

# Central Carolina Technical College



## 2016-2017 Annual Effectiveness Report

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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 Director of Planning and Grants coordinates all planning functions at the College and works with the College's SACSCOC Liaison to ensure the institution is following all Southern Association of Colleges and Schools Commission on College's accreditation standards related to planning and institutional effectiveness.

### **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 conclusion 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 2016-2017. The areas of focus and supporting goals identified in the 2015-2020 Strategic Plan are as follows:

### **Area of Focus 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 1: The College will foster an environment conducive to student success.**

**Goal 2: The College will expand its accessibility and program offerings.**

**Goal 3: The College will strengthen students' pathways to four-year colleges.**

### **Area of Focus 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 4: The College will attract and retain quality faculty and staff.**

### **Area of Focus 3: Partnerships**

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

**Goal 5: The College will strengthen its role with K-12 institutions and become a first-choice option for high school students.**

**Goal 6: The College will identify and maintain community, legislative, workforce, and higher education partnerships to accomplish its Mission.**

### **Area of Focus 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 7: The College will expand the continuing education training and educational programs' scope and effectiveness within the community.**

### **Area of Focus 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 8: The College will practice effective stewardship of its resources and seek new avenues of funding.**

## **Review of Accomplishments of the 2016-2017 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 2016-2017 year on both the divisional and institutional levels. This roster of accomplishments supporting the 2016-2017 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 2016-2017, and each goal was aligned with an area of focus and goal in the College's 2015-2020 Strategic Plan.

### **CCTC 2016-2017 COLLEGE ANNUAL GOALS**

July 1, 2016 through June 30, 2017

Annual Goals Aligned with the 2015-2020 CCTC Strategic Plan Goals

#### **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.**

- Developed 4 new programs of study for implementation in Fall 2017
- Conducted academic program reviews for 10 programs of study
- Conducted more than 20 advisory committee meetings to ensure linkages between instruction and workforce needs
- Upgraded student technology resources in computer labs and classrooms
- Maintained support services at off-site locations and expanded to include an ongoing evaluation of learning resources by the Librarian
- Utilized Register Blast for online test registration
- Implemented Accuplacer in November 2016 as the college-wide placement exam
- Implemented text alert system in 2 programs to improve communications with students
- Loaned laptops and tablets to 53 students through two grant programs
- Provided instructional environment resulting in student certifications as follows:
  - Machining & CNC Certifications – National Institute for Metalworking Skills Certificates: 25
  - Welding Certifications – NCCER Core Curriculum Certifications: 23
  - HVAC Certifications – HVAC Excellence Employment Ready Certifications: 71
  - Computer Technology Certifications – COMPTIA A+: 2; COMPTIA Healthcare IT Technician: 2; COMPTIA Network+: 3; CISCO CCENT: 2; CISCO CCNA Routing & Switching: 1
  - Health Sciences Certifications – 100% of Surgical Technology August 2016 graduates passed the CST examination on first attempt; 100% of Massage Therapy August 2016 graduates passed the MBLEX examination on first attempt; 90% of Pharmacy Technology August 2016 graduates passed the ASHP examination on first attempt; 94% of Medical Assisting August 2016 graduates passed the AAMA examination on first attempt; 100% of Practical Nursing August 2016 graduates passed the NCLEX examination on first attempt; and 97% of Associate Degree Nursing May and August 2016 graduates passed the NCLEX examination on first attempt; 82% of Nursing Aide students passed the NNAAP examination on the first attempt

- Integrated D2L Brightspace email with College email to streamline student communication
- Upgraded D2L Brightspace learning management system to Daylight interface to expand accessibility features and enable responsive design across multiple devices
- Served the following number of unduplicated students per term in distance education courses:  
Fall 2016: 2,020; Spring 2017: 1,976; Summer 2017: 1,200

**2. Implement institution-wide retention strategies reflecting the needs of the CCTC student population to increase retention for first-time, full-time freshmen and improve program completion with focus on the new student population through the College's Quality Enhancement Plan (QEP).**

- Increased the Fall-to-Fall retention rate of first-time, full-time students from 52% (FY16) to 53% (FY17)
- Implemented Year 2 of the College's QEP, Smart Choices for Success, focused on retention and program completion of first-time freshmen
- Established a Strategic Retention Management Team to support retention initiatives
- Provided support services through TRIO Student Support Services, Special Populations Program, and the PBI Program to improve student retention
- Increased the retention of high-need, STEM, and African-American male students through the strategies implemented in the PBI grant program
- Sponsored 2 faculty members to attend the Minority Male Consortium through PBI grant funding
- Conducted 4 college visits and 3 student leadership opportunities through the PBI and TRIO Student Support Services grant programs

**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.**

- Provided business and industry tours, college visits, and cultural exploration opportunities through grant programs
- Provided extensive career services through job fairs, personalized assistance, specialized workshops and classroom presentations
- Hosted College Goal SC events in October 2016 and February 2017, and Graduation Fair in March 2017
- Hosted Come See Me Days with 237 participants in March 2017, a 141% increase from FY16 to FY17
- Selected as Military Friendly School by the G. I. Jobs magazine for sixth consecutive year
- Offered special events for veteran students through Student Veterans Association, Veteran Resource Center, and VA Certifying Official including a Memorial Day ceremony in May 2017
- Hosted Constitution Day in September 2016 to provide students with information on voter registration
- Partnered with EdManage for financial literacy resources
- Awarded almost \$20M in financial aid to more than 4,000 students from public and private sources
- Maintained a Default Management Taskforce to support student success in regards to student loan borrowing
- Experienced a 4% decrease in the College's default rate from FY16 to FY17
- Partnered with SC Vocational Rehabilitation counselors in Sumter and Kershaw Counties to provide monthly, on-campus assistance for students

- Conducted over 70 academic, career, and personal improvement workshops through Student Affairs
- Provided over 300 student leadership and community service opportunities, events, and activities through Office of Student Life
- Developed improved reporting for New Student Orientation to determine impact on students' academic and financial aid standing
- Established the first Water Environment Federation student chapter in South Carolina for students with an interest in careers in the environmental or water industries
- Maintained the Alumni Partnership with over 1,000 members and expanded business partners

**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 2016-2017 academic year.**

- Enrolled 3,579 students in Fall 2016 in over 50 programs of study
- Established a Strategic Enrollment Management Team to support enrollment and marketing initiatives
- Implemented Early College programs in Clarendon and Lee counties
- Revised all admissions print and electronic communications to improve admissions process
- Implemented Instant Admissions Days to expedite admissions process for prospective students
- Conducted targeted recruitment of high school students which resulted in a 20% enrollment of high school graduates immediately following graduation
- Promoted Central Carolina Scholars program for area high school students at over 400 events

**5. Support graduation and program completion by increasing the College's graduation rate, and expand and promote transfer opportunities for the College's graduates.**

- Awarded 648 degrees, diplomas, and certificates to 558 graduates (July 1, 2016 – June 30, 2017)
- Achieved a 93% placement rate for graduates placed directly in the workplace and a 13% graduation rate (2013 cohort of first-time, full-time students)
- Improved "Transfer Corner" in Career Services and provided transfer assistance to students
- Hosted University Transfer Day in February 2017 with 25 colleges/universities and 3 military branches
- Conducted visits to USC Upstate, Lander University, and USC Bridge program to learn more about their transfer processes
- Provided graduation assistance to over 80% of the 2016-2017 graduates in STEM capstone courses
- Continued special populations retention programs through the ACT, TRIO, and PBI programs
- Continued work on the administrative graduation process to award and notify students near program completion

**6. Maintain appropriate qualified faculty and staff to support and deliver quality programs and services through an effective organizational structure that facilitates effective communications and meets the needs of the institution.**

- Hired qualified faculty and staff members with appropriate credentials and experience to support the College's Mission
- Provided flexible schedules for employees to accommodate employee and institutional needs
- Reassigned faculty positions in four areas, for a net increase of 1 faculty position

- Added 6 staff positions and eliminated 1, for a net increase of 5 staff positions
- Promoted 7 faculty and staff members from within the institution to positions of greater responsibility
- Provided base pay increases of 3.25% to qualified employees
- Recognized Linda Johnson - Student Records Data Coordinator, for outstanding service at the College in October 2016
- Recognized Pat Lauterbach - Inventory and Property Control Manager, for receiving the Member of the Year for the South Carolina Public Records Association award in November 2016
- Recognized Myles Williams - Dean of General Education, Deborah Seymour - Freshman Seminar Coordinator, and Martha McMahon - Accounting Technician, for outstanding service at SCTEA in February 2017
- Conducted New Faculty Orientation and Adjunct Faculty Orientation each semester
- Conducted Online Certification for faculty scheduled to teach online courses each semester
- Offered 58 professional development program offerings to support the teaching and learning environment, including diverse training opportunities and required training
- Received \$43,667 in professional development funds from 2016-2017 Perkins grant to support teaching and learning across the institution
- Provided \$24,861 in College funds for professional development activities for faculty and staff

**7. Maintain strong working partnerships with the secondary (K-12) school systems and provide programs for dual enrollment, college readiness, and the Central Carolina Scholars Program for Fall 2016 to increase the number of area high school graduates entering the College and to provide a viable workforce for the College's service area.**

- Partnered with all four counties to offer an ongoing Central Carolina Scholars Program for qualifying high school seniors who graduated in June 2016 to enter CCTC in Fall 2016 with full tuition assistance
- Hosted Central Carolina Scholars Signing Day on November 12, 2016
- Established a College and Career Center at Lee Central High School in Fall 2016
- Established a College and Career Center at Manning High School in Spring 2017
- Partnered with Clarendon School District 2 and Lee County School District to implement Early College programs
- Offered the School Counselors' Summer Institute for 11 secondary counselors in July 2016
- Hosted the Counselors' Breakfast for 52 secondary guidance counselors, Adult Education teachers, and Career Center staff in January 2017
- Held 81 college readiness workshops in area high schools through offices of Recruitment and Scholars, including Scholars events, financial aid assistance, and placement testing
- Offered dual enrollment courses to over 600 qualifying high school students from 18 high schools and 2 homeschool associations
- Offered on-campus dual enrollment courses at 10 area high schools
- Hosted College Goal SC to provide assistance with financial aid applications; increased attendance by hosting event at each campus location
- Maintained Central Carolina Scholars and Central Carolina Connect blog to increase communications with high school counselors, students, and parents
- Hosted a 6-week STEM program for Alice Drive Middle school students to increase early STEM exposure
- Provided 881 books for three Lee County elementary schools through a book drive in March 2017

- Participated in the 35<sup>th</sup> Annual SC Technical College Welding Skills Competition at Spartanburg Community College in April 2017

**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.**

- Worked collaboratively with local economic development agencies
- Collaborated with local and regional government officials to secure funding for Kershaw County Campus expansion
- Collaborated with local government agencies and school boards to secure funding for Scholars program
- Participated in Legislative Day activities with Sumter Chamber of Commerce; hosted the Annual Legislative Breakfast at the College's Health Sciences Center in October 2016
- Collaborated with the Santee Lynches Workforce Investment Board and the Sumter County Economic Development to offer the Workforce Experience (WE) program
- Attended multiple events in Kershaw County to demonstrate the College's commitment to supporting education and economic development in Kershaw County
- Hosted a Chamber of Commerce "Before Hours" breakfast at the Kershaw County campus to increase awareness of the College's programs and services to the county
- Collaborated with Sumter School District to revise and improve the STEM 10 program designed to start high school students in a mechatronics program and then graduate high school with a college certificate
- Worked with industry and SC Works to design a new internship program specifically for the Machine Tool and HVAC programs to be offered in the Fall 2017
- Presented College budget request and Scholars program update to Clarendon and Kershaw County councils as well as county administrators of all four service area counties
- Hosted 330 area 8<sup>th</sup> grade students and parents as well as 22 regional manufacturing and technology firms at the Advanced Manufacturing Technology Training Center for the 2017 Sumter Economic Development Board's Manufacturers & Technology Expo to increase early STEM exposure
- Hosted the annual CCTC Foundation Golf Tournament in October 2016 with over 85 community partners
- Conducted joint safety training with local law enforcement, emergency responders, and USC Sumter

**9. Maintain collaborative relationships with workforce development partners throughout the College's service area to support economic development.**

- Maintained ongoing communication with business and industry partnerships in service area to support the recruitment, expansion, and continuing workforce development needs
- Met with economic development agencies in four-county service area to review workforce needs
- Partnered with top companies and industries to provide apprenticeships including Bicycle Company of America, Coffey & McKenzie, Monti Incorporated, Sumter Packaging, City of Florence, Black River Electric Cooperative, Oak Mitsui, and Caterpillar
- Offered apprenticeship occupations including Maintenance Technician, Paralegal, CNC Mill Machinist, Maintenance, Lineman, Water Operator, Wastewater Operator, Foil Technician, Drum Grinder, Operations Analyst, and Welder
- Increased new apprenticeships by 26% and new apprenticeship occupations by 25%

**10. Provide appropriate physical facilities and resources to support the teaching and learning environment with a focus on expansion of instructional and student support facilities in Kershaw County, the renovation of Building M400, and the ongoing utilization of the Shaw Center facility.**

- Held Kershaw County Campus groundbreaking in October 2016
- Collaborated with Kershaw County on construction of the Kershaw County classroom facility, which is scheduled to be complete in December 2017
- Utilized Shaw Center for expanded Continuing Education and Workforce Development programs (Scholarship Program) and rented offices to Palmetto Youth Connections
- Began renovation of Building 400 to expand HVAC, Automotive Technology, and Welding programs
- Received \$20,000 grant from Caterpillar Corporation Foundation to expand services for freshmen
- Received \$1000 from the Sumter County Cultural Commission and \$5000 from the Central Carolina Technical College Foundation Office to create a new art gallery, The Gallery Upstairs, in Building M500
- Received almost \$890,000 in grant awards in 2016-2017 (not including funding from SCTCS)

**11. 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.**

- Maintained integrated institution-wide processes for collecting, analyzing, and reporting data which ensures an effective and timely reporting to support decision-making and improve overall institutional effectiveness
- Facilitated use of results for continuous improvement through institutional planning reports such as the Plan of Action, Annual Effectiveness Report, and Administrative Unit Review
- Conducted Academic Program Reviews for scheduled programs of study; presented findings to the Curriculum Committee; and used results for academic department continuous improvement
- Compiled Program Outcome Assessment Tables for all academic departments with individual course performance and student achievement; integrated results for continuous improvement and reported through the Program Outcomes Assessment Tables; assessed course success and retention in all modes of delivery through the Student and Course Success Team

**2016-2017 COLLEGE ANNUAL EFFECTIVENESS REPORT BY DIVISION**

**PRESIDENT’S OFFICE**  
**2016-2017 Annual Effectiveness Report**

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

**Goal No. 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 Outcomes 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	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Collaborate with and coordinate supporting strategies for the ELT to develop programs of study, training opportunities, student services, and facilities utilization	<p>Conducted weekly ELT meetings with information exchanged among and between the institutional officers; new program of study ideas discussed; training opportunities with business and industry reviewed; student services programs, initiatives, and activities for relevancy reviewed; facility needs, utilization, and gaps discussed; and strategies developed to address issues appropriate to the accomplishment of the College’s Mission.</p> <p>Held meetings with several groups to advocate for student internships in different industries; met with personnel from Columbia College and Palmetto College to facilitate partnerships; upgraded the College’s security cameras; renovations to Building 400 were completed; the Kershaw County Campus development continued.</p> <p><b>Documentation:</b> Divisional Plans of Action (POAs) and Annual Effectiveness Reports (AERs)</p>	Added four new programs for 2017-2018: Web Development, Supervision and Leadership Foundations, Entrepreneurship/Small Business Management, and Patient Care Technician; the QEP continues to address retention and program completion in addition to taskforces at the College.
Monitor progress of College’s annual goals and progress toward the	Conducted two sessions to review the progress of the 2016-2017 CCTC Annual Goals and the	The results from the progress of the 2016-2017 CCTC Annual Goals were used in the development of

<p>implementation of the 2015-2020 Strategic Plan</p>	<p>2015-2020 Strategic Plan; specific progress and data were provided for each annual goal and for each major area of the 2015-2020 Strategic Plan.</p> <p><b>Documentation:</b> 2016-2017 CCTC Annual Goals Report and 2016-2017 CCTC Strategic Plan Report</p>	<p>the 2017-2018 CCTC Annual Goals during the ELT’s Annual Retreat held on February 22, 2017; the progress of the 2015-2020 Strategic Plan was used to identify goals for the institution.</p>
<p>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</p>	<p>The College’s leadership met with the following government entities to facilitate partnerships to help the College accomplish its Mission: the SC House Ways &amp; Means Committee, Santee Lynches Regional Council of Government, Santee Lynches Education Center Board, City of Sumter Mayoral Office, Kershaw County Leadership Forum, Kershaw County Council, State Senator’s Office (Sheheen), Governor’s Executive Budget Development Team, Transform SC, Kershaw County 2030 Strategic Planning, SC House of Representatives Office (M. Smith), SC Dept. of Commerce, SC Technical College President’s Council, Kershaw ATEC Advisory Committee, and all area school boards.</p> <p>The College’s leadership made presentations and/or collaborated with the following entities to address workforce development and opportunities available through the College: the Duke Energy Advisory Board, Duke Energy President, Sumter Industrial Association, readySC, SC Aeronautics Conference, Santee Lynches Comprehensive Economic Development Strategy Steering Committee, SC Workforce Development Board, SC Works, all area Chambers of Commerce and Economic Development Boards.</p> <p><b>Documentation:</b> Presentation Materials from Respective Sessions; SC State Appropriations Bill for FY 18 and Allocation</p>	<p>College leadership will continue to meet with county, state, and federal legislative delegations to maintain partnerships with local governing bodies and communicate the needs and opportunities of the College to all stakeholders; the College President will focus efforts on the development of funding sources for the College through multiple avenues and organizations.</p>

	Agreements with Local Municipalities	
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**Goal No. 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 Outcomes 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	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Communicate with potential business and industry prospects through economic development agencies to support industry recruitment	<p>Communicated with representatives of Duke Energy, Suri Industry, SC Aeronautics firms, Sumter Industrial Association, Lugoff Ford, and Mount Franklin Foods to support industry expansion and recruitment.</p> <p><b>Documentation:</b> Partnerships</p>	Training needs communicated from company representatives are provided to the Academic Affairs Division and Workforce Development Department for training program and curriculum development.
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	<p>Met with secondary school superintendents and counselors to communicate programs and services available; 26% of the area’s high school graduates enrolled at the College in the Fall of 2016 including 226 Scholars; received appropriation to develop programs that lead to STEM careers in partnership with Sumter County School District; initiated process to create technical high school with Sumter County School District; met with ATEC Director in Kershaw to discuss articulation programs, dual credit, and other opportunities to partner; attended Come See Me and Tour of Technology events in March 2017 for high school students; participated in the planning meeting for the CATE programs of Clarendon County School District Two; collaborated with Camden Military Academy to offer initial dual enrollment courses.</p>	Continue to identify venues for collaboration with secondary partners; market the College’s programs and services to secondary students; communicate with secondary school administrative personnel and counselors to seek partnership opportunities.

	<p>The College continued the implementation phase of the Scholars Program offering free tuition to eligible students graduating in Lee, Clarendon, and Kershaw counties.</p> <p><b>Documentation:</b> Secondary School Admissions Report and Scholars Enrollment Report</p>	
Maintain and expand dual enrollment programs	<p>Collaborated with area high schools, alternative schools, career centers, adult education centers, Palmetto Youth Connections, and the College's dual enrollment coordinators to facilitate the enrollment of graduating secondary students and to expand opportunities for dual enrollment programs; attended dual orientation sessions; partnered with Clarendon County School District Two and Lee County School District to continue the Early College program for Fall 2017.</p> <p><b>Documentation:</b> Enrollment Reports</p>	Continue to seek ways to expand opportunities for access to higher education for area high school students.
Facilitate marketing initiatives that maintain awareness and engagement of potential students and the community relative to the role of the College in postsecondary education	<p>The College's Strategic Enrollment Management team developed comprehensive strategies including marketing focus throughout the four-county service area to facilitate an approach among all stakeholders that CCTC is a first-choice option for postsecondary education; the College offered a two-week School Counselor Summer Institute (July 2016) for secondary school counselors as well as a breakfast (January 2017); hosted several open houses; ran ads in print publications distributed in the service area.</p> <p><b>Documentation:</b> Enrollment Reports, School Counselor Summer Institute Schedule, and Marketing Materials</p>	Continue to use marketing initiatives that maintain awareness and communicate the role of the College as a first-choice option for postsecondary education and a facilitator of workforce development to potential students and the community.
Support marketing initiatives that expand the programs and services of the Public Relations Department to internal and external audiences	<p>Launched the new brand package with redesigned logo, seal, foundation logo, and taglines on July 25, 2016 with local media in</p>	Offer marketing initiatives that communicate the role of the College in supporting workforce development, transfer

	<p>attendance; continued to use social media strategies to reach larger audiences in specifically targeted markets; presented to several community organizations including Sumter First Baptist and Camden Rotary Club; participated in WDXY Good Morning Sumter to promote the College.</p> <p><b>Documentation:</b> 2016-2017 PR AER, CCTC Logo Guidelines, and Marketing Materials/Products</p>	<p>opportunities, and higher education options.</p>
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**Goal No. 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 Outcomes 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

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
<p>Communicate business and industry needs for programs and training to Academic Affairs and Workforce Development Division personnel</p>	<p>Workforce Development staff met with local industries to discuss training needs including Apex, BD, Conti, Suominen, Monti, Palmetto Health, CAT Hydraulics &amp; Pins, Eaton, CCBCC, Clarendon County Fire, Pro Pac, WeylChem, BCA, ESG, Mancor, Invista, Oak Mitsui, Kawashima, Mt. Franklin Foods, HBD Thermoid, Hengst, Haier, EMS, Sumter Packaging, and Baker’s Sweets.</p> <p>Academic apprenticeships were explored for Coffey &amp; McKenzie, Black River, City of Florence, Monti, CAT Hydraulics, and Continental; the Black River program resulted in a new academic program: Associate Degree in General Technology as a Lineman Worker.</p> <p><b>Documentation:</b> Meeting Minutes, Apprenticeship Agreements, and 2016-2017 Workforce Development AER</p>	<p>Training needs communicated from company representatives are provided to the Academic Affairs and Workforce Development Divisions for training program development.</p>

Support efforts to improve online learning opportunities and availability for students	Collaborated with VP for Academic Affairs in the review of online learning opportunities and provided online learning opportunities for 2020 unduplicated students in Fall 2016, 1976 unduplicated students in Spring 2017, and 1200 unduplicated students in Summer 2017.  <b>Documentation:</b> Distance Learning Argos Report 001	Continue to assess the effectiveness and scope of online learning at the College while maintaining sound instructional methodology in this delivery mode.
Support efforts to increase the number of graduates of programs of study to increase the number of workplace ready employees for business and industry	Supported several College initiatives that support workplace ready graduates including STEM 10, technical high school, and WorkFirst; reviewed program retention and completion for trends; collaborated with area career centers; executed 53 <sup>rd</sup> graduation ceremony in May 2017 with 582 graduating students.  <b>Documentation:</b> ELT Meeting Minutes, Student Records, and Banner	Continue to evaluate program retention and program completion data to identify strategies to improve the College's retention and graduation rates.

**Goal No. 4: Provide oversight leadership for student support programs and services to provide quality services for student success.**

**Expected Outcomes 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

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Support the initiatives that ensure quality programs and services at all College locations	Visited all campuses of the College in each county; collaborated with the VP for Student Affairs to ensure that programs and services are appropriate for all campus locations; participated in Tech Net meeting focused on improving dual enrollment course delivery; CCTC's Workforce Experience Program with Santee Lynches and Sumter Economic Development won an Innovation Award from the National Association of Development Organization.  <b>Documentation:</b> 2016-2017 Area Commission Meeting Minutes	Monitor the student satisfaction of programs and services at all locations.

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	Supported Academic Affairs and Student Affairs initiatives to review, evaluate, and improve outreach scheduling.  <b>Documentation:</b> Course Schedules for Outreach Locations	Continue to monitor course enrollment at all outreach locations and identify strategies to sustain all locations.
Support initiatives that address declining enrollment at College locations with continued emphasis on the Lee County site	Collaborated with the Strategic Enrollment Management Team and outreach personnel to grow enrollment at the Lee County site; focused marketing initiatives to increase enrollment; worked with the Lee County School District to offer an Early College program.  <b>Documentation:</b> LCSD Meetings, Enrollment Task Force Minutes, and Early College Course Schedules	Continue to monitor course enrollment at Lee County site and identify best practices to support this location.

**Goal No. 5: Provide oversight leadership for programs and services for the College’s noncredit programs.**

**Expected Outcomes 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

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Collaborate with economic development agencies, readySC, and business and industry to provide training for the area’s workforce	The Workforce Development department of the College delivered 60 customized industrial training courses, served over 1,149 students, and provided training for industry partners including Apex, BD, Conti, Suominen, Monti, Palmetto Health, CAT Hydraulics & Pins, Eaton, CCBCC, Clarendon County Fire, Pro Pac, WeylChem, BCA, ESG, Mancor, Invista, Oak Mitsui, Kawashima, Mt. Franklin Foods, HBD Thermoid, Hengst, Haier, EMS, Sumter Packaging, and Baker’s Sweets.  <b>Documentation:</b> 2016-2017 Workforce Development AER	Meet with economic development agencies, ReadySC, and other business and industry partners during the upcoming year.
Maintain optimum organizational structure to ensure effectiveness in noncredit programs	Approved unit name change for Personnel to Human Resources.  <b>Documentation:</b> Organizational Chart	Continue to evaluate organizational structure for efficiency and realization of College and Division Missions.

Continue to develop apprenticeship opportunities for business and industry	Partnered with top companies and industries to provide apprenticeships including Bicycle Company of America, Coffey & McKenzie, Monti Incorporated, Sumter Packaging, City of Florence, Black River Electric Cooperative, Oak Mitsui, CAT Hydraulics, and Caterpillar; increased new apprenticeships by 26%; increased new apprenticeship occupations by 25%.  <b>Documentation:</b> Apprenticeship Agreements; 2016-2017 Workforce Development AER	College will continue to identify similar training opportunities to support workforce readiness.
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**Goal No. 6: Provide oversight leadership for services that provide quality physical, financial, and human resources.**

**Expected Outcomes 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

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Collaborate with ELT to develop annual budget addressing institutional priorities	Met with institutional officers at ELT Budget and Planning Retreat in February 2017 to identify priorities; conducted a SWOT analysis, and determined institutional initiatives for budgetary expenditures for FY 18 utilizing the 2015-2020 CCTC Strategic Plan.  <b>Documentation:</b> 2017 ELT Planning Retreat Minutes	Monitor budget to determine alignment with projected revenue and expenses; increased tuition by 3% for 2017-2018 to cover FY 18 expenditures.
Support budgeting strategies to increase faculty and staff salaries	Provided a 3.25% base pay increase to all eligible employees as required by the FY 17 state appropriations act; adjuncts were offered higher pay rates in high need areas; interviewed all final candidates for permanent positions.  <b>Documentation:</b> FY 17 Budget	Continue to evaluate faculty and staff salaries for competitiveness.
Evaluate progress of implementation of the College’s Facility Master Plan	Collaborated with VP for Business Affairs to monitor progress of the Facilities Master Plan which included the expansion of Kershaw Campus.	Continue to evaluate physical resources to accomplish the Mission of the College.

	<b>Documentation:</b> Facilities Master Plan	
Work collaboratively with Kershaw County officials to begin construction and expansion of the Kershaw Campus	Met with Kershaw County administrator Vic Carpenter, County Council, and school district officials to facilitate the campus' planning and coordination; a penny sales tax was passed to move Kershaw County's career center to the site; met with architect for the career center to coordinate and plan for infrastructure and transportation needs; construction was available to watch in real-time via webcam.  <b>Documentation:</b> 2016-2017 President's Updates	Continue to work with Kershaw County officials and other personnel to open the campus for Spring 2018 classes.

**Goal No. 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 Outcomes 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: Resources—Goal 8  
 Supports College Annual Goal: 11  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Support initiatives to compile, manage, and interpret data for sound decision making	Requested, utilized, and shared data with appropriate audiences to support sound decision making.  <b>Documentation:</b> Various Committee Meeting Minutes and Share Drives	Request and utilize data for sound decision making.
Support compliance with regional accreditation standards	Received official 10-year reaffirmation letter from SACSCOC on July 6, 2016; completed Year 2 of the QEP; met with peer reviewers for the Medical Assisting programs accreditation visit; participated in the 2017 review of Clarendon County's Adult Education program review by the SC Dept. of Education which had no violations nor required actions to take.  <b>Documentation:</b> SACSCOC Reaffirmation Letter and 2016-2017 Area Commission Meeting Minutes	Ongoing evaluation of CCTC policies and procedures for continued compliance and monitoring of the QEP.

Collaborate with the QEP Team to develop and revise strategies as needed for the continued implementation of SMART Choices for Success, the CCTC QEP	Monitored the development of the CCTC QEP through reports from the QEP Steering Committee; met with the COL 105 Coordinator to discuss ways to improve delivery of the course; success rates ranged from 94-95% and retention rates ranged from 81-94%.  <b>Documentation:</b> QEP Steering Committee Updates to ELT and Year Two QEP Report Card	Continue to provide oversight leadership in providing resources for the implementation of the CCTC QEP as well as monitoring the progress and results of Year 3.
Participate in the planning and assessment processes that support institutional planning for continuous improvement	Developed a plan of action for the President’s Office, continued assessment of the accomplishment of the College’s Annual Goals for 2016-2017, and reviewed status of the 2015-2020 Strategic Plan.  <b>Documentation:</b> 2016-2017 President’s Office POA; 2016-2017 CCTC Annual Goals; 2010-2015 Strategic Plan Progress Report	Results from this AER will be used to develop the 2017-2018 POA for President’s Office, and the progress of the 2015-2020 CCTC Strategic Plan will be monitored throughout the upcoming year.
Identify and support areas of collaboration with other partners for grant opportunities	Provided business and industry tours, college visits, and cultural exploration opportunities through grant programs; submitted proposals to federal programs, the Caterpillar Foundation, the Health Foundation of Kershaw County, Bank of America, and the Sumter County Cultural Commission; participated in SBTCE Apprenticeship Carolina through the Office of Workforce Development; received over \$890,000 in grant awards.  <b>Documentation:</b> Grant Summary and 2016-2017 Accountability Report	Continue to identify collaborative opportunities to seek funding to support the Mission of the College.

**Goal No. 8: Provide oversight leadership for the College’s Foundation to facilitate the effective use of resources to support the College’s Mission.**

**Expected Outcomes 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

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Communicate with the College's Foundation regarding institutional initiatives	Attended CCTC Foundation meetings; provided reports to the Foundation; and maintained communication with the Foundation's Director and Board.  <b>Documentation:</b> Foundation Board Minutes	Continue to communicate with the College's Foundation Executive Director and Board members.
Provide support for increasing and expanding initiatives for the College's Foundation in order to offer more services to students	Worked collaboratively with the Foundation Director to promote the College and Foundation to the public; met with donors and potential donors throughout the service area; participated in the 6 <sup>th</sup> Annual CCTC Foundation Golf Tournament in October 2017; attended the Pearl Fryar scholarship award program for Lee County students; the Foundation awarded 212 scholarships over the academic year.  <b>Documentation:</b> Foundation Board Minutes and Events	Support the initiatives of the Foundation through attendance at Foundation Board meetings, participation in Foundation events, and promotion of the role of the Foundation.

**Goal No. 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 Outcomes 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 2016-2017 Annual Goals  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Maintain ongoing and consistent communication with the Area Commission	Met with the Area Commission on a bimonthly basis providing reports at each meeting and met with the Area Commission Chairman regarding College activities as needed; attended the SC Association of Technical College Commissioners Academy and Legislative Reception in January 2017; collaborated with the Commission to select a new President; presented 18 revisions to the CCTC Directives to the Commission for approval.	Maintain ongoing, open communication with the CCTC Area Commission.

	<p><b>Documentation:</b> CCTC Commission Agenda and Meeting Minutes</p>	
Represent the College as President	<p>Dr. Tim Hardee exited the Office of the President in November 2016 to serve as the President of the SC Technical College System; Terry Booth, VP for Business Affairs, served as Interim President for the rest of the year; Dr. Michael Mikota was chosen to serve as the College's next President in July 2017.</p> <p>Participated in College events including New Student Orientation, New Employee Orientation, PTK Induction, Come See Me days, Tour of Technology, Health Sciences Pining, Awards Convocation, and Graduation; participated in legislative activities to support the College, participated in community events, served on Committees, and represented the College throughout the year, participated in SC Commission on Higher Education activities; attended SC Technical College Presidents Council meetings; attended the SC Technical College Education Association annual conference in February 2017; hosted Dorchester County Economic Development members at AMTTC and FE Dubose in August 2016 to share how joint facilities can benefit communities.</p> <p><b>Documentation:</b> Meeting Minutes</p>	Represent the College as the President in all venues that support the Mission of the College.
Monitor activities of the College to ensure alignment with the Strategic Plan, Annual Goals, and Mission	<p>Assessed the accomplishment of the 2016-2017 Annual Goals and the 2015-2020 CCTC Strategic Plan at select ELT meetings and at ELT's annual Planning Retreat.</p> <p><b>Documentation:</b> CCTC Annual Goals, CCTC Strategic Plan, and Mission</p>	Utilize the 2017-2018 Annual Goals, the progress of the 2015-2020 Strategic Plan, and other College planning documents to evaluate the work of the College's leadership to accomplish its Mission.

**ACADEMIC AFFAIRS**  
**2016-2017 Annual Effectiveness Report**

**Mission:** The mission of the Academics 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 – Academic departments 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.
- 1.2 Web resources will be accessible as defined in web accessibility audit.
- 1.3 Classroom instruction will be exemplary.

Supports College Strategic Goal: 1, 2, 4  
 Supports College Annual Goal: 1, 3, 6  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Provide opportunities for faculty development related to teaching and accreditation	Offered 52 sessions of professional development activities for faculty and staff members to support the teaching and learning environment.  <b>Documentation:</b> PDP Evaluation Results and 2016-2017 PDP Calendar	Evaluations were completed for all sessions and results used for the planning of the 2017-2018 PDP calendar.
Provide opportunities for faculty to share best practices and new techniques	Two PDP training webinars were offered on Best Practices for Teaching Online, and one session was provided on using Adobe Connect in addition to individual support and posted Quick Guides.  <b>Documentation:</b> PDP Evaluation Results and 2016-2017 PDP Calendar	Continue to offer PDP sessions via Adobe Connect and face-to-face as needed. Some offerings currently scheduled as Technology Tuesdays in August 2017. A D2L Tools PDP will be created in D2L with documents and short videos.
Train faculty on requirements and implementation strategies to support web accessibility for students with disabilities	Attended Brightspace SC Connection at Orangeburg-Calhoun Technical College on 10-21-16. Contacted Portland Community College and was provided with a link to the complete collection of accessibility course files used for self-guided training.  <b>Documentation:</b> Email and Brightspace SC Agenda	Information on accessibility will continue to be used to ensure process is completed successfully. Information learned about data purge will be used to remove unneeded older files.
Implement web accessibility procedures that provide access to	A web accessibility audit of course materials housed in D2L was conducted in September 2016,	Will continue to offer recommendations and training for use of accessibility tools such as the

online resources for students with disabilities	<p>revealing gaps in Section 508 compliance. These gaps were addressed by D2L staff and increased training was offered to faculty concerning available tools to help ensure accessibility within courses, such as the accessibility checker in the HTML editor.</p> <p><b>Documentation:</b> Web Accessibility Report</p>	HTML editor, promoting the ease of use and faster information update times.
Recognize and reward teaching excellence	<p>The College recognized an outstanding faculty member for teaching excellence at the 2016-2017 Graduation Ceremony through the CCTC Foundation. The College recognized two faculty members through SCTEA for outstanding performance and service to the College.</p> <p><b>Documentation:</b> Graduation Ceremony and SCTEA Programs</p>	Teaching excellence and service will continue to be recognized through the College's CCTC Foundation and SCTEA.
Work with ILT to review all classrooms and implement improvements as funds allow	<p>Technology upgrades were made in classrooms and computer labs throughout campus. Building 400 had two computer labs added, and the Freshman Focus Center was established to support the QEP. Integrated D2L Brightspace email with CCTC email and upgraded D2L Brightspace learning management system to respond across multiple devices.</p> <p><b>Documentation:</b> ILT 2016-2017 AER</p>	Assessment of learning resources will continue to be included in academic and administrative units to determine needs and to provide appropriate support.
Use classroom observations and student evaluation data to improve instruction	<p>Department chairs and program managers conducted periodic classroom observations to improve instruction. The results of the student evaluation of instruction were distributed to academic departments and reviewed with faculty members.</p> <p><b>Documentation:</b> Classroom Observation Forms and Feedback Documents</p>	Feedback will be provided to faculty members to support the learning environment. Any areas of deficiency will be noted, and a recommended plan of action for improvement will be prepared by the supervisor and faculty member where necessary.

**Goal No. 2: Student Success – Academic departments will support activities that foster student success, retention, and graduation.**

**Expected Outcomes for Goal No. 2**

- 2.1 Student success will improve in targeted courses.
- 2.2 Retention of students will increase in targeted programs.

- 2.3 Graduation rate will improve in targeted programs.
- 2.4 Student success in online courses will improve.
- 2.5 First time students will complete COL 105: Freshman Seminar course during first semester.

Supports College Strategic Goal: 1, 2, 3, 4  
 Supports College Annual Goal: 1, 2, 4, 5, 11  
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
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	<p>Course success data was reported and analyzed to improve instruction in academic departments with individual course performance and student achievement through the POAT reporting process. Course success and retention data was assessed across all modes of delivery through the Student and Course Success Team.</p> <p><b>Documentation:</b> 2016-2017 POATS and Student and Course Success Team Minutes</p>	Results from individual courses failing to meet benchmarks will be addressed in each academic department and incorporated into the 2017-2018 POAs.
Report Midterm grades for all courses	<p>The midterm grade submission process was completed for the second year with over 90% of the sections having grades reported. Freshmen faculty advisors reported that students were not fully aware of the reporting of midterm grades nor how to utilize this information to understand their academic standing.</p> <p><b>Documentation:</b> AA 014 Report</p>	Will implement new strategies to inform students of the dates of midterm reporting and how to utilize midterm grades to increase academic success.
Initiate retention activities within each department focused on increasing retention	Retention activities were implemented across the Academic Affairs Division including professional development training for faculty members. The QEP best practices and results have been communicated at college-wide faculty meetings and applied throughout the academic departments. The COL 105 course has had a significant impact on student retention, and data clearly demonstrates that enrollment in this course positively affects student retention from semester to semester. Student success events were held in the fall and spring to increase student awareness of the broad spectrum of student support services available.	The Student Retention Management Team will continue to meet and work to incorporate best practices for application throughout the College to positively affect student retention.

	<b>Documentation:</b> Student Retention Management Team Minutes and Faculty Meeting Minutes	
Participate in activities to share best practices for retention	<p>The Student Retention Management Team was active and communicated frequently regarding retention. Best practices were communicated through the Tips of the Week sent to faculty members and information supporting persistence was communicated to students in a variety of ways, including plasma displays throughout the College.</p> <p><b>Documentation:</b> Student Retention Management Team Minutes</p>	The Student Retention Management Team will continue to meet and work to incorporate best practices for application throughout the College to positively affect student retention.
Support efforts by the Student Persistence Subcommittee to establish a college-wide ethos for retention	<p>The Comprehensive Advisement Process is an ongoing component of supporting student persistence, implemented through the QEP.</p> <p><b>Documentation:</b> Year 2 QEP Report</p>	Will determine the capacity to expand strategies for college-wide implementation.
Promote the use of DegreeWorks with students	<p>DegreeWorks was integrated into the student advisement process from the student's initial entry into the College. New Student Orientation sessions included information regarding DegreeWorks.</p> <p><b>Documentation:</b> <i>myCCTC</i> and New Student Orientation Agenda</p>	DegreeWorks will continue to be utilized to promote program completion.
Faculty will prepare Student Progress Plans for students in financial aid jeopardy	<p>Students were informed by email of their financial aid status and were required to communicate with Financial Aid staff regarding steps to take to continue receiving financial aid, including having a progress plan for academic success. Faculty members prepared all requested Student Progress Plans.</p> <p><b>Documentation:</b> Student Progress Plans</p>	The data on student financial aid status will be monitored to determine if there are additional activities that need to be implemented to address this issue.
Administratively track and graduate students as soon as they complete program of study	<p>Key personnel for the accomplishment of this strategy were identified and an Argos report to list students approaching program completion was drafted for review and testing.</p> <p><b>Documentation:</b> AA 013 Administrative Graduation Report</p>	The report and process for Administrative Graduation will continue to be worked on by a collaborative group of personnel from Academic Affairs and Student Affairs.

Compare online and F2F counterparts to identify online courses to target for action to improve retention and student success	<p>Program Managers and Department Chairs reviewed all courses in their respective departments each semester and compared retention and success rates for online courses to their face-to-face counterparts. After a review of data trends over multiple semesters, any issues related to the mode of instruction were identified and addressed.</p> <p><b>Documentation:</b> Course Success Team Minutes</p>	Course success and retention data will continue to be reviewed at the end of each semester by Program Managers and Department chairs.
Promote online course orientation	<p>New online students were sent a letter and emails informing them they had been enrolled in the online course orientation and encouraging them to complete it before classes began.</p> <p><b>Documentation:</b> Letter Submitted to Students and D2L Orientation</p>	Process is working efficiently. Argos report identifies newly enrolled “first time online” students, allowing D2L staff to enroll and communicate with students as needed.
Implement peer reviews of online course design	<p>The standards established for peer review of online courses are in place and utilized for new online course development. The peer reviews conducted by departmental faculty and the online staff ensure sound course design.</p> <p><b>Documentation:</b> Distance Education Share Drive</p>	Any feedback provided during the peer review process will be considered and integrated into the course where appropriate.
Continue to implement process to ensure first time students to enroll in COL 105 Freshman Seminar during their <u>first</u> semester at CCTC	<p>Reports compiled to identify first time students who were not enrolled in COL 105, communication between academic advisors and admissions personnel addressed gaps, and training for academic advisors and admissions counselors supported the enrollment of first time students.</p> <p><b>Documentation:</b> Argos QEP Reports</p>	Continue monitoring enrollment to address any gaps in the process.

**Goal No. 3: Program Administration – Academic departments 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.
- 3.2 Currently accredited programs will maintain accreditation.
- 3.3 Departments will complete program reviews on a 5-year schedule.
- 3.4 Dual enrollment and Early College offerings will increase.
- 3.5 Departments will participate in recruiting and marketing activities.
- 3.6 Career center courses will be articulated for selected programs of study.
- 3.7 Partnerships between credit and non-credit divisions will be explored.

Supports College Strategic Goal: 1, 5, 6, 7  
 Supports College Annual Goal: 4, 7, 9, 11  
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Use Program Outcomes Assessment Tables (POATs) to summarize program outcomes and identify areas for action	Faculty and department chairs/program managers compiled POATs for their respective departments to reflect the level of attainment of learning outcomes. These were reviewed for improvement and changes and results compared to previous years to identify trends for changes.  <b>Documentation:</b> POATS	Course trends will continue to be used to identify best practices and any areas where more in depth review is required if benchmarks are not met.
Hold Advisory Committees meetings, maintain minutes, use input for improvement	Academic departments conducted 20 advisory committee meetings, recorded minutes of the meetings, and submitted these to the respective deans and Vice President for Academic Affairs.  <b>Documentation:</b> Advisory Committee Minutes	Feedback from advisory committee members is used to make curriculum changes and to maintain relevancy of the curriculum with changes in the workplace and in the areas of technology as well as workforce trends.
Maintain current level of program accreditation	All programs currently accredited maintained their accreditation status and made reports in a timely manner.  <b>Documentation:</b> Departmental Program Accreditation Records	Program standards to maintain accreditation will be monitored to ensure continued accreditation.
Complete Human Services accreditation process	The Pharmacy Technician Certificate program and the Human Services Associate Degree programs compiled applications and reports for accreditation of their programs. Visitations are scheduled for the Fall 2017 semester.  <b>Documentation:</b> Pharmacy Technician Certificate and Human Services Associate Degree Accreditation Applications	The preparation of the initial application for these programs and the knowledge gained from review of the standards will be used as guidelines for personnel, curriculum, and program management.
Complete Program Reviews for the following programs: Accounting, Criminal Justice, Environmental Engineering, and Administrative Office Technology	Program reviews were completed in 10 programs of study and presented to the CCTC Curriculum Committee for review. Data was compiled to review the status of programs in multiple areas.  <b>Documentation:</b> Program Review Reports	The data used in the compilation of the program review was used to identify enrollment trends, placement performance, and the attainment of learning outcomes. Areas with gaps are addressed in the next year's Plan of Action.
Complete DACUMS for the following programs:	DACUMS completed in 2016-2017:	Some programs are utilizing the Advisory Committee (typically held

<p>Computer Technology, Natural Resources Management, Paralegal, Computer Specialist, End User Support, Internetworking, Medical Record Coding, Pipe Welding, and Welding</p>	<ul style="list-style-type: none"> <li>• Computer Technology: 6-8-17</li> <li>• Medical Record Coding: 11-18-16</li> <li>• Administrative Office Technology: 7-29-16</li> <li>• Criminal Justice: 10-28-16</li> <li>• Cybersecurity: 8-12-16</li> <li>• Environmental Engineering Technology</li> </ul> <p><b>Documentation:</b> Deans Council Share Drive</p>	<p>in October) for the DACUM process.</p>
<p>Respond to requests for dual enrollment courses as practical</p>	<p>The College hosted dual enrollment courses for 18 high schools and 2 home school associations, serving over 600 students in this program. Courses were offered on-site and on CCTC campuses for this program.</p> <p><b>Documentation:</b> Dual Enrollment Report for SCTCS</p>	<p>Student evaluations and observations of the learning environment will be conducted to identify any gaps in performance or management for improvement of the dual enrollment program.</p>
<p>Manage Early College requesting school districts</p>	<p>The College offered Early College programs in Lee and Clarendon Counties. Clarendon County had 7 graduates who completed both their high school diploma and Associate of Arts degree through this program.</p> <p><b>Documentation:</b> 2016-2017 Schedule Of Early College Courses</p>	<p>Communication with the high school administrators for this program is ongoing and the Dual Enrollment Coordinators and the Vice President for Academic Affairs are involved in the program.</p>
<p>Implement recruitment activities at the program level in concert with recruiting staff</p>	<p>Departmental faculty worked collaboratively with admissions staff to coordinate program recruitment. The Industrial and Engineering Technology (I&amp;ET) Division partnered on several recruitment events involving high school students and a designated admissions counselor worked with I&amp;ET students. The I&amp;ET faculty communicated frequently with the admissions staff on several workforce development projects that were sponsored by the State to expand enrollment in these programs.</p> <p><b>Documentation:</b> Deans Council Minutes</p>	<p>The Deans Council led by the Vice President for Academic Affairs will work collaboratively with the Vice President for Student Services and the Recruitment Coordinator to support program growth and vitality.</p>
<p>Implement marketing activities at the program level in concert with PR staff</p>	<p>CCTC hosted Scholars Signing Day and academic department faculty partnered with the Student Affairs Division to present program information at the School</p>	<p>Collaboration and coordination of program recruitment activities is ongoing with the PR Department.</p>

	<p>Counselors Summer Institute. Academic Affairs Division personnel reviewed the Comprehensive Program Guide of all programs to be revised and published by Fall 2017.</p> <p><b>Documentation:</b> Comprehensive Program Guide</p>	
Track credit students recruited through CCTC Continuing Education Division	<p>Continuing education promoted credit programs through apprenticeships. Apprenticeship programs were explored for Coffey &amp; McKenzie, Black River, City of Florence, Monti, CAT Hydraulics, and Continental. The Black River program resulted in a new academic program – Associate Degree in General Technology as a Lineman Worker.</p> <p><b>Documentation:</b> USDOL Apprenticeship Standards and Workforce Development AER</p>	Coffey & McKenzie, Black River, City of Florence, Monti, CAT Hydraulics, and Continental established apprenticeships with academic programs as the educational component.
Support articulation effort for Mechatronics program at Sumter Career Center	<p>This initiative has not been as well received and implemented as intended. The number of students enrolled and ready for the program has been less than desired. A six-week STEM program for Alice Drive Middle School students was conducted to increase early STEM exposure.</p> <p><b>Documentation:</b> Alice Drive Middle STEM Curriculum and I&amp;ET Departmental Minutes</p>	The I&ET Division Dean and the Vice President for Academic Affairs will review this program and determine if there are strategies that can be implemented to improve performance. Communication with the Sumter School District will continue.
Support articulation effort for Welding and Criminal Justice programs at Sumter and FE DuBose Career Centers	<p>There were informative visits made to both career centers to encourage students to take the articulation opportunity in the Welding programs of study. No students took advantage of this opportunity.</p> <p><b>Documentation:</b> I&amp;ET Departmental Minutes</p>	The I&ET Division Dean and the Welding Program Manager will review the articulation process and determine if there are strategies that will help to improve the participation in the articulation.
Support articulation effort for Early Child Care program at Sumter Career Center	<p>Career Center is transitioning with a new instructor for Early Child Care.</p> <p><b>Documentation:</b> ELT Minutes</p>	Will investigate support for the new leadership as the program develops.

**Goal No. 4: Fiscal Resources and Responsibility – Academic departments 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 Planning information for new building in Kershaw County.
- 4.2 Sufficient faculty to support increased Scholars enrollment.
- 4.3 Grants will be properly instituted.

Supports College Strategic Goal: 4, 8  
 Supports College Annual Goal: 6, 7, 10, 11  
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Provide input into the development of new Kershaw County Campus to support designated programs of study	<p>The I&amp;ET Dean and the department chairs for both the Mechatronics Certificate and Engineering Design Associate Degree programs have planned the physical instructional layout, identified equipment needs, processed orders for the equipment, and identified personnel needs for this facility. The General Education Dean and respective departments have also identified areas where course offerings can be expanded at the new facility.</p> <p><b>Documentation:</b> Kershaw Campus Course Schedule, Equipment Requests for Mechatronics and Engineering Design programs, and Personnel Requests</p>	Upon the opening of the new facility, assessment will be ongoing as to the programming needs at this site to support the College’s mission in Kershaw County.
Review Scholar enrollment by program to determine faculty needs	<p>Reports were compiled to identify Scholars enrollment by program. No new faculty positions were identified for addition as a result of this program.</p> <p><b>Documentation:</b> Scholars Enrollment Report</p>	The monitoring of this program and its impact on enrollment and faculty needs is ongoing.
Explore new grant opportunities to support academic programs	<p>The College received approximately \$890,000 in grant awards in the 2016-2017 academic year. This amount excludes SCTCS grants for workforce development initiatives.</p> <p><b>Documentation:</b> Grant Submission Records</p>	The review of grant opportunities to support the College’s mission is ongoing.

**Goal No. 5: College Advancement – Academic Affairs Division 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 SACSCOC standards.
- 5.2 QEP implementation and data collection/reporting will be completed for year 2.
- 5.3 New industry partnerships will be explored.
- 5.4 Expanded support for higher education transfers will be implemented.
- 5.5 Apprenticeship programs will be increased.

Supports College Strategic Goal: 3, 5, 6, 7  
 Supports College Annual Goal: 3, 7, 9, 10, 11  
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Critically analyze academic policies and practices to ensure compliance with SACSCOC	Academic policies were reviewed throughout the year, and several policies were revised to reflect current practices. The Vice President for Academic Affairs worked with a consultant to review specific SACSCOC standards to ensure compliance.  <b>Documentation:</b> ELT Minutes and Academic Affairs Directives	The review of academic policies is an ongoing practice.
Perform internal audits to ensure compliance with SACSCOC and other requirements	The Substantive Change Policy and Guidelines were reviewed in July and August of 2017 to ensure continued compliance. The content requirements for the Fifth-Year Report were also reviewed by the Vice President for Academic Affairs and a consultant.  <b>Documentation:</b> VPAA Meeting Minutes	The monitoring of SACSCOC requirements is an ongoing activity. The new Vice President for Academic Affairs and the President will be attending the SACSCOC Annual Conference in December 2017.
Implement Year 2 of the QEP	Year 2 of the QEP was implemented and initial results of the data indicate an improvement of the College’s retention of new students which facilitates the accomplishment of the QEP goals.  <b>Documentation:</b> QEP Steering Committee Minutes and QEP Events	Best practices from new student advisement and the COL 105 course will be shared with faculty and incorporated into the College’s delivery of instruction where appropriate.
Maintain data as outlined in the QEP and produce summary report for Year 2	All data has been gathered and integrated into the institution-wide process for collecting, analyzing, and reporting for continuous improvement.  <b>Documentation:</b> QEP Steering Committee Share Drive	Data maintenance for the QEP is an ongoing activity.

Contact business and industry leaders for the purpose of developing new partnerships	The College's Continuing Education and Workforce Development Division maintained strong working relationships with business and industry. This was reflected in both increased enrollment in programs and the net profit for noncredit training.  <b>Documentation:</b> 2016-2017 Workforce Development AER	Relationships with business and industry will be maintained and expanded during the next academic year.
Promote new "2+2" opportunities at 4 year institutions	Agreements were signed during the 2016-2017 academic year with ECPI in Computer Technology; with Limestone College in AA and AS; and with Salem International University in Accounting, AA, AS, Computer Technology, Criminal Justice, Management, and Nursing.  <b>Documentation:</b> Transfer Agreements	The expansion of articulation and transfer opportunities is an ongoing activity.

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

**Expected Outcomes 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: All  
 Support College Annual Goal: 11  
 Support Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
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 departments demonstrated a high level of planning, management, and evaluation of all elements of the operations of the respective departments.  <b>Documentation:</b> All 2016-2017 Academic Affairs Departmental AERs	This is an ongoing activity to support effective and efficient departmental management.

### 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: Department Assessment Report and Plan of Action)
- Y  N  N/A 2. Departmental plans of actions are linked to strategic plans. (Documentation: Departmental Plans of Action)
- Y  N  N/A 3. FPMS/EPMS process has been completed. (Documentation: FPMS/EPMS in online review system)
- 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 the Director of Planning)
- 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 in 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. (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 with the Director of Institutional Effectiveness. Analyses on file in departments.)

**STUDENT AFFAIRS**  
**2016-2017 Annual Effectiveness Report**

**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: Support student success and assess learning by integrating technology into student services programs.**

**Expected Outcomes 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  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Collaborate with Public Relations to develop a revised format of online New Student Orientation which is more interactive and better showcases the College and students	Provided online New Student Orientation revisions to Public Relations in December 2016 and June 2017 and analyzed survey results. Determined \$10,000 cost for Comevo platform was too expensive.  <b>Documentation:</b> Public Relations Emails	Explore other alternatives to improve New Student Orientation and increase student attendance.
Collaborate with ILT to develop New Student Orientation attendees ARGOS report to assess student academic success	Finalized New Student Orientation Attendees ARGOS report January 2017 to assess academic standing, financial aid standing, and enrollment after the 1 <sup>st</sup> semester. NSO data indicated New Student Orientation had a positive impact on academic standing and financial aid standing.  <b>Documentation:</b> NSO ARGOS Report and Ticket Emails	Analyze results from New Student Orientation Attendees ARGOS report to determine effectiveness of New Student Orientation.
Explore implementing electronic Student Life club activity forms to expedite approval of activities and improve filing system	Created Student Life forms and handbook under Student Life tab in <i>myCCTC</i> for club officers and advisors to have easy access to documents.  <b>Documentation:</b> Electronic Student Life Forms	Update electronic Student Life forms and Handbook in <i>myCCTC</i> each semester.
Work with ILT to make technology improvements to the administrative graduation process	Identified students to be administratively graduated; errors found on report; working with ILT.	Work with ILT on the administrative graduation ARGOS report to ensure accurate

	<b>Documentation:</b> ARGOS Report and Ticketing System Email	identification of potential graduates.
Offer laptop and tablet lending through two grant programs	<p>Provided 47 students in MIM and STEM programs with laptops through PBI Program. Delivered 5 orientation sessions.</p> <p>Tablets transferred from prior PBI grant to TRIO; 6 tablets loaned to students through TRIO program.</p> <p><b>Documentation:</b> TRIO Laptop/Tablet Lending Contracts and Career Services Lending Agreements</p>	Continue laptop and tablet lending program.
Investigate how to connect Blumen and Banner for more efficient data tracking and collection	<p>Cost of connecting Blumen and Banner for data tracking and collection is costly. Colleges provide this as an institutional commitment for the program.</p> <p><b>Documentation:</b> Blumen and Banner Systems</p>	Completed.
Expand usage of RegisterBlast to faculty	<p>Did not complete. Training PowerPoint created. Small group of Faculty completed review and use of Professor Submission after two upgrades of the feature by RegisterBlast.</p> <p><b>Documentation:</b> RegisterBlast PowerPoint</p>	Provide a presentation to Dean's Council to determine best method for implementation.
Implement Accuplacer as the new placement exam for the College	<p>Implemented Accuplacer in November 2016 as the college-wide placement exam. Developed promotional materials and marketed exam and test preparation app to prospective students, secondary staff, and CCTC faculty and staff.</p> <p><b>Documentation:</b> Accuplacer Promotional Materials and Email Communications</p>	Completed.
Promote special events, student success stories, and important dates on social media and increase use of blogs	<p>Collaborated with PR to promote special events and to highlight students on the website and in <i>myCCTC</i>.</p> <p><b>Documentation:</b> Website and <i>myCCTC</i>; PR Requests</p>	Completed.
Implement Banner FA 8.26 and relevant patches	<p>Implemented all patches and updates. Banner Financial Aid environment is currently running Banner 8.29.</p> <p><b>Documentation:</b> Emails; Banner</p>	Completed.

Implement all data load processing in UC4 and TDClient	In progress. Automic/TD Client project remains in an active stage; collaborations are ongoing with Database Administrator as well as other SC technical college staff to complete the migration.  <b>Documentation:</b> Emails; User Guides	Collaborate with technical staff to complete the Automic/TD Client project.
Work with Strata Information Group to evaluate Satisfactory Academic Progress rules in Banner	Collaborated to improve the SAP procedures which resulted in increased accuracy and consolidation of specific SAP procedures in October 2016.  <b>Documentation:</b> Emails; SAP rules; Policies and Procedures Manual for Financial Aid	Completed.
Streamline process for funds transfer from FWS to SEOG mid-year	Created spreadsheet to assist FWS Counselor in smooth transfer of funds twice each year.  <b>Documentation:</b> Emails; Argos Report	Completed.
Promote the use of the IRS Data Retrieval Tool (DRT) beginning October 1, 2016	2017-2018 FAFSA events held for current students on 11/28/2016 and 11/29/2016 at both Main and Kershaw campuses to promote DRT and early FAFSA submissions. Participants: 27  <b>Documentation:</b> Sign-in Sheets	Completed.
Investigate electronic options for Deferred Payment Plans in cooperation with the Business Office	Created Argos Report for deferred payment processing; implemented for Fall 2017 registration.  <b>Documentation:</b> Emails; Argos Report	Assist Business Office and Cashier staff with updates needed for DPP options.
Create an online financial aid check-in for completion of forms and signature	Investigated and determined this is not a feasible option.  <b>Documentation:</b> Emails; Banner User Guide	Completed.
Work with COL 105 Coordinator to implement Financial Literacy 101 videos and resources from DOE and EdManage	Added Financial Literacy 101 modules and quizzes to D2L.  <b>Documentation:</b> Emails; COL 105 D2L; EdManage Financial Literacy 101 Webpage	Completed.
Ensure all forms are updated and available on website	All forms were updated and available on website.  <b>Documentation:</b> Forms Library	Completed.

**Goal No. 2: Implement retention strategies in student support programs and support QEP retention initiatives.**

**Expected Outcomes for Goal No. 2**

- 2.1 Activities aimed at improving retention will be offered to all students at all locations 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 followed to reduce default rate and improve student eligibility for aid.
- 2.4 Student support programs will be actively marketed to students.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Identify, develop, and market appropriate student support services workshops focused on cognitive and non-cognitive skills development	More than 70 workshops were created and offered.  <b>Documentation:</b> Workshop Schedules	Continue to offer appropriate workshops to contribute to student development.
Incorporate Skills for Life curriculum into TRiO workshops to provide fundamentals for student success	Skills for Life curriculum was incorporated into the TRIO workshops to expand the types and topics of workshops offered to students; learning outcomes at 99.1%.  <b>Documentation:</b> TRIO Workshop Schedule; TRIO Workshop Learning Outcome Evaluation Summary	Completed.
Increase counseling contacts to 300 per month to better address barriers and meet intrusive counseling initiative	Average monthly counseling contacts in TRIO were 250.  <b>Documentation:</b> Counselor Student Contact sheets and BLUMEN Database	Continue to provide counseling services to students.
Increase retention of high-need, STEM, and AA male students through strategies implemented in the PBI Competitive Grant Program	Fall 2016 to Spring 2017 retention rate was 73% compared to 72% for the prior year.  <b>Documentation:</b> PBI Annual Performance Report; CCTC Fact Book	Continue to provide services to assist with retention.
Determine best use of M2C3 Partnership to impact retention	PBI sponsored travel for two CCTC faculty to attend the Minority Male Consortium. Current trends and strategies to recruit and retain African American male students shared with CLS staff. Career Services staff participated in webinar sponsored by M2C3 “Men of Color & Their Unique Needs.”	Continue to implement strategies for African American male recruitment and retention.

	<b>Documentation:</b> Agenda; Travel Requisition; Email Confirmation	
Contact special program participants, including veterans, monthly to ensure engagement; contact high-need students weekly	<p>Provided trainings on screen readers, voice-to-text, and audio calculator trainings for students with disabilities and student success strategies for Special Populations Program participants.</p> <p>Hosted veteran-specific events and workshops to increase contact.</p> <p><b>Documentation:</b> PowerPoint Presentations</p>	Create ADA and Special Populations Program surveys to determine effective workshops to improve academic and personal success.
Follow Default Management Plan in an effort to maintain default rate of less than 30%	<p>Strategies and taskforce accomplishments recorded in 2016-2017 Default Management Plan for continuous improvement. Draft default rate is 19.4% representing a decrease of over 4%.</p> <p><b>Documentation:</b> Emails; Default Management Plan; Meeting Minutes</p>	Default Management Plan will continue to make an effort to keep default rate below 30%.
Initiate communication to students who have withdrawn from all courses	<p>No action taken.</p> <p><b>Documentation:</b> N/A</p>	Address through the Strategic Retention Management Team in Academic Affairs.
Send reminder emails to faculty each semester prior to refund dates to ensure accurate reporting of withdrawals	<p>Emails to faculty Fall 2016 and included in Faculty training August 2016. No emails sent Spring 2017 or Summer 2017.</p> <p><b>Documentation:</b> Emails; Presentations; Training Agenda</p>	Work with the faculty and the Business Office to improve refund and withdrawal processing.
Send email to faculty before start of add/drop to communicate process for non-paid students	<p>Emails sent to faculty in Fall 2016 and was covered in Faculty training in August 2016.</p> <p><b>Documentation:</b> Emails; Presentations; Training Agenda</p>	Work with the faculty and the Business Office to improve refund and withdrawal processing.
Collaborate with Academic Affairs to increase transfer credit by reviewing Transfer Timelines and CLEP/Dantes score requirements	<p>Transfer course timelines as well as time limits on CCTC coursework were eliminated.</p> <p>Did not review CLEP/Dantes requirements.</p> <p><b>Documentation:</b> Deans and Directors Minutes</p>	<p>Work with ILT to develop a report to track success of students transferring in coursework over 10 years old vs. students transferring in recent coursework. Results used to reassess timelines if needed.</p> <p>Review CLEP/Dantes requirements.</p>
Implement retention strategies identified by the Enrollment Task Force and QEP Steering Committee	<p>Disbanded Enrollment Task Force in Fall 2016. Implemented retention strategies through the new Strategic Enrollment and Retention Management Teams and the QEP project.</p>	Continue to support retention initiatives of the Strategic Retention Team and the Strategic Enrollment Management Team.

	<b>Documentation:</b> SEMT, SRMT, and QEP Meeting Minutes and Outcomes	
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**Goal No. 3: Connect students with services and programs to address diverse needs, enrich student experiences, and promote program completion.**

**Expected Outcomes 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.

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

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Host club membership drives to increase clubs and organizations membership	Hosted a Club Rush membership drive February 2017 and clubs campaigned for new members at CentralFEST, September 2016.  <b>Documentation:</b> Flyer and Interest Cards	Coordinate club membership drives during Fall and Spring semesters to increase awareness of clubs and organizations and increase membership.
Maintain Student Life activities spreadsheet each semester to track number of activities provided to students	Updated Student Life spreadsheet each semester to track number of Student Life activities provided to students. 2016-2017: 338 events  <b>Documentation:</b> Student Life Spreadsheet	Continue updating Student Life activities spreadsheet each semester to ensure accuracy of number of events provided to students.
Revise Club Advisor Training to make advisors more independent	Created online club advisor training and revised face-to-face club advisor training.  <b>Documentation:</b> Online Advisor Training	Promote face-to-face and online club advisors training to new and continuing club advisors and officers.
Assist students with personal, social, and psychological issues through the Behavioral Intervention Team	Created a link within <i>myCCTC</i> for easy access to report a request for the Behavioral Intervention Team and assisted students with personal, social, and psychological issues. Received two referrals by faculty for behavioral issues. Assisted 8 students through college and community resource referrals.  <b>Documentation:</b> BIT Documents	Promote the Behavioral Intervention Team with faculty through faculty trainings and send reminder email to faculty on Behavioral Intervention Team process each semester.
Develop and promote Borrowers' Rights and Responsibilities Workshop in D2L	Borrowers' Rights and Responsibilities students who attended graduation fair received financial literacy and loan repayment documentation from	Assist Graduation Coordinator with Graduation Fair in 2017-18.

	<p>Financial Aid Office and EdManage. Workshop not developed.</p> <p><b>Documentation:</b> Sign-in sheets and student loan repayment documentation</p>	<p>Improve Exit Counseling completion for withdrawal and graduating students.</p>
<p>Increase promotion of the Veteran Resource Center (VRC), SNAC Pantry, and Federal Work Study (FWS) to improve student awareness and participation</p>	<p>10% increase of veteran student walk-ins in the VRC; maintained 4-5 VA work-studies per semester. Secured 2 VA work-study positions with SC Works.</p> <p>Increased promotion of SNAC in <i>myCCTC</i>, plasmas, emails to faculty, and with flyers resulted in evening hours added to the SNAC schedule and fresh produce offerings.</p> <p><b>Documentation:</b> Emails and Flyer; VA Employment Workshops; Sign-in Sheets</p>	<p>Continue promoting these resources.</p>
<p>Require Federal Work Study students to attend at least one Career Services training to improve employability</p>	<p>10 FWS students completed Career Services training.</p> <p><b>Documentation:</b> Sign-In Sheets in Career Services</p>	<p>Completed.</p>
<p>Host specialized events such as College Goal, Constitution Day, Veteran Recognition, Signing Day</p>	<p>Developed and helped initiate Faculty/Staff Veteran Social to help increase awareness and support for the VRC and Veteran students. Attended the annual Sumter Veterans Day event.</p> <p>Central Carolina Scholars Signing Day conducted in November with 80 potential Scholars and their parents in attendance with a 90% Satisfaction Rate. Scholars fall semester Test De-stress/Anxiety and Spring Registration event held at all campuses with 14 participants.</p> <p>Held Constitution Day event in September 2016 with 11 students participating. Held College Goal events October 2016 and February 2017 with 30 participants.</p> <p><b>Documentation:</b> Event Flyers, Sign-In Sheets</p>	<p>Continue to host specialized events for target populations.</p>
<p>Market Special Populations Program through social media, flyers, plasmas, and web</p>	<p>Advertised Special Populations Program through Plasmas, <i>myCCTC</i> News, updated flyers,</p>	<p>Market Special Populations Program and explore options for providing financial assistance for</p>

<p>announcements to increase enrollment of nontraditional students</p>	<p>email to technical program students and targeted campaign to outreach campuses.</p> <p><b>Documentation:</b> Flyers; Emails; <i>myCCTC</i> Announcements</p>	<p>certifications for Special Populations Program participants.</p>
<p>Market Career and Learning Services to students to improve academic success and job placement</p>	<p>Marketed all Career and Learning Services using multiple methods: COL 105 presentations, print materials, electronic resources, workshops, YouTube, website, and <i>myCCTC</i>.</p> <p>2016-2017 Job Placement Rate: 93%.</p> <p><b>Documentation:</b> PR Requests, Workshop Materials, Website, <i>myCCTC</i>, Videos, Presentations, Brochures and Flyers</p>	<p>Completed.</p>
<p>Identify ways to improve usage of PLATO by prospects and current students</p>	<p>Implemented Plato Test Up to local high school students. College and career coaches collaborated with recruiters at Lee Central High school and Manning High school to provide information about the admissions process and services and resources, to include PLATO.</p> <p>Held additional refresher training for staff members and faculty. Order and maintain information cards for students with login instructions. Update flyers. Coordinate with Public Relations to promote PLATO on plasma screens and website.</p> <p><b>Documentation:</b> PLATO Student Referral Cards, Flyer, and Training Sign-In Sheets</p>	<p>Continued collaboration needed with Academic Affairs to develop strategies for implementing PLATO to supplement DVS instruction.</p>
<p>Provide opportunities for business, industry, college and cultural visits for students in specialized programs</p>	<p>Staff members accompanied 6 STEM and MIM students to the National Men of Color Summit; 4 students attended the AA Male Leadership Institute; 9 students attended the USC Leadership and Diversity Conference.</p> <p>Offered 4 college visit and cultural event opportunities for TRIO students.</p> <p><b>Documentation:</b> College Visit Schedule; Sign Up Forms; Annual</p>	<p>Provide two spring and two fall opportunities for college visits and cultural events for TRIO students.</p>

	Performance Reports; Event Registrations	
Market TRiO Student Support Services to current students to improve college-wide retention	<p>Retention rate for the TRIO program is at 68%; 3% above the DOE required rate of 65%. TRIO Student Support Services has increased program visibility college-wide; increased classroom visits and presentations in the Student Center. These activities garnered 25 to 30 interest cards.</p> <p>College-wide retention rate is 53.4% for Fall 2015 to Fall 2016, compared to 53.5% for the prior year.</p> <p>College-wide persistence rate for Fall 2016 to Spring 2017 is 73% compared to 72% for the prior year.</p> <p><b>Documentation:</b> Annual Performance Report; Counselor Classroom Visitation and Student Center Schedule</p>	Continue to provide support services to impact college retention and persistence rates.
Provide sexual awareness training and information to students as part of Title IX/Clery/VAWA requirements	<p>Implemented online sexual awareness training to faculty, staff, and students; coordinated Denim Day; and disseminated Title IX information on plasmas, handouts, and at Financial Aid staff meeting.</p> <p><b>Documentation:</b> Online Training and Handouts</p>	Provide annual online Title IX training to faculty and staff and coordinate Title IX workshops.
Promote “Designated Confidential Source” to students	<p>Promoted Designated Confidential Source in online Title IX training and during Date Rape Ted Talk/Sexual Awareness Workshop, February 2017.</p> <p><b>Documentation:</b> PowerPoint Presentation</p>	Disseminate Title IX information and promote Designated Confidential Source through use of flyers, emails, online training, and workshops.
Work with System Office to identify common cut scores and multiple measures to be used for course placement	<p>Served on System Office committee during Fall 2016. Recommended common cut scores for MAT 110, ENG 101 and reading exemption to be used by all colleges. Reviewed multiple measures process used in North Carolina and made recommendation to implement similar process. Multiple measures process will be implemented at CCTC for Fall 201710.</p> <p><b>Documentation:</b> Meeting Minutes and System Office Correspondence</p>	Continue to serve on System Office committee and monitor effectiveness of implemented multiple measures.

**Goal No. 4: Implement a comprehensive enrollment and marketing plan to focus on student recruitment for targeted populations and outreach locations to increase enrollment by 2%.**

**Expected Outcomes for Goal No. 4**

- 4.1 Enrollment and marketing plan will be implemented.
- 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

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Reorganize the Enrollment Task Force and establish new goals to increase enrollment for low programs and identified student types	Disbanded Enrollment Task Force in Fall 2016. Established two new teams: Strategic Enrollment Management Team and Strategic Retention Team. New goals established for both teams.  <b>Documentation:</b> Enrollment Task Force December 2016 Meeting Notes	Completed.
Email revised admissions package letters twice a week to newly admitted students	Emailed revised admissions package letters twice a week to newly admitted students.  <b>Documentation:</b> Emailed Letters	Review content of admissions letters every semester and make necessary revisions.
Set up Lobby Welcome Table to include faculty and staff greeters during peak registration periods	Did not set up Welcome Table for Fall 2016. Set up table with volunteers in Spring 2016. Did not set up for summer due to lower enrollment in summer term.  <b>Documentation:</b> Welcome Table Volunteer Schedule	Coordinate volunteers for Welcome Table for Fall and Spring semesters to greet incoming students and triage Student Services line.
Coordinate targeted open house events to increase enrollment	Not completed. Targeted Open House event will be planned by Pending Application Committee. Open House Target Date: November 2017  <b>Documentation:</b> N/A	Collaborate with Pending Application Committee and Recruitment, Outreach, and Testing in planning an Open House geared toward pending applicants.
Revise pending applicant process by improving communication and processing strategies to increase conversion rate of pending applicants by 3%	Created Pending Applicant Committee and revised pending process to include 6 written points of contacts, automated call campaign, and personal phone calls. Increased conversion rate by 5%.  2015-2016 conversion rate: 52%; 2016-2017 conversion rate: 57%.  <b>Documentation:</b> Pending Letters; Emails; Dashboard Report; and Call Campaigns	Manage pending application spreadsheets on a weekly basis and make necessary improvements to the pending process to achieve 80% conversion rate.

<p>Evaluate the web application process and follow up communications to improve conversion rates</p>	<p>Evaluated the web application process, increased communication with automated weekly emails to applicants, automated call campaign, and semester postcard mailings.</p> <p>2015-2016 percentage of web applicants admitted and registered: 37%; 2016-2017 percentage of web applicants admitted and registered: 40%.</p> <p><b>Documentation:</b> Emails to User Support Services</p>	<p>Collaborate with Pending Application Committee to explore improved strategies to increase conversion rates for web applicants to 65%.</p>
<p>Evaluate the Admitted/Readmitted Not Registered process to ensure effective and timely communications</p>	<p>Evaluated the admitted/readmitted not registered process and improved communications by including bi-monthly calls to applicants.</p> <p>2016-2017 percentage of admitted registered students: 71%; 2016-2017 percentage of readmitted registered students: 56%</p> <p><b>Documentation:</b> K Drive Spreadsheets; Tally Report</p>	<p>Implement an auto call campaign to admitted/readmitted not registered students during peak registration. Target conversion rate will be 80% for Admitted Not Registered and 65% for Readmitted Not Registered.</p>
<p>Increase the College going rate of full-time associate degree students, including STEM, high-need and AA male students</p>	<p>Provided Career Services and Student Learning Center brochures for recruiters. Collaborated with Recruitment, Outreach, and Testing to implement Plato Test Up to local high school students. College and career coaches collaborated with recruiters at Lee Central High School and Manning High School to provide information about the admissions process and services and resources. High School Enrollment Report shows increase of .5% for graduates in the College's service area compared to 2015-2016.</p> <p><b>Documentation:</b> Brochures; 2016 High School Enrollment Report</p>	<p>Review and update CLS brochures, develop additional marketing materials, and attend various functions to market CLS and CCTC. Identify methods and strategies to market to Adult Education students.</p>
<p>Implement improved, formalized Campus Visit experience</p>	<p>Received Executive Leadership Team approval for new Campus Visit Experience. Descriptions, forms, and response emails completed.</p> <p><b>Documentation:</b> Meeting Notes; Webpage; Email Account</p>	<p>Fully implement.</p>
<p>Establish an organized and effective divisional communication plan for student outreach and notifications</p>	<p>Developed a Pending Applicant Communication Plan Committee. New communication strategy implemented.</p>	<p>Monitor communication plans to ensure effective communication to prospects and students.</p>

	<p>Financial aid presentations given at various events and high school meetings to better communicate financial aid opportunities.</p> <p><b>Documentation:</b> Meeting Minutes; Agendas; Sign-In Sheets</p>	
Develop communication plan for prospects who have sent transcripts to CCTC but have not been admitted	<p>Not completed due to lack of staffing.</p> <p><b>Documentation:</b> N/A</p>	Revisit this strategy once staffing improves.
Market affordability of CCTC and available financial resources to include Central Carolina Scholars	<p>Affordability, available financial resources, and Central Carolina Scholars promoted during 195 high school visits, 23 adult education visits, 20 career/education fairs, 82 business/industry visits, 33 military events/job fairs, and 51 community events.</p> <p><b>Documentation:</b> Recruiter Weekly/Monthly Reports; Public Relations Marketing Materials</p>	Continue to coordinate with PR to develop various strategies for marketing the College's financial resources.
Secure Military Friendly School status and actively promote to increase enrollment of military-affiliated students	<p>Secured Military Friendly School status for sixth consecutive year. Actively promoted award via local newspaper, social media, Veteran Resource Center, Shaw AFB Education Office, military web page, and new military blog. Military enrollment did not increase.</p> <p><b>Documentation:</b> Website; Publications</p>	Investigate ways to increase enrollment of military-affiliated students.
Conduct comprehensive campaign to promote financial aid opportunities throughout award year and into next award year	<p>New brochure developed with PR to emphasize affordability is being used by recruiters. Call campaigns scheduled each semester to inform applicants and students about financial aid requirements.</p> <p><b>Documentation:</b> Brochure</p>	Completed.
Conduct Registration Critique to identify areas for recruitment, marketing and service improvements and implement changes	<p>Conducted Fall 2016 Registration Critique in September 2016. Conducted Spring 2017 Registration Critique February 2017.</p> <p><b>Documentation:</b> Registration Critique Summaries</p>	Completed.

**Goal No. 5: Support graduation and program completion through promotion of graduation processes and transfer opportunities.**

**Expected Outcomes for Goal No. 5**

- 5.1 Transfer day will be held annually.
- 5.2 University Transfer programs will be marketed to prospective students.
- 5.3 Graduation processes will be improved, promoted, and implemented.
- 5.4 Transfer opportunities will be implemented and promoted to new and current students.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Market University Transfer programs as a cost-saving alternative to four-year degrees	Promoted during all recruitment visits and PR marketing materials. Attended Transfer Meetings at Limestone College and Coastal Carolina University.  <b>Documentation:</b> Recruiter Weekly/Monthly Reports	Continue to market transfer event through the PBI program.
Host University Transfer Day	Hosted University Transfer Day on February 14, 2017, with 25 colleges/universities and 3 military branches participating. Experienced an 8.7% increase compared to 2015-2016 with 23 partner organizations. 65 students participated with a 3.2% increase compared to 2015-2016 with 63 participants.  <b>Documentation:</b> University Transfer Day Sign-in Sheet and Passports	Continue to host transfer event.
Promote existing bridge programs with four year colleges to prospective and current students to improve transfer rate	Bridge programs promoted during all recruitment events and visits. PR launched marketing campaign highlighting AA/AS transfer opportunities.  <b>Documentation:</b> Recruiter Weekly/Monthly Reports; Public Relations Marketing Materials	Completed.
Market “Transfer Corner” in Career Services Center	Emailed and mailed letters to 264 colleges/universities to donate pennants to hang in the Career Services Center, collected recruitment materials at “Transfer Day,” and hosted 3 college recruiters in the Student Center. Visited USC Upstate, Lander University, and USC Bridge	Continue to keep transfer information up-to-date, and inform students of articulation agreements with specific senior institutions.

	<p>program in order to learn about transfer process.</p> <p><b>Documentation:</b> Transfer Corner; Flyer Promoting College Representative Visitations</p>	
Increase transfer rate of high need, STEM and AA male students	<p>Achieved 16% transfer rate through PBI program and a 17% transfer rate through TRIO program; 12% above DOE transfer rate.</p> <p><b>Documentation:</b> Annual Performance Reports</p>	Continue to provide services to support transfer students.
Provide college tours for special program participants	<p>Offered 4 college visit and cultural event opportunities for TRIO students.</p> <p><b>Documentation:</b> College Visit Schedule; Student Sign-up Forms; Annual Performance Report</p>	Provide two spring and two fall opportunities for college visits and cultural events for TRIO students.
Provide graduation assistance to high-need, STEM, and AA male students to increase graduation rates	<p>Provided graduation assistance to 81.8% of the 2016 -2017 graduates who took STEM capstone courses.</p> <p><b>Documentation:</b> Banner Data; Meeting Notes</p>	Continue to meet with STEM Program Managers and Deans to communicate the importance of CLS services.
Market graduation application confirmation email launch date to faculty, staff, and students	<p>No automated communication plan set up. Coordinator emails students individually.</p> <p><b>Documentation:</b> Student Emails</p>	Completed.
Host annual Graduation Fair in conjunction with Bookstore	<p>Hosted Graduation Fair with 137 students in attendance; 75% of students who pre-ordered regalia attended the fair and picked up their regalia.</p> <p><b>Documentation:</b> Sign-in Sheets; Email</p>	Continue to host the Graduation Fair.
Review all graduation processes to determine best approach for processing applications and awarding credentials	<p>Graduation application processing reviewed and steps defined to ensure an efficient method of brining in applications and processing graduates in Banner.</p> <p><b>Documentation:</b> Meeting Minutes</p>	Continue to review current process and Banner upgrade guides as updates are applied and update process as needed. Create detailed instructions/procedures manual for graduation.

**Goal No. 6: Maintain appropriate qualified staff to support delivery of services.**

**Expected Outcomes 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.

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

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Review staffing levels and workload by department to identify gaps and weaknesses; make organizational changes as needed	<p>Added new Scholars Coordinator position. Moved Student Affairs contract staff and one work study student to Scholars Office. Made changes to staff responsibilities in Admissions Office to address gaps in service. Moved F.E. Dubose Administrative Specialist to Shaw Air Force Base Education Office. Moved Military Programs Coordinator to Recruitment Office. Requested Administrative Specialist for Office of Student Life.</p> <p><b>Documentation:</b> Staff Position Descriptions; Organizational Charts</p>	Request additional positions for understaffed departments.
Review salaries and job duties; make recommendations for adjustments when budget allows	<p>Reviewed all salaries within the division. Made adjustments to specific position salaries when adding additional duties, reviewing performance reports, and filling vacant positions.</p> <p><b>Documentation:</b> Salary Report</p>	Provide competitive salaries upon hiring.
Increase the usage of Student Services feedback cards at all locations to determine effectiveness of customer service and department trainings; identify training needs based on feedback	<p>Increased usage of feedback cards on Main Campus. Provided feedback and training to staff based on information received.</p> <p><b>Documentation:</b> Comment Cards; Admissions Training Materials</p>	Continue to use feedback cards and survey results to drive training and staffing.
Provide college-wide professional development for faculty and staff related to enrollment, persistence, and completion of at-risk student populations	<p>Purchased and distributed a “common read” for faculty and staff through the PBI Formula Grant Program.</p> <p>21 CCTC staff/faculty attended a PDP sponsored by CLS staff on Career Development. 20 CCTC staff/faculty attended a PDP webinar entitled <i>Men of Color &amp; Their Unique Needs: Strategies for Support, Engagement &amp; Completion?</i></p> <p><b>Documentation:</b> Purchase Order; Professional Development Invoices; Sign-In Sheets and Evaluations</p>	Completed.
Provide ADA training for faculty and staff	Provided online ADA training to all faculty and staff; provided ADA overview at faculty meeting scheduled August 2016.	Continue providing ADA training to faculty and staff.

	<b>Documentation:</b> ADA Training Presentation and Quiz	
Provide FERPA training for faculty and staff	Provided FERPA training to all employees through the required professional development program in Fall 2016.  <b>Documentation:</b> FERPA Training Records	Completed.
Provide comprehensive training program for work study students	Developed admissions and financial aid training modules in D2L for student services work study students. Provided formal face-to-face training. Required two-week shadowing period.  <b>Documentation:</b> D2L Trainings; Training Schedules	Completed.
Provide individual professional development opportunities directly tied to staff job duties	Provided external professional development opportunities to staff members. Provided opportunities for staff to attend internal professional development events.  <b>Documentation:</b> Student Affairs Professional Development Spreadsheet	Completed.
Ensure training documents for all processes are updated in all departments	All departments updated Policy & Procedures manuals which include training documents.  <b>Documentation:</b> Training Documents	Completed.

**Goal No. 7: Maintain strong working partnerships with the secondary school system through recruitment, college readiness activities, and Central Carolina Scholars.**

**Expected Outcomes for Goal No. 7**

- 7.1 College readiness activities will be provided through Scholars Department.
- 7.2 On-going communications and school visits will occur between CCTC and parents, counselors, and secondary students.
- 7.3 Enrollment of recent high school graduates will increase.
- 7.4 College and Career Centers will be established in targeted high schools.

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

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Provide college readiness activities, to include testing preparation, at all service area high schools	81 college readiness activities completed through Recruitment and Scholars offices. ACCUPLACER wallet-size brochure completed and disseminated to high schools during	Completed.

	<p>visits. Readiness activities provided through College and Career Centers at two high schools.</p> <p><b>Documentation:</b> Scholars Weekly/Monthly Report; ACCUPLACER Wallet-size Brochure</p>	
Collaborate with high schools to implement on-site Accuplacer testing	<p>Tested 605 high school students tested during the year.</p> <p><b>Documentation:</b> ACCUPLACER Offsite Testing Results Report; Testing Center Monthly/Semester Report</p>	Completed.
Conduct Central Carolina Scholars presentations and conduct targeted mailings	<p>41 Central Carolina Scholars presentations completed. Communication plan developed and implemented for targeted mailings to students who are eligible and ineligible for Scholars. Communications included letter templates for conditionally accepted students pending high school completion; emails and announcements for special events; and, mails and announcements for registration campaigns.</p> <p><b>Documentation:</b> Scholars Weekly/Monthly Reports; Communication Templates</p>	Completed.
Host School Counselor Summer Institute to better inform secondary counselors about CCTC programs, services, and workforce opportunities	<p>Held School Counselor Summer Institute July 2016 with 11 secondary staff in attendance. Satisfaction rate on end-of-course evaluations was 98%. Counselors exposed to CCTC programs and Services.</p> <p><b>Documentation:</b> School Counselor Summer Institute Agenda; Surveys; and Participant List</p>	Completed.
Host annual Counselors' Breakfast to promote CCTC programs and services	<p>Held Counselors' Breakfast January 2017 with 52 secondary staff in attendance. Program evaluations represented 100% overall satisfaction rate.</p> <p><b>Documentation:</b> Agenda; Sign-In Sheets; Evaluations</p>	Completed.
Host "Come See Me" events for high school students in conjunction with Academic Affairs	<p>Come See Me Days conducted March 8-9, 2017 with 237 total participants. 141% increase compared to 98 2015-2016.</p>	Completed.

	<b>Documentation:</b> Sign-in Sheets and Evaluations	
Conduct financial aid presentations and FSA ID Days at all area high schools	FSA ID Day held at Robert E. Lee Academy October 2016; Lee Central HS – November 2016, January 2017; Sumter HS – October 2016; Manning HS – November 2016.  <b>Documentation:</b> Sign-in Sheet; Agendas	Continue to use the FSA ID help sheet for HS events to prepare students to complete the FAFSA when available.
Communicate new FAFSA completion date to secondary school constituents	Communicated during FSA ID Days and during presentations at high schools.  <b>Documentation:</b> Financial Aid Presentations	Completed.
Conduct specialized campaign for LIFE Scholarship to high school seniors	635 postcards sent to local LIFE-eligible high school students the week of 11/1/16.  <b>Documentation:</b> Postcard; Emails	Compare number of LIFE eligible students who enroll Fall 2017 versus Fall 2016 to determine effectiveness of early mailing campaign.
Establish a College and Career Center at Manning High School	Established a College and Career Center in Spring 2017. Supplied computers, supplies, educational and career materials.  <b>Documentation:</b> College and Career Center	Completed.
Make improvements to College and Career Center at Lee Central High School	College and Career center opened at Lee central High school August 2016. College and Career Coaches hired. Equipment and supplies purchased. Centers are operational.  <b>Documentation:</b> College and Career Centers	Completed.

**Goal No. 8: Expand or reorganize physical facilities and resources to meet student and community needs.**

**Expected Outcomes for Goal No. 8**

- 8.1 Required physical space, equipment and educational resources for student services will be provided.
- 8.2 Additional staff needs will be identified and provided when budget allows.
- 8.3 Kershaw Campus Expansion project will begin.

Supports College Strategic Goal: 8  
 Supports College Annual Goal: 10  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Identify physical space requirements needed for all student services related activities for Kershaw County Expansion Project	Collaborated with architectural firm, Executive Leadership Team, and CCTC staff to design	Completed.

	appropriate spaces for student services, classes, and activities.  <b>Documentation:</b> Kershaw County Expansion Project Plans	
Hire necessary staff in Kershaw County as needed at the end of the campus expansion project	Requested full time test proctor to meet testing needs at expanded campus.  <b>Documentation:</b> Student Affairs Budget Requests	Assess staff needs once campus opens.
Identify appropriate office space for staff as programs grow and division reorganizes	Created Scholars Office to better serve expanding program. Moved faculty and staff offices as needed to meet division needs.  <b>Documentation:</b> Physical Space	Completed.
Relocate Student Services Office at the F.E. Dubose Campus to provide improved student experience	Relocated Student Services to main hallway to improve accessibility and services to students.  <b>Documentation:</b> Physical Space	Completed.

**Goal No. 9: Utilize data for sound decision making and evaluation of programs and services effectiveness.**

**Expected Outcomes for Goal No. 9**

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

Supports College Strategic Goal: 1  
 Supports College Annual Goal: 11  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Complete department data reports within three weeks of semester completion; identify areas of improvement based on data analysis and implement necessary changes	Reports completed. Data used to identify student enrollment practices.  <b>Documentation:</b> Department Data Reports	Continue to utilize report results for continuous improvement of services.
Complete enrollment analysis reports to identify target populations and to make organizational decisions	Completed enrollment analysis by student type and analysis of Scholars enrollment. Made organizational changes to improve Scholars enrollment and services. Moved staff member to main campus for recruitment targeting military population.  <b>Documentation:</b> Scholars Enrollment Analysis; Enrollment by Student Type	Completed.

Track Scholars Program participation and eligibility through ARGOS reporting	Central Carolina Scholars ARGOS Report, FAFSA Not Admitted Report, and Tested Not Admitted ARGOS report updated. Eligibility and participation tracked.  <b>Documentation:</b> ARGOS Reports	Completed.
Complete High School Enrollment report to identify percentage of graduates transitioning to CCTC; goal is 30%	Completed High School Enrollment Report for 2016 graduates. Increased enrollment of high school graduates to 20.5%, representing an increase of .5% from 2015 report.  <b>Documentation:</b> 2016 High School Enrollment Report	Continue to provide services to high school students, faculty, and parents to increase percentage of graduates enrolling at CCTC.
Complete Legal Presence processes each semester to ensure compliance with state law	Completed Legal Presence process for Fall 2016 and Spring 2017.  <b>Documentation:</b> Legal Presence Reports and Communications	Completed.
Complete annual performance reports for grant programs; identify areas for improvement and implement changes	Completed TRIO Annual Performance Report in September 2016. Completed PBI Formula Grant Final Performance Report in December 2016. Completed PBI Competitive Grant Annual Performance Report in January 2017. Gaps identified and services adjusted.  <b>Documentation:</b> Federal Reports	Complete Annual Performance Reports annually.
Utilize college surveys, workshop and event evaluations, and feedback cards to determine student satisfaction; implement strategies to improve satisfaction rates for all departments to 90% or above	Admissions: 90% satisfaction in all areas.  Financial Aid: accuracy 93%, promptness 89.8%, courtesy 91.4%.  Student Records: 90% or higher satisfaction in all areas.  ROT: 96.9% overall satisfaction rate; 99% achieved with comment cards; 93.1% Program & Services Survey; 95.8% Outreach Campus Survey results.  <b>Documentation:</b> Program and Services Survey Results; Feedback Cards; Outreach Campus Survey	Investigate additional ways to garner feedback in Student Records.
Complete plans of action and annual effectiveness reports for all departments; identify needed improvements	All Plans of Action and Annual Effectiveness Reports completed. Gaps and areas of improvement identified.  <b>Documentation:</b> Division and Department POAs and AERs	Completed.

<p>Complete Administrative Unit Reviews for Career and Learning Services</p>	<p>Completed 2016-2017 Administrative Unit Review for Career and Learning Services. Identified areas for improvement.</p> <p><b>Documentation:</b> 2016-2017 Administrative Unit Review</p>	<p>Incorporate areas of improvement into the Plan of Action for 2017-2018.</p>
<p>Complete Administrative Unit Reviews for Recruitment, Outreach, and Testing</p>	<p>Administrative Unit Review conducted for the department. Areas for improvement identified.</p> <p><b>Documentation:</b> 2016-2017 Administrative Unit Review</p>	<p>Completed.</p>
<p>Ensure compliance with federal regulations for financial aid and grant programs</p>	<p>Department of Education federal regulations affecting TRIO SSS program were adhered to in order to be in compliance. Used information obtained from TRIO PDP to ensure each TRIO staff member was informed and up-to-date on regulations.</p> <p>Submitted 2016 Annual Performance Report and 2016 Interim Report for PBI Competitive Grant Program.</p> <p>Financial Aid monitored new regulations and made changes as needed. Hosted special events required by DOE.</p> <p><b>Documentation:</b> TRIO PDP and List Serv; Financial Aid Policies and Procedures; Financial Aid Event Schedule; PBI APR</p>	<p>Continue to monitor federal regulations.</p>

**BUSINESS AFFAIRS**  
**2016-2017 Annual Effectiveness Report**

**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: 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.
- 1.5 Data is provided in a timely and accurate manner that supports sound decision making.

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

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Review and revise College policies and procedures related to Business Affairs	Directives were reviewed and revised as needed according to the review schedule. Four HR directives were carried forward to FY 18.  <b>Documentation:</b> Business Affairs Directives	All FY 18 directives will be reviewed and updated as needed according to established schedule.
Complete accurate internal and external reports and submit on a timely basis	Most reports completed accurately and timely (ex: financial reports; IPEDS; EEO report; Annual Security Report; CPIP).  <b>Documentation:</b> Business Affairs Reports	Continue to utilize and update schedule of reports to ensure deadlines not missed.
Maintain publications, public website and <i>myCCTC</i> with current information for students and employees	Publications, public website, and <i>myCCTC</i> kept current. New branding from Personnel to Human Resources.  <b>Documentation:</b> CCTC Website, Intranet, and Organizational Chart	Continue to look for ways to improve communication of website information for students, employees, and others.
Complete annual audit report and Comprehensive Annual Financial Report (CAFR) for FY15 and submit to Government Finance Officers Association (GFOA) for award	The FY 16 audit report and CAFR were completed timely and the GFOA award was received.  <b>Documentation:</b> FY 16 CCTC Audit and CAFR	The FY 17 audit will be completed by the deadline of 9/30/17 and the FY 17 CAFR will be completed by the deadline of 12/31/17.
Review and update (if needed) all employee manuals issued by Business Affairs	The following manuals were updated: Procurement Manual, Purchasing Card Manual, and	Updated Purchasing Card Manual in July 2017 and posted on <i>myCCTC</i> . Procurement Manual and

	Environmental Safety and Health Plan. The Information Security program and plans were reviewed but no changes were needed.  <b>Documentation:</b> Business Affairs Manuals	ES&H Plan will be updated and posted in September 2017. Information Security program and plan will be updated to reflect current year.
Maintain Gainful Employment information on the web and ensure compliance with US DOE requirements	Gainful Employment web information was updated and data submitted to US DOE.  <b>Documentation:</b> CCTC Website	Ongoing evaluation of process to ensure compliance with US DOE reporting requirements.
Identify data needs throughout the College and track data requests; communicate availability of data to internal College users	Data requests completed as received and record maintained of the services provided.  <b>Documentation:</b> ILT Ticket System and IE Share Drive	Ongoing evaluation of process and assessment of the nature of data requests to better plan services.

**Goal No. 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

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
HR will process class & comp actions as requested, following all applicable laws and regulations	HR processed classification and compensation actions as requested, following all applicable laws and regulations.  <b>Documentation:</b> 2016-2017 HR AER	Positioned for successful classification and compensation audit in the third quarter of 2017.
Personnel department staff will advise employees on HR issues and manage employee relations issues	Advised on twenty (20) employee relations matters and increased visibility of HR around the College. Encouraged communication between employees, supervisors and HR.  <b>Documentation:</b> 2016-2017 HR AER	Continue to encourage supervisors and employees to contact HR for advice and input.
90% of employees surveyed will be satisfied with the quality and	Employees were not surveyed about HR this planning period. Received positive feedback on PDP	Employee HR survey currently scheduled for FY 19. Will

timeliness of personnel related employee services	evaluation forms as well as exit forms. Responsiveness to calls and emails still a concern expressed by some employees.  <b>Documentation:</b> 2016-2017 Employee Survey Results	implement a plan to improve responsiveness to calls and emails.
The College will process a 3.25% base pay increase to all eligible employees as provided by the FY17 state appropriations act; adjuncts in targeted areas will be offered higher pay rates in order to attract adjuncts in areas of need	Processed 3.25% base pay increase in accordance with state guidelines. Certain adjunct disciplines are paid a higher hourly rate.  <b>Documentation:</b> HR Records	Adjunct pay still a concern for certain disciplines and locations. Will review and increase as budget permits.
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	Professional development and training sessions were offered. A decision was made to use Skillsoft, a program offered free by the System Office which provides a variety of training for employees. NEO was automated for new employees hired during non-peak hire periods. Title IX Not Anymore Training implemented for staff employees.  <b>Documentation:</b> Banner and Title IX Training Records	Skillsoft to be used to create specific training and development plans for groups (i.e. managers and supervisors) and individuals. Professional development and training will continue to be offered and evaluations used for improvements.
HR will maximize employee recruitment sources to increase opportunity for more diverse workforce	Investigated additional recruitment sources but found they were cost prohibitive. EEO goal attainment in 2016 increased from 86.8% to 87.9%.  <b>Documentation:</b> 2016-2017 EEO Report	Will continue to focus on increasing diversity, especially in the categories showing deficiencies on the EEO report.
HR will review compensation practices at the College and develop a suggested pay structure for the positions being utilized	Reviewed positions that may be a challenge to replace. Drafted compensation philosophy.  <b>Documentation:</b> HR Meeting Minutes and Draft Compensation Policy	Will continue to work on this project and seek budget to fund any increases needed.
The College will provide flexibility and promotional opportunities for employees	Flexible schedules are offered to most employees based on their department needs. Employees were encouraged to apply from within and were promoted when appropriate. There were 7 promotions during FY 17.  <b>Documentation:</b> HR Employee Records	Continue to provide flex schedules and promotional opportunities. Participate in the state Associate Public Manager (APM) program in FY 18 with one employee from each of the three major divisions.
The College will provide a comprehensive employee wellness program for employees	Wellness program provided workshops, discounts on gym	Continue to provide wellness program to employees.

	memberships, and gym membership reimbursements.  <b>Documentation:</b> Wellness Committee Meeting Minutes	
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**Goal No. 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

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Offer periodic new employee orientation and budget training to teach employees to monitor and adjust budgets	NEO automated for new employees hired during non-peak hire periods, with at least one NEO offered at the beginning of the semester. Annual procurement and purchasing card training moved to August 1 to coincide with other online training. Cashier training completed 4/30/17.  <b>Documentation:</b> Banner	Online training module being developed for budget training; will continue NEO; new cashiers will receive in-person training and all will receive annual online training; Skillsoft will be used to create specific training and development plans for groups.
Prepare and distribute/review and analyze monthly or periodic financial reports; monitor online reports as necessary	Various financial reports were prepared monthly or periodically and analyzed. Budget information made available through <i>myCCTC</i> and is up-to-date. The state transparency report was updated and posted to the web before the 15 <sup>th</sup> of each month.  <b>Documentation:</b> 2016-2017 HR AER and Records	Financial reports will continue to be monitored to determine if any budget actions need to be taken.
Monitor energy usage and utilize electronic energy management system to schedule HVAC and lower energy costs; prepare required annual reports	Energy use per square foot decreased by 8.33%. The College has continued to monitor energy and usage and utilize the energy management system to schedule HVAC; required reports were submitted.	Continue to monitor energy usage and utilize the energy management system for scheduling HVAC; apply for Duke energy incentive funding for any projects that meet the criteria.

	<b>Documentation:</b> CCTC Energy Reports	
Expenditure budgets will be reduced to reflect reduced tuition revenue as enrollment decreases are experienced	Budgets were adjusted mainly by eliminating vacant positions and moving tuition funds from the capital projects budget; the College ended the fiscal year with a surplus.  <b>Documentation:</b> 2016-2017 CCTC Budget	Continue to closely monitor budgets and look for ways to lower expenses and increase revenues.
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	A 100% physical inventory was completed for FY 17. Surplus property was reallocated or turned in on a timely basis; 332 line items were turned in.  <b>Documentation:</b> 2016-2017 Property and Inventory Control AER	Continue to follow state and College processes for inventory and surplus.

**Goal No. 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

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Maintain cleanliness such that the annual employee survey of custodial services indicates at least 90% of respondents are satisfied with custodial services	The custodial survey had satisfaction ratings as follows: Offices/meeting rooms: 89%; Classrooms/labs: 91%; Restrooms: 87%; Public areas: 89%; Industrial labs: 90%. All categories showed improvement from the prior year survey.  <b>Documentation:</b> 2016-2017 Employee Survey Results	Continue to strive for an annual employee satisfaction rate of 90% or higher. Review details of results and comments and work on specific problem areas.
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”	Based on the annual student survey, the facilities received a greater than 95% satisfaction rating.  <b>Documentation:</b> 2016-2017 Programs and Services Results	Continue to provide and improve quality facilities.

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	Based on the annual student survey, security services received a 94% or higher satisfaction rating in all areas.  <b>Documentation:</b> 2016-2017 Programs and Services Results	Receive a 96% or higher in all areas of service by improving response time and services.
Conduct weekly and monthly inspections of all facilities and grounds and make corrections as needed	Weekly and monthly inspections of all facilities are made in conjunction with the PM schedule. Grounds are inspected, policed and maintained also on a weekly and monthly basis.  <b>Documentation:</b> 2016-2017 Physical Plant AER	Continue to make weekly and monthly inspections and continue to improve the documentation of the inspection of all facilities with the PM schedule. Funds will be added to budget to allow the College to contract for additional grounds services.
Coordinate and manage small renovation projects as funds are available	Managed small projects including the renovation of building 400 and installation of the new art gallery on the second floor of building M500.  <b>Documentation:</b> 2016-2017 Physical Plant AER	Continue to coordinate and manage small renovation projects as funds are available.
Collaborate with Kershaw County, and others on the Kershaw campus expansion	Meetings have been held to make sure the Kershaw expansion project meets the needs of College staff, Kershaw County and others. Construction has started with an anticipated completion date of December 1, 2017.  <b>Documentation:</b> ELT Meeting Minutes	Continue to Collaborate with all involved on the Kershaw expansion project. When the building is complete help with the set up and operation of the building.
Update and monitor the deferred maintenance (DM) plan; reduce DM needs as funding allows	Funding was sought from the state to pay for some deferred maintenance projects, but not received.  <b>Documentation:</b> FY 17 State Budget Requests	Will continue to seek state funding and keep the plan up to date; will begin establishing a college fund for DM 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	Annual safety and security training was conducted online; active shooter training was conducted in February; fire and tornado drills were conducted as required; Campus Security Authority (CSA) training offered to certain employees.  <b>Documentation:</b> Banner and 2016-2017 Security AER	Continue to update online training program to reflect changes in CCTC policy and procedures; active shooter training will be provided again by Sumter PD in February 2018 and held at a different campus location.
Prepare an annual security report as required by law—revise current report to meet all requirements and contain accurate crime data	2016 report (for 2013-2015) was completely revised to meet all requirements, contain accurate data, and was published by the deadline.	Continue to update the ASR as well as a daily crime log to meet all DOE Clery requirements.

	<b>Documentation:</b> 2016-2017 Security AER	
Improve the Emergency Notification System (ENS) so that data for students and employees is current and complete and procedures are in place to activate in a timely manner in case of an emergency	ENS has been fully integrated and is operational. Conducted successful test during the active shooter training in 2017. Created templates for each campus location and type of emergency. Employee database is up to date.  <b>Documentation:</b> 2016-2017 Security and HR AERs	Keep team refreshed and up-to-date on procedures and use of ENS system. Work closely with HR to keep employee database current. Work with ILT and Student Affairs on a plan to get student database more accurate and current.

**Goal No. 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

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Maintain a high level of customer service to all students, faculty, and staff	Student survey results indicated a 95.9% satisfaction with bookstore courtesy; 95.3% satisfaction with bookstore promptness.  <b>Documentation:</b> 2016-2017 Programs and Services Results	The training of new bookstore employees was successful and will be ongoing to keep these ratings at an acceptable level.
Continue to work with department chairs and look for ways to reduce the cost of required materials for students	Cost of textbooks has been greatly reduced while giving students better access to the materials they need for class.  <b>Documentation:</b> 2016-2017 Auxiliary Services AER	The All Inclusive Access program used in many of the CPT courses will be expanded to include BIO, AHS, and HIM classes in Fall 2017 and MAT courses in Spring 2018.
Monitor budgets throughout the year and prepare yearend financial reports for bookstore and vending	Auxiliary services contributed \$455,656 to the College budget in FY 17, up from \$378,512 in FY 16 (but down from \$517,073 in FY 15).  <b>Documentation:</b> 2016-2017 Auxiliary Services AER	Continue to monitor budgets and ensure a reasonable markup.
Work with local food vendors to continue to provide lunch 4 days a week, and breakfast as many days as possible	Food vendors are available Monday – Thursday when classes are in session.  <b>Documentation:</b> 2016-2017 Auxiliary Services AER	Will continue to identify new vendors who may be interested in filling available slots.

**Goal No. 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 98% 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	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Banner system will be current with upgrades and patches released by vendor	<p>The College’s Banner ERP system was consistently patched this period to within the benchmark of one (1) point release on all modules.</p> <p>A new formalized patch management procedure was developed for critical business areas ensuring that ILT notifies designated business unit staff of available patches on a weekly basis and both ILT and the affected business unit follows a formal patch testing and installation process.</p> <p><b>Documentation:</b> 2016-2017 ILT AER</p>	Applications Development and Support will continue to monitor the currency of Banner modules as per the Patch Management Procedure to ensure our vendor is maintaining currency within the benchmark of one (1) point release.
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	<p>In accordance with the College’s Technology Fee replacement schedule for classrooms and academic labs, 153 new workstations and 33 laptops were installed in academic labs.</p> <p>Systems were recycled from newer to older lab environments and all teaching labs were refreshed to Windows 10 and Office 2016.</p> <p><b>Documentation:</b> 2016-2017 ILT AER</p>	<p>Manage the Technology Fee account to ensure adequate funding exists to continue to support the College’s 5-year technology replacement plan.</p> <p>Identify smart classrooms requiring technology upgrades and consult with the newly formed Academic Technology Planning Committee to prioritize enhancements for these classrooms.</p>
The backup and recovery system for major systems, programs, and data will be monitored and managed appropriately	The College’s data backup and data recovery (DR) systems were monitored daily with weekly off-site copies couriered by ILT staff.	ILT is researching the viability of using low-cost, off-site cloud storage for cold data backups which will optimize staff time and provide greater redundancy of encrypted

	<p>A meeting was held with ILT Systems and Applications staff and the DR site vendor to prepare for a functional test of the DR site to be run at the beginning of Fall 2017. In preparation, Systems began refreshing the DR laptops for VPN capability to the DR facility.</p> <p><b>Documentation:</b> 2016-2017 ILT AER</p>	<p>backup data replicated among multiple off-site data centers through providers such as Amazon Glacier and Microsoft Azure.</p> <p>In September of 2017, ILT will reach out to critical business units involved in DR testing to select an appropriate date for the testing and to determine test plans to ensure that, in an emergency capacity, all necessary functionality is present.</p>
<p>Continue to improve IT security—utilize results from Banner Data Defense (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</p>	<p>Daily, active monitoring is enabled through the use of Banner Data Defense, LogRythm, and Packetshaper technologies.</p> <p>Next Generation firewall and e-mail antivirus/antispam appliances were identified and are scheduled for procurement during the next period. Additionally, \$40,000 in Lottery Technology funds were identified that will be provided by the SCTCS in support of this project.</p> <p>Whole disk encryption of CCTC laptops is complete and all future laptops will be encrypted before delivery to personnel.</p> <p>ILT’s IT Director served on the SCTCS InfoSec policy steering committee which completed their review, development, and adoption of new SCTCS Information Security Policy and Procedures (4-4-105).</p> <p><b>Documentation:</b> 2016-2017 ILT AER</p>	<p>Procure and complete the installation of Next Generation firewall and antivirus/antispam e-mail appliances increasing the college’s security posture.</p> <p>Localize the SCTCS InfoSec procedures for CCTC as part of SCTCS policy 4-4-105.</p> <p>Complete the migration of employee data from local desktop computers to network storage to protect against local equipment failure, ransomware, and to provide for the recovery of critical college data as needed.</p> <p>The migration of employee data will commence next period once the newly acquired storage has been fully implemented.</p>
<p>Implement the Banner Mobility Solution</p>	<p>A Scope of Work (SOW) and subsequent Request for Quote (RFQ) was generated resulting in awarding Campus Consortium with the contract to provide the College’s mobile application platform (Kryptos/LookingGlass).</p> <p>The project has progressed well with only D2L and student G-Mail integrations remaining prior to a final functional/aesthetic review by the project team.</p>	<p>ILT will deliver the mobile application for the fall 2017 semester and will continue take input from the college community through surveys in order to maintain the app and desired functionality.</p>

	<b>Documentation:</b> 2016-2017 ILT AER	
Implement the Change Management process developed by the USS CoP	The Change Management Process was developed, approved by the Change Advisory Board (CAB), and approved for implementation by ELT.  <b>Documentation:</b> 2016-2017 ILT AER	Institutionalize the approved Change Management Process and conduct project reviews via email distribution with scheduled quarterly and as-needed face-to-face meetings of the CAB.
Assess the results of the 2016 Programs and Services survey and make adjustments to assure a student satisfaction level of 95% or higher	The average rating of ILT programs and services on the 2017 Student Evaluation of Programs and Services was 95.9%, an increase of 11% from the previous year of 84.9%.  <b>Documentation:</b> 2016-2017 Programs and Services Results	While the results of the evaluation for ILT programs and services was above the benchmark, the department will continue to investigate modifications to programs and services that will appeal to student perceptions of technology resources.
Expand and upgrade network, server, telephone and other equipment that is not sufficient for current needs or out of service	The necessary server and storage infrastructure was procured and installed during this period in support of the virtualization effort.  Two (2) HP Proliant 360 Gen9 servers were procured this period and are scheduled for deployment at the Kershaw and F.E. DuBose campuses.  The College procured and installed four new SAN appliances growing the College's available data storage by ~122% from a total of 45.3TB to 100.48TB of available data storage.  The Symmetra UPS which had been in service since 2003 (14 years) was retired and replaced with an Eaton 9170+.  ILT procured, including a trade-in agreement, 360 new IP telephones, of which 278 have been replaced as of June 2017.  Four (4) DVR servers – three (3) at Main Campus and one (1) at HSC/LSC were installed to support the deployment of 235 IP-based cameras at M100, M200, M300R, M400, M500, M600, M700, HSC, and LSC.  Additionally, AMTTC's original DVR server and 48 IP-based	The Systems Administration and Networking staff are developing a plan to reconfigure the existing storage and then migrate the remaining physical servers to VMware. This will be completed during the 2017-2018 plan year. Complete the deployment of the utility servers for Kershaw and F.E. DuBose and procure additional servers over future years until all utility servers are upgraded at remote facilities.  ILT will develop a deployment plan for the new storage to permit the more efficient allocation of existing storage, migration of remaining physical servers to virtualization, and the migration of College data residing on individual workstations to network-based storage permitting the backup and recovery of information in the event of an equipment failure or ransomware/virus infection.  Continue to monitor the power needs of the data center and ensure that runtimes are adequate for clean shutdown in the event of a power failure.  Complete the deployment of IP phones at the Lee County, Kershaw Campus, Natural Resources Center, and Base Education Office prior to

	cameras were merged into the completed system, providing a single interface from which to monitor surveillance for the College.  <b>Documentation:</b> 2016-2017 ILT AER	the beginning of the fall 2017 semester.  Continue to support the operation of the IP surveillance system and extend the system to cover the new and existing Kershaw campus facilities in FY 18.
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**Goal No. 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

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Develop and complete plans of action for the division and departments by deadlines	Divisional and departmental plans of action completed on time for all areas.  <b>Documentation:</b> Planning Share Drive	Plans of action are monitored during the year and an effectiveness report is prepared at the end of the year.
Review results from College surveys and other means of assessment to improve services	All applicable surveys, evaluations, and reports were reviewed for feedback on Business Affairs Division services as documented in this AER.  <b>Documentation:</b> Planning and IE Share Drives	Most results were positive, but negative comments were reviewed and assessed and will be improved upon in the coming year.
Perform an Administrative Unit Review and assessment for Auxiliary Services, Personnel, and Safety/Security departments	The AUR was conducted for these departments and reports issued.  <b>Documentation:</b> Planning Share Drive	Results of the AUR being used in FY 17 AER and FY 18 POA. The Accounting & Purchasing, Property and Inventory Control, and Physical Plant departments will be reviewed in FY 18.
The results of the TechQual+ survey and Student survey along with input from existing user groups will be used to develop a multi-year strategic technology plan	A three-year continuous technology plan was developed for the College which delineates technology needs and projects, estimates budget requirements, and provides a forecast of which fiscal year the project is scheduled for implementation.  <b>Documentation:</b> 2016-2017 ILT AER and CCTC Technology Plan	ILT will update this three-year plan annually with input from faculty, staff, and students through the use of assessment tools and focus group input (Banner, Academic Technology Planning, and Digital Community).

Assess progress of POA objectives and compile an annual effectiveness report showing outcomes and use of results	Divisional and departmental effectiveness reports were completed showing outcomes and use of results.  <b>Documentation:</b> Planning Share Drive	Effectiveness reports are used in developing the following year's plans of actions.
Assess departmental outcome benchmarks for 16-17 and update outcome report with results	Departmental outcome benchmarks for 16-17 were assessed and the outcome report was updated with results.  <b>Documentation:</b> Planning Share Drive	Results are used in developing the following year's plans of action.
Prepare Employee Performance Management System (EPMS) documents for all employees by deadlines	EPMS documents prepared and submitted for all Business Affairs employees by deadline.  <b>Documentation:</b> HR Records	Objectives for individual employees are tied to departmental plans of action.
Ensure that the College capital plan and budget reflect the priorities of the facilities master plan as resources allow	The facilities master plan was used in developing the annual capital plan and budget and included the expansion of Kershaw County Campus.  <b>Documentation:</b> Facilities Master Plan	The facilities master plan will be reviewed annually and adjusted if needed, and used as a basis for planning of large capital projects. A new facilities master plan will be developed in FY 18 if budget allows.
Update and monitor the Information Security Plan	The existing CCTC Information Security Program and Plan was reviewed and deemed appropriate for this period pending the implementation of the System Office's InfoSec program.  <b>Documentation:</b> CCTC Information Security Plan	This program will largely be replaced by the CCTC-localized version of the forthcoming System Office InfoSec program (4-4-105).
Update and monitor the identity theft program	Completed as part of the Information Security Plan review.  <b>Documentation:</b> CCTC Information Security Plan Review	This will be evaluated in FY 18 to determine if it can be included in another plan.
Support the QEP project with resources as needed	QEP data is being continuously collected. Analysis is ongoing to improve student success.  <b>Documentation:</b> QEP Steering Share Drive	Ongoing analysis of data used to make continuous changes to the QEP project.
Manage the process for SACSCOC reaffirmation to ensure ongoing compliance through planning for the College's Fifth Year report	Requirements for Fifth-year report have been identified. A timeline has been created that will result in a complete draft of the Fifth Year report by December 2020.  <b>Documentation:</b> Planning Share Drive	Fifth-year report requirements will be monitored to ensure any changes in reporting requirements are recognized and the schedule is adjusted accordingly.