.6 Enrollment of recent high school graduates will increase.
- 7.7 College and Career Center will be established in targeted high school.

Supports College Strategic Goal: 5

Supports College Annual Goal: 7

Strategy
Provide college readiness workshops at all service area high schools.
Increase the number of test preparation sessions held in area high schools.
Develop improved biology placement test preparation materials.
Host Scholars Orientations and conduct targeted mailings to promote Scholars Program for Fall 2015.
Track Scholars Program participation and eligibility through ARGOS reporting.
Design and implement Scholars recognition activities.
Host School Counselor Summer Institute to better inform secondary counselors on CCTC programs, services, and workforce opportunities.
Host annual Counselors' Breakfast to promote CCTC.
Host "Come See Me" events for high school students with 250 student participants.
Conduct financial aid presentations at all area high schools.
Increase enrollment of high school graduates to 20% by end of academic year.
Establish a College and Career Center at Lee Central High School.
Provide career and college preparation counseling to secondary students to increase college going rate.
Engage students in expanded, integrated support services to increase retention of students, especially STEM and AA males.

Goal No. 8

- 8. Expand or reorganize physical facilities and resources at outreach locations to meet student and community needs.

Expected Outcome for Goal No. 8

- 8.1 Required physical space for student services will be identified.
- 8.2 Additional staff needs will be identified.
- 8.3 Appropriate equipment and educational resources will be provided.

Supports College Strategic Goal: 8
Supports College Annual Goal: 10

Strategy
Identify physical space requirements needed for all student services related activities for Kershaw County Expansion Project.
Hire necessary staff members for Kershaw County Campus to ensure quality services are provided.
Provide resources for Career Services Office and Bookstore at Kershaw County Campus.
Relocate Student Services Office at the F.E. Dubose Campus to provide improved student experience.

Goal No. 9

- 9. Participate in the SACSCOC Reaffirmation On-Site Visit and oversee the Off-Site Campus/Locations Visit Committee.

Expected Outcome for Goal No. 9

- 9.1 Staff will participate in the On-Site Visit and will coordinate activities at outreach locations.

Supports College Strategic Goal: 6
Supports College Annual Goal: 11

Strategy
Meet with team members as requested.
Chair the Campus/Location Visit Subcommittee and coordinate visits to identified outreach locations.

Goal No. 10

- 10. Utilize data for sound decision making and evaluation of programs and services effectiveness.

Expected Outcome for Goal No. 10

- 10.1 Data will be collected and analyzed, areas of improvement will be identified, and results will be used for continuous improvement.
- 10.2 All reporting requirements will be completed.

Supports College Strategic Goal: 1
Supports College Annual Goal: 12

Strategy
Complete department data reports each semester, identify areas of improvement based on data

analysis, implement necessary changes.
Complete annual performance reports for grant programs; identify areas for improvement and implement changes.
Utilize college surveys, workshop and event evaluations, and feedback cards to determine student satisfaction; ensure 90% or higher satisfaction rates.
Complete plans of action and annual effectiveness reports for all departments; identify needed improvements.
Increase use of Financial Aid and Veteran data and electronic resources to improve efficiency, increase enrollment of veterans, meet student needs, and ensure regulatory compliance.
Complete Administrative Unit Reviews for TRiO and Admissions and Records.
Revise program information in Banner to reflect new division assignments of academic programs to improve reports.

BUSINESS AFFAIRS

2015-2016 PLAN OF ACTION

Purpose/Mission: The Business Affairs Division supports the College mission by providing various administrative support services to the College community in an efficient and effective manner.

Goal No. 1

- 1. Provide accurate and timely data, information, and reporting to the College community and stakeholders**

Expected Outcomes For Goal No. 1

- 1.1 Business Affairs related directives and manuals are current and compliant with federal, state, and local laws and regulations.
- 1.2 Audit reports are accurate and contain no major findings.
- 1.3 Accurate reports and forms are submitted prior to deadlines.
- 1.4 Employees and students are able to use the website and myCCTC as a source for current and accurate information and forms.

Supports College Strategic Goal: 8
Supports College Annual Goal: All
Supports Division Goal: N/A

Strategy
Review and revise College policies and procedures related to Business Affairs.
Complete accurate internal and external reports and submit on a timely basis.
Maintain publications, public website and myCCTC with current information for students and employees.
Complete annual audit report and CAFR for FY 15 and submit to GFOA for award
Review and update (if needed) all employee manuals issued by Business Affairs.

Goal No. 2

- 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**

Expected Outcomes for Goal No. 2

- 2.1 State delegation audits will result in no major problems or findings.
- 2.2 Employees will receive required and relevant training, will be familiar with pertinent policies and procedures, and will be able to perform job duties with knowledge of resources available to them.

- 2.3 Existing employees will be retained and prepared for promotional opportunities.
- 2.4 EEO reports will show progress in achieving EEO goals.
- 2.5 Improvements will be made to processes and services.

Supports College Strategic Goal: 4
 Supports College Annual Goal: 6
 Supports Division Goal: N/A

Strategy
HR will process class & comp actions as requested, following all applicable laws and regulations.
Personnel department staff will advise employees on HR issues and manage employee relations issues.
90% of employees surveyed will be satisfied with the quality and timeliness of personnel related employee services
The College will process \$800 bonus's to all eligible employees as provided by the FY 16 state appropriations act; adjuncts in targeted areas will be offered higher pay rates in order to attract adjuncts in areas of need
The College will provide professional development and training opportunities for new and current employees in the areas of new employee orientation, budget, Banner, supervision, safety and security, personnel, personal interest, and wellness.
Maximize employee recruitment sources to increase opportunity for more diverse workforce
Provide flexibility and promotional opportunities for employees
Provide comprehensive employee wellness program for employees
Automate the E/FPMS and Position Description process

Goal No. 3

3 Allocate, monitor, and manage College budget and other resources effectively and efficiently and in accordance with all federal, state, and local laws, rules, and regulations

Expected Outcomes for Goal No. 3

- 3.1 College employees will understand how to monitor their budgets, and make transfers and revisions as necessary.
- 3.2 The College will operate within the approved budget; available resources are allocated to support the College's mission and Annual Plan of Action.
- 3.3 The College will comply with state law and SC Energy Office requirements to submit an energy plan and reduce energy consumption.
- 3.4 The procurement process will be efficient; 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.

3.5 The College’s inventory and surplus property process will be managed in accordance with State requirements.

Supports College Strategic Goal: 8

Supports College Annual Goal: All

Supports Division Goal: N/A

Strategy
Offer periodic new employee orientation and budget training to teach employees to monitor and adjust budgets
Prepare and distribute/review and analyze monthly or periodic financial reports; monitor online reports as necessary
A review and analysis of student debt (to CCTC) will be conducted and studied to determine ways to reduce bad debts
Monitor energy usage and utilize electronic energy management system to schedule HVAC and lower energy costs; prepare required annual reports
Expenditure budgets will be reduced to reflected reduced tuition revenue as enrollment decreases are experienced
Annual inventory will be performed and surplus fixed assets will be reviewed on a regular basis and reallocated or turned in as quickly as possible.

Goal No. 4

4 Provide and maintain College facilities (buildings & grounds) that are safe, sufficient, attractive, and efficiently operated

Expected Outcomes for Goal No. 4

- 4.1 College facilities and equipment (including vehicles) will be maintained adequately, and deferred maintenance will not increase.
- 4.2 Facilities and grounds will be maintained at a high level of cleanliness and attractiveness.
- 4.3 Capital projects will stay on schedule and within budget.
- 4.4 Safety and security services will be provided that ensure the safety and security of College property, employees, students, and visitors.

Supports College Strategic Goal: 1, 2, 8

Supports College Annual Goal: 10

Supports Division Goal: N/A

Strategy
Maintain cleanliness such that the annual employee survey of custodial services indicates at least 90% of respondents are satisfied with custodial services

Strategy
Maintain facilities such that the annual student survey of programs and services and an employee survey indicates at least 95% of respondents rate the physical facilities as “good” or “excellent”
Provide security services such that the annual student survey of programs and services indicates at least 95% of respondents are satisfied with security services at all College locations
Conduct weekly and monthly inspections of all facilities and grounds and make corrections as needed.
Coordinate and manage small renovation projects as funds are available.
Manage the AMTTC Phase II renovation project if funded
Collaborate with Kershaw County, and others to expand the Kershaw Campus
Update and monitor the deferred maintenance plan; reduce DM needs as funding allows
Provide college-wide training on safety and security procedures, including an active shooter training and conduct periodic tornado and fire drills as required by College policy.
Prepare an annual security report as required by law
Implement Commit to Quit @ CCTC, a grant funded tobacco free initiative, in January 2016

Goal No. 5

5 Provide high quality auxiliary and internal services that are competitively priced and enhance the educational programs and services of the College

Expected Outcomes for Goal No. 5

- 5.1 Print shop and mail room services are efficient and provided at a lower cost than outsourcing.
- 5.2 The Bookstore and vending services will provide quality products and services and operate at a profit
- 5.3 Food service will be provided by external vendors on main campus.

Supports College Strategic Goal: 8

Supports College Annual Goal: 2, 3

Supports Division Goal: N/A

Strategy
Maintain a high level of customer service to all students, faculty, and staff
Continue to work with department chairs and look for ways to reduce the cost of required materials for students.
Monitor budgets throughout the year and prepare yearend financial reports for bookstore and vending
Work with local food vendors to continue to provide lunch 4 days a week, and breakfast as many days as possible.

Goal No. 6

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. Provide comprehensive, responsive, and efficient and effective assistance to meet the changing requirements of users

Expected Outcomes for Goal No. 6

- 6.1 Administrative systems will be used to improve efficiency and productivity.
- 6.2 A reliable and responsive network and hardware infrastructure will be provided such that users are unhampered by bandwidth, application, or location. Services should be functional 96% of available time.
- 6.3 ILT plans for reasonable protection of information resources and systems from illegal access and use.
- 6.4 Technology will be appropriate to support all CCTC stakeholders and replaced on a regular cycle to assure access to current technology.
- 6.5 Provide a centralized single point of contact for all User Support Services (USS).
- 6.6 Provide technology training to employees and students as needed.

Supports College Strategic Goal: 1, 2, 8

Supports College Annual Goal: All

Supports Division Goal: N/A

Strategy
Banner system will be current with upgrades and patches released by vendor.
Equipment and classroom technology will be maintained and replaced on a 5-year recurring schedule as resources allow in order to keep current with technology
The backup and recovery system for major systems, programs, and data will be monitored and managed appropriately
Continue to improve IT security—utilize results from BDD to monitor network traffic and activity; continue the whole disk encryption process for notebook computers issued to employees; continue to enhance security policies; utilize a system wide consultant to assist with a gap analysis, develop a plan and recommend new security policies
Implement the Banner Mobility Solution
Implement the Change Management process developed by the USS CoP
Implement Luminus 5
Assess the results of the 2015 Programs and Services survey and make adjustments to assure a student satisfaction level of 95% or higher
Upgrade all routers and out of service infrastructure components to support expanded bandwidth if funding allows

Goal No. 7

7 Facilitate effective planning, evaluation, and use of results for quality support services for continuous improvement

Expected Outcomes for Goal No. 7

- 7.1 Publish divisional and departmental plans of action, annual effectiveness reports, and unit outcomes that reflect and support the College’s strategic plan and annual goals.
- 7.2 Complete EPMS process annually for all staff, ensuring they support the annual plans of action.
- 7.3 Implement the College Facilities Master Plan.
- 7.4 Comply with the Information Security Plan requirements.
- 7.5 Comply with “red flag rule” requirements and prevent identity theft.

Supports College Strategic Goal: 1, 2, 8

Supports College Annual Goal: All

Supports Division Goal: N/A

Strategy
Develop and complete plans of action for the division and departments by deadlines
Develop unit outcomes for the next three year cycle
Review results from College surveys and other means of assessment to improve services
Perform an Administrative Unit Review and assessment for ILT department
The results of the TechQual+ survey will be used to develop a technology plan
Assess progress of POA objectives and compile an annual effectiveness report showing outcomes and use of results.
Prepare EPMS documents for all employees by deadlines
Ensure that the College capital plan and budget reflects the priorities of the facilities master plan as resources allow.
Update and monitor the Information Security Plan.
Update and monitor the identity theft program.
Support the QEP project with resources as needed.

Administration and Planning Division

2015-2016 Plan of Action

Division Purpose: To provide leadership and service supporting the College’s mission and institutional effectiveness through strategic planning and reporting for continuous improvement; provide accurate and timely data for decision making related to student success and reporting requirements; manage the College’s regional accreditation compliance process; provide support for program accreditation; manage the alumni affairs program; manage the College’s professional development program; and provide leadership and management for the grant compilation and submission process.

Goal No. 1:

- 1. Manage the College’s planning process to ensure a comprehensive, college-wide planning and assessment system supporting teaching and learning; complete ongoing evaluation of CCTC Strategic Plan and annual goals to identify benchmarks and manage progress; and integrate the planning process into the College’s annual workflow, budget, and procedures for continuous improvement.**

Expected Outcome for Goal No. 1

- 1.1 The College’s planning process will be managed effectively; progress reports regarding status of Strategic Plan and annual goals will be developed, and the planning process will be integrated into the College’s workflow and budgeting processes.**

Supports College Strategic Goal: 1
Supports College Annual Goal: 12
Supports Division Goal: N/A

Strategy
Monitor the progress of the Strategic Plan and annual goals on a periodic basis through the ELT
Complete an inventory of all department and division plans of action for 2015-2016 and annual effectiveness reports for 2014-2015 and place in the data repository
Develop annual goals in conjunction with ELT and College faculty and staff for 2016-2017
Revise and publish 2016-2017 Planning Guide for Institutional Effectiveness
Conduct planning and budgeting sessions with College personnel to support institutional effectiveness and college-wide processes in Spring 2016
Determine the effectiveness of the process for administrative unit outcomes establishment, measurement, and reporting and adopt any identified areas of improvement; maintain the

college-wide process for assessment of administrative unit outcomes; provide support and guidance for the development of appropriate outcomes; and place information in myCCTC for electronic access
Manage the administrative unit review process for institutional effectiveness; and place resources in myCCTC for electronic access
Establish the Institutional Effectiveness Committee with academic and administrative unit subgroups to facilitate greater data utilization

Goal No. 2:

- 2. Manage the process for the SACSCOC reaffirmation process including the submission of the Focused Report, planning for the On-Site Committee’s visit, support the development and implementation of the Quality Enhancement Plan, and submit the response to the On-Site Committee’s findings by the established deadline.**

Expected Outcome for Goal No. 2

2.1 The CCTC Focused Report and the QEP will be submitted prior to the On-Site Committee’s visit; the QEP Pilot will be implemented and evaluated; the On-Site Committee visit will be well planned; and the CCTC response to the On-Site Committee’s findings will be submitted.

Supports College Strategic Goal: 6
Supports College Annual Goal: 11
Supports Division Goal: N/A

Strategy
Submit a Focused Report for the On-Site Committee following the Off-Site Committee’s review of the Compliance Certification Report
Identify data needed for validation of standards and further documentation of compliance for the Focused Report
Manage data repository and compile documentation
Provide oversight leadership in the development of the QEP and include periodic updates for the CCTC SACSCOC Leadership Team
Coordinate the functions of the SACSCOC Leadership Team and Area Commission in preparation for the On-Site Committee’s visit in October 2015

Submit CCTC Response to the Visiting Committee Report and submit to SACSCOC
Determine status of Compliance Assist when contract ends in December 2015
Communicate internally regarding any gaps and compliance issues on an ongoing basis, review CCTC policies and procedures, and revise when appropriate
Participate in the SACSCOC Annual Conference and share information for the compliance with standards and the submission of the Compliance Report
Monitor Substantive Change policies and institutional actions resulting in submission of notifications or prospectus to SACSCOC
Manage system for reviewing faculty credentials, maintain system for updating faculty credentials, and compare faculty files each semester to CCTC 3B Report

Goal No. 3:

- 3. Submit all required reports and data in a timely and accurate manner reflecting the College's adherence to reporting requirements through collaborative integration of the College's systems and personnel and for sound decision making.**

Expected Outcome for Goal No. 3

- 3.1 Reports are submitted in a timely and accurate manner supporting sound decision making.**

Supports College Strategic Goal: 1-8
Supports College Annual Goal: 12
Supports Division Goal: N/A

Strategy
Review all reporting requirements and develop a timeline for submission
Communicate with internal divisions regarding reporting requirements for effective data management
Submit IPEDS, SC Commission on Higher Education IE reports, Accountability Report, SCBTCE reports, Title III eligibility data, US DOE reports, US DOE grant reports, and SACSCOC institutional profile reports
Maintain Gainful Employment information on the web and ensure compliance with US DOE requirements
Support the administrative graduation process through integration with Academic Affairs and Student Affairs personnel

Identify data needs throughout the College, track data requests, and communicate availability of data to internal College users
Facilitate efficient data gathering through surveys to provide accurate and timely data for sound decision making for internal departments
Identify relevant data and trends to be reported, interpreted, and utilized by the ELT, Academic Affairs, Student Affairs, Business Affairs, and Administration and Planning Divisions for sound decision making
Manage the academic program review process to determine effectiveness of academic programs for continuous improvement

Goal No. 4:

4. Maintain an ongoing process to identify grant needs and opportunities for the College through a systematic process of analysis and alignment with grant funding sources.

Expected Outcome for Goal No. 4

4.1 The College will compile and submit grant proposals to support the mission of the College.

Supports College Strategic Goal: 8
Supports College Annual Goal: 12
Supports Division Goal: N/A

Strategy
Identify the College’s needs in programs, services, and activities for potential grant proposals
Identify grant funding sources that may address gaps in programs, services, and activities at the College
Compile grant proposals and submit for consideration
Monitor grant performance for those awards made to CCTC
Identify potential private funding sources for grants
Develop an accessible and organized records management system for grants information

Goal No. 5:

5. Provide a comprehensive Professional Development Program for faculty and staff that supports teaching and learning within the College.

Expected Outcome for Goal No. 5

5.1 The 2016-2017 CCTC Professional Development Program will be developed and delivered to the College’s faculty and staff.

Supports College Strategic Goal: 4
Supports College Annual Goal: 6
Supports Division Goal: N/A

Strategy
Review the results of the 2015-2016 evaluation of the PDP program to determine program effectiveness
Administer needs assessment survey to the CCTC faculty and staff to determine PDP needs
Identify areas for improvement or changes to existing PDP to meet institutional needs
Provide leadership for PDP Team in the development of the offerings for 2016-2017 and publish 2016-2017 PDP calendar
Provide all scheduling arrangements for offerings
Complete the pre-registration process for required courses in PDP
Assess effectiveness of PDP offerings throughout the year
Compile evaluation results for development of 2015-2016 PDP offerings for continuous improvement

Goal No. 6:

6. Manage CCTC Alumni Partnership to accomplish its mission.

Expected Outcome for Goal No. 6

6.1 The Alumni Partnership will support the College’s alumni and the institution’s role in the community.

Supports College Strategic Goal: 6
Supports College Annual Goal: 8
Supports Division Goal: N/A

Strategy
Facilitate communication with Alumni Partnership members to support the mission of the Partnership
Maintain the budget for the CCTC Alumni Partnership
Publish two Alumni Partnership newsletters per year to communicate to members
Identify internal and external partners for collaboration with the CCTC Alumni Partnership and participate in College events to promote the Alumni Partnership
Assess activities at conclusion of the 2015-2016 year to determine effectiveness of program for 2015-2016 and develop strategies for program for 2016-2017

Goal No. 7:

7. Manage the Administration and Planning Division personnel and resources effectively.

Expected Outcome for Goal No. 7

7.1 The Administration and Planning Division will accomplish its purpose and provide ongoing service to the College.

Supports College Strategic Goal: 1-8

Supports College Annual Goal: 12

Supports Division Goal: N/A

Strategy
Measure administrative unit outcomes for the Administration and Planning Division
Manage the administrative unit review process for those units scheduled for 2015-2016 to improve programs and services
Develop and implement a 2015-2016 Research and IE Department Plan of Action
Measure administrative outcomes for the Research and IE Department
Communicate effectively within the College regarding Administration and Planning Division services
Continue to assess the effectiveness of the Administration and Planning Division's role at the College
Identify areas for cross-training within the Division for each staff member

Complete professional development activities by each staff member
Maintain a sound records management system for all functions within the Administration and Planning Division
Explore possible expansion of services to be offered by the Administration and Planning Division
Manage the data repository to support documentation needs for all College functions
Assess personnel needs of the Administration and Planning Division to accomplish the Division's mission with a focus on the Research and Institutional Effectiveness Department
Develop strategies to improve employee knowledge of role, purpose, and functions of the Administration and Planning Division
Develop accessible web resources for the Administration and Planning Division compliant with the web accessibility audit requirements and maintain current information for the website for the Administration and Planning Division