

Central Carolina Technical College



2017-2018 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 2017-2018. 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 2017-2018 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 2017-2018 year on both the divisional and institutional levels. This roster of accomplishments supporting the 2017-2018 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 2017-2018, and each goal was aligned with an area of focus and goal in the College's 2015-2020 Strategic Plan.

CCTC 2017-2018 COLLEGE ANNUAL GOALS

July 1, 2017 through June 30, 2018

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 new program of study for implementation in Fall 2018: Human Resource Specialist Certificate
- Conducted academic program reviews for 8 programs of study
- Conducted 22 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
- Implemented a new fully online process for Student Progress Plan creation and submission
- Incorporated exit counseling into the withdrawal process in Spring 2018 to help ensure students are educated about the consequences of withdrawing
- Implemented a new online CCTC Foundation scholarship application process
- Created an online anonymous tip form to allow students to securely and confidentially communicate with Safety and Security about any concerns
- Loaned laptops and tablets to 42 students through two grant programs
- Provided instructional environment resulting in student certifications as follows:
 - Machining & CNC Certifications – National Institute for Metalworking Skills Certificates: 41
 - Welding Certifications – NCCER Core Curriculum Certifications: 18
 - HVAC Certifications – HVAC Excellence Employment Ready Certifications: 44
 - Health Sciences Certifications – 100% of Surgical Technology August 2017 graduates passed the CST examination on first attempt; 100% of Massage Therapy August 2017

graduates passed the MBLEx examination on first attempt; 100% of Pharmacy Technology August 2017 graduates passed the ASHP examination on first attempt; 94% of Medical Assisting August 2017 graduates passed the AAMA examination on first attempt; and 97% of Associate Degree Nursing May and August 2017 graduates passed the NCLEX examination on first attempt; 100% of Nursing Aide students passed the NNAAP examination on the first attempt

- Launched CCTCgo, the College's mobile application available on Apple and Android devices in September 2017
- Initiated process for the student information system upgrade to Banner 9
- Received USDA Rural Utilities Services Distance and Learning Telemedicine grant to develop CONNECT courses which allow a course to be taught simultaneously in multiple locations through synchronous video
- Served the following number of unduplicated students per term in distance education courses: Fall 2016: 2,306; Spring 2017: 2,128; Summer 2017: 1,346
- Created replacement parts for Caterpillar Inc. through the work of seven Engineering Design Graphics students utilizing 3D printing
- Made over 17,000 contacts with students through the support of the Freshman Advisors including contacts made via email, phone, and during class visits and technology training sessions
- Implemented faculty portion of Register Blast for course exam submission
- Began implementation of Accuplacer Next Generation placement exam

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 53% (FY17) to 59% (FY18)
- Implemented Year 3 of the College's QEP, Smart Choices for Success, focused on retention and program completion of first-time freshmen
- 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
- Conducted 4 college visits and provided opportunity for 28 STEM and MIM students to attend the National Men of Color Summit; the National Student Leadership Conference; USC Leadership and Diversity Conference; and the BOEING Plant Dreamers Tour through the PBI and TRIO Student Support Services grant program
- Offered 78 sections of COL-105: Freshman Seminar, a course focused on increasing academic skills for success and enhanced advising to support the retention and program completion of first-time students

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
- Held job fair in September 2017 with over 300 participants and hosted Come See Me Days in March 2018 with 177 participants
- Selected as Military Friendly School by the G. I. Jobs magazine for seventh consecutive year
- Offered special events for veteran students through Student Veterans Association, Veteran Resource Center, and VA Certifying Official including Memorial Day, "Veteran 101," and The Veteran's Forum: Honoring Our Local Heroes
- Received TRIO Veterans Upward Bound grant to assist veterans in the development of academic skills necessary for completion of postsecondary programs
- Partnered with Loan Science for financial literacy resources
- Awarded almost \$20M in financial aid to more than 4,000 students from public and private sources
- Reduced the College's FY18 Cohort Default Rate (CDR) to 6.4%
- Promoted 374 Student Life events, 7 Title IX workshops, and 1 student success story through use of social media, website, myCCTC and Centrally Speaking
- Provided a PLATO Test Up Boot Camp to 65 local high school students; 260 students utilized the PLATO courseware to improve scores on placement tests
- Increased the number of unduplicated students receiving tutoring in the Student Learning Center by 15%
- Partnered with SC Vocational Rehabilitation counselors in Sumter and Kershaw Counties to provide monthly, on-campus assistance for students
- Maintained the Alumni Partnership with over 1,000 members and expanded business partners

4. Implement a comprehensive enrollment and marketing plan to focus on student recruitment for targeted student populations, programs, College locations, and modes of delivery to increase student full-time equivalent (FTE) enrollment by 3% for the 2017-2018 academic year.

- Enrolled 3,631 students in Fall 2017 in over 50 programs of study for a 2.37% increase in enrollment
- Debuted CentralGO, a vlog featuring events, programs, faculty, staff and students at the College
- Conducted targeted recruitment of high school students which resulted in a 20.4% enrollment of high school graduates immediately following graduation
- Increased Central Carolina Scholars program enrollment by 5% from FY17 to FY18

- Recognized as #7 Nursing program in the state of South Carolina by www.RegisteredNursing.org
- Revised all admissions print and electronic communications to improve admissions process
- Implemented Instant Admissions Days to expedite admissions process for prospective students

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

- Awarded 669 degrees, diplomas, and certificates to 554 graduates (July 1, 2017 – June 30, 2018)
- Achieved a 93% college-wide placement rate for graduates placed directly in the workplace
- Increased the college-wide graduation rate to from 13% in FY17 to 19% in FY18 (2014 cohort of first-time, full-time students)
- Hosted University Transfer Day in February 2018 with 31 colleges/universities represented
- Conducted visits to USC Upstate, Lander University, Claflin University and MUSC to learn more about their transfer processes
- Provided graduation assistance to 82% of the 2017-2018 graduates in STEM capstone courses
- Increased TRIO Student Support Services cohort graduation rate by 12% and cohort transfer rate by 7%
- Continued target population retention programs through the Perkins, TRIO, and PBI programs
- Continued work on the administrative graduation process to award and notify students near program completion
- Changed the graduation regalia to navy blue for students and added graduation cords for veterans, Early College students, and honor graduates (GPA of 3.5 or higher)

6. Maintain appropriate qualified faculty and staff to support and deliver quality programs and services.

- 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
- Added 7 faculty positions and lost 2, for a net increase of 5 faculty positions; also added 13 staff positions
- Promoted 10 faculty and staff members from within the institution to positions of greater responsibility
- Provided \$800 lump sum bonus to all qualified employees in April 2018
- Recognized Tiffany Wilson – Director for Financial Aid and Veterans' Affairs, for outstanding service at the College in October 2017

- Recognized Farrell Jones – Systems Manager, Bert Hancock – Mechatronics Program Manager, and Natasha Covington – Career and Learning Services Administrative Assistant, for outstanding service at SCTEA in February 2018
- Conducted New Faculty Orientation and Adjunct Faculty Orientation each semester
- Conducted Online Certification for faculty scheduled to teach online courses each semester
- Offered 50 professional development program offerings to support the teaching and learning environment, including diverse training opportunities and required training
- Received \$40,688 in professional development funds from 2017-2018 Perkins grant to support teaching and learning across the institution
- Provided \$30,564 in College funds for professional development activities for faculty and staff

7. Maintain strong working partnerships with the secondary (K-12) school systems to provide appropriate programs for secondary students in an effort 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 2017 to enter CCTC in Fall 2017 with full tuition assistance
- Partnered with Clarendon School District 2 and Lee County School District to implement Early College programs
- Hosted Central Carolina Scholars Signing Day on April 21, 2018
- Maintained Central Carolina Scholars and Central Carolina Connect blog to increase communications with high school counselors, students, and parents
- Held 32 Scholars presentations, 38 Scholars high school visits, 78 high school recruitment visits, and 22 career/education fairs for 170 events offered by the Recruitment Office in Fall 2017 and Spring 2018
- Offered the School Counselors' Summer Institute for 13 secondary counselors in July 2017
- Hosted the Counselors' Breakfast for 58 secondary guidance counselors, Adult Education teachers, and Career Center staff in January 2018, increasing attendance by 11.5% from FY17 to FY18
- Offered dual enrollment courses to over 700 qualifying high school students from 19 high schools and 5 homeschool associations
- Hosted the 1st CCTC Academic Challenge in November 2017 with 12 participating area high schools
- Hosted the 2017 Winter Wonderland Event for 230 Alice Drive Elementary students which collected 580 food items to be donated to local food pantries including the CCTC SNAC food pantry

8. Maintain and expand the awareness of state, county and regional government officials and community partners 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 government agencies and school boards to secure funding for Scholars program
- Hosted 330 area 8th grade students and parents as well as regional manufacturing and technology firms at the Advanced Manufacturing Technology Training Center for the 2018 Sumter Economic Development Board's Manufacturers & Technology Expo to increase early STEM exposure in March 2018
- Hosted the 7th annual CCTC Foundation Golf Tournament in October 2017 with support from 88 sponsors
- Hosted the 36th Annual SC Technical College Welding Skills Competition in April 2018; CCTC welding students placed first in Categories 2, 3, and 5
- Conducted a joint safety training with the Sumter County Sheriff's Office focused on "Run, Hide, Fight" in February 2018
- Collaborated with local and regional government officials to secure additional funding for the Kershaw County Campus expansion
- Hosted the Annual Legislative Breakfast at the College's Health Sciences Center in October 2017
- Attended multiple events in Kershaw County to demonstrate the College's commitment to supporting education and economic development in Kershaw County
- Collaborated with Sumter School District to offer 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 an internship program (WorkFirst) specifically for the Machine Tool and HVAC programs
- Met with various members of the legislative delegation to discuss projects of importance for the economic development of the College's service area

9. Provide increased internship and apprenticeship opportunities for credit and noncredit programs; and

10. Investigate opportunities for expansion of continuing education and workforce training in an online environment

- 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 BD, Eaton, CAT Hydraulics, BCA, Baker's Sweets, Oak Mitsui, CCBCC, Carolina Filters, Martech, Thompson, Pure Power, Powell Valves, Hengst, Carolina Ag Power, Haier, OEM Auto Color Specialists, Rusty's Diesel, Scott Will Toyota, Lee Co. Correctional, ReWa, City of Rock Hill, Town of Dillon, CMD, Chester Wastewater, and SCDHEC

- Offered apprenticeship occupations including Machine Tool (Youth); PEC Customer Maintenance Tech; Water Treatment Operator; Electrician, Construction Craft (Youth); Water, Wastewater, Distribution; Wastewater; Maintenance Technician; Water Treatment, Water Distribution; Wastewater Treatment; Wastewater Facility Inspector; Auto Body; Auto Body Repair, Auto Mechanic; Diesel Mechanic
- Offered certification courses to 156 credit students through a scholarship program
- Increased new apprenticeships by 58% and new apprenticeship occupations by 32%

11. 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; update the College's Facilities Master Plan.

- Attended Applied Technology Education Campus (ATEC) groundbreaking in December 2017
- Held Kershaw County Campus Grand Opening in February 2018 with Senator Vincent Sheheen
- Completed renovation of Building 400 to expand HVAC, Automotive Technology, and Welding programs
- Utilized Shaw Center for expanded Continuing Education and Workforce Development programs (Scholarship Program)

12. Utilize data for sound decision making and the application of appropriate management practices of institutional effectiveness to monitor program enrollment, departmental cost analysis, course success, student performance, administrative unit effectiveness, and to position the College to apply for relevant grant opportunities.

- 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
- Received over 1.8M in grant funds from US Department of Agriculture Rural Utilities Services (Distance Learning and Telemedicine), Caterpillar Foundation (Support for Freshman Students), SC Department of Education (Perkins), and US Department of Education (TRIO Veterans Upward Bound)
- Received the maximum number of recertification years for the Pharmacy Technician program's accreditation through the American Association of Health

2017-2018 COLLEGE ANNUAL EFFECTIVENESS REPORT BY DIVISION

PRESIDENT’S OFFICE
2017-2018 AER

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

Goal No. 1

1. Provide leadership in the implementation of strategies to accomplish the College’s Mission through comprehensive planning facilitated by appropriate programs and services, and collaboration with the Executive Leadership Team and Area Commission.

Expected Outcome for Goal No. 1

- 1.1 The College will implement strategies to provide and identify adequate and appropriate programs of study and student services to facilitate the College’s Mission and serve the citizens of the College’s service area.
- 1.2 Communication will be maintained with the College’s Area Commission to support the accomplishment of the College’s Mission, Strategic Plan, and Annual Goals.
- 1.3 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: All 2015-2020 Strategic Plan Goals
 Supports College Annual Goal: All 2017-2018 Annual Goals
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Represent the College as President	Participated in College events including: faculty and staff meetings, The Gallery Upstairs openings, Fall Kickoff, CCTC Academic Challenge, Kershaw County Campus Grand Opening, Solar Eclipse Event, CCTC American Heart Association Team meeting, CCTC Veteran Forum, Scholars Signing Day, Kershaw Campus Scholars Reception, Counselors Institute/Breakfast, Active Shooter training, New Student Orientation, New Employee Orientation, PTK Induction, Health Sciences Pinning Ceremonies, TRIO Awards Banquet, Awards Convocation, and Graduation as well as	Continue to represent the College as the President in all venues that support the Mission of the College

	<p>Foundation and Area Commission events Participated in community events including: Kershaw Fine Arts Center Board meeting, Camden’s Boys and Girls Club – Jackson Teen Center event, Camden Rotary, Kiwanis Club of Sumter, West Wateree Rotary Club, Sumter Human Resources Management Association meeting, Sumter Touchdown Club Banquet, Shaw AFB Honorary Commander Induction Ceremony, Kershaw Optimist Club, Law Enforcement Officer’s Appreciation Luncheon and the Friends of Pearl Fryar scholarship award ceremony for Lee Central HS and Robert E. Lee Academy students</p> <p>Participated in government, K-12, and higher education events, including serving on multiple committees, to support the College throughout the year (further detailed in the body of this AER)</p> <p>Documentation: President’s Report to the Area Commission</p>	
<p>Collaborate with and coordinate supporting strategies for the ELT to develop programs of study, training opportunities, and student services</p>	<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>Offer new certificate program for 2018-2019: Human Resource Specialist</p> <p>Develop Bachelors of Applied Science in Advance Manufacturing</p> <p>Develop plan for use of Pinewood site to include relocation of the College’s Natural Resource Management Center</p> <p>Collaborate with CCTC Foundation to launch major gift campaign</p>

	<p>Acquired twenty-six acres of land adjacent to College’s Kershaw County Campus; granted a commitment to develop Pinewood Development Authority tract in Rimini, SC; launched new CCTCgo mobile app for Apple and Android platforms; collaborated with VP for Student Affairs to develop new service animal policy; CCTC Nursing program ranked #7 of 28 in South Carolina; coordinated hiring opportunities with Crown Healthcare Laundry (Lee County); discussed new program development with Director of Applied Technology Education Campus (ATEC) in Kershaw; collaborated with SC Senate Minority Research Assistant for the Central Carolina Scholars program; held initial meeting of Academic and Facilities Master Plan team; held meetings with several groups to advocate for student internships in different industries</p> <p>Documentation: Divisional Annual Effectiveness Reports (AERs)</p>	<p>Implement Academic and Facilities Master Plan process</p> <p>Continue to address retention and program completion goals through the QEP and COL105</p>
<p>Support compliance with regional accreditation standards</p>	<p>Attended the Southern Association of Colleges Commission on Colleges (SACSOC) annual conference in December 2017 with the Vice President for Academic Affairs and the College’s SACSCOC Liaison; revised several directives and created 2 new directives (Services Animals & Facility Names); developed plan for annual Area Commission planning session in Spring of each year; Area Commission made aware of new SACSCOC standard requiring all institutional governing boards to complete a self-evaluation</p>	<p>Ongoing evaluation of CCTC policies and procedures for continued compliance and monitoring of the QEP</p> <p>Develop Self-Evaluation timeline and assessment for Area Commission</p>

	Documentation: 2017 SACSCOC Conference Registration; 2017-2018 Directives Review Chart; Area Commission Meeting Minutes	
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 QEP through reports from the Steering Committee; COL105 success rates ranged from 97-98% and retention rates ranged from 87-94% in Year 3; COL105 Coordinator created new, internally produced textbook (REACH) which costs students \$25 and includes the textbook, a planner, and a portfolio Documentation: QEP Steering Committee Updates to ELT; Year 3 QEP Report Card; REACH Textbook	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 4
Monitor progress of College’s annual goals and progress toward the implementation of the 2015-2020 Strategic Plan	Conducted a review of the Annual Goals and the 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 Documentation: 2017-2018 CCTC Strategic Plan Progress Report	The results from the progress of the 2017-2018 CCTC Annual Goals were used in the development of the 2018-2019 CCTC Annual Goals by the ELT; the progress of the 2015-2020 Strategic Plan was used to identify goals for the institution

Goal No. 2

- 2. Facilitate ongoing communication with K-12 school systems, external workforce partners, and government entities to increase the awareness of the needs of the College, the role of the College in providing postsecondary educational opportunities, and the College’s impact on economic development in the service area.

Expected Outcome for Goal No. 2

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

Supports College Strategic Goal: Partnerships—Goals 5 and 6
 Supports College Annual Goal: 7 and 8
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
<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: Democratic Caucus, SC Senate, SC House of Representatives, Joint Bond Review Committee, Legislative Delegation, Shaw AFB, SC Dept. of Education, SC Dept. of Commerce, SC Technical College System, SC Commission on Higher Education, City of Sumter (Mayor J. McElveen), Sumter Police Dept (R. Chief R. Roark), City of Camden, Santee-Lynches Regional Council of Government, Pinewood Development Authority, Kershaw County Leadership Forum, Kershaw Economic Development, area County Councils, area school boards, and area superintendents</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: SC State Workforce Development Board, Sumter Economic Development Board, the Duke Energy Advisory Board, Sumter Industrial Association, readySC, Santee-Lynches Regional Council of Government, SC Workforce Development Board, SC Works, all area Chambers of Commerce and Economic Development Boards</p> <p>Documentation: Meeting Minutes; President's Report to the Area Commission</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>
<p>Communicate with potential business and industry prospects through economic development</p>	<p>Communicated with representatives of Duke Energy, Sumter Industrial Association, Mount Franklin</p>	<p>Training needs communicated from company representatives are provided to the Academic Affairs Division and Workforce</p>

<p>agencies to support industry recruitment</p>	<p>Foods, Becton Dickinson (BD), Continental, Caterpillar, EMS-Chemie, Eaton, Crown Healthcare Laundry, Volvo North America, South State Bank to support industry expansion and recruitment</p> <p>Documentation: President's Report to the Area Commission</p>	<p>Development Department for training program and curriculum development</p>
<p>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>	<p>Met with secondary school superintendents and counselors to communicate programs and services available; the College continued the Scholars Program to offer free tuition to eligible students graduating in Lee, Clarendon, and Kershaw counties; 20% of the area's high school graduates enrolled at the College in the Fall of 2017 including 223 Scholars; in 2017 44% of the College's recent HS graduates were enrolled as Scholars; continued progress towards the a 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</p> <p>Explored partnerships with other institutions of higher education including: Columbia College, USC Columbia, USC Sumter, University of Passo Fundo (Brazil), Community College of the Air Force, Clemson University, Yale School of Nursing, College of Charleston and Morris College</p> <p>Documentation: Secondary School Admissions Report; Scholars Enrollment Report; Meeting Minutes</p>	<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>
<p>Maintain and expand dual enrollment programs to meet K-12 system needs</p>	<p>Provided dual enrollment courses to 719 unduplicated (1179 duplicated) students in Fall 2017 and Spring 2018 from 20 different</p>	<p>Continue to seek ways to expand opportunities for access to higher education for area high school students</p>

	<p>area high schools and homeschool associations to facilitate the enrollment of graduating secondary students; partnered with area career centers and high school leadership to expand opportunities for dual enrollment programs; attended dual enrollment orientation sessions; partnered with Clarendon County School District Two and Lee County School District to continue the Early College program for Fall 2018; attended Leaders for Learning Partnership Breakfast</p> <p>Met with leadership from the following K-12 institutions to explore partnerships and promote the College: Wilson Hall, Thomas Sumter Academy, Wilson Drive Elementary, and Midway Elementary</p> <p>Documentation: Detail Vitality Report; Early College Partnership Agreement; Meeting Minutes</p>	<p>Offer ECD 101 at ATEC in Fall 2018 and Spring 2019</p>
<p>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>	<p>The Public Relations team implemented 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 hosted numerous recruiting events through the Student Affairs Division such as the School Counselors Breakfast (58 attendees), Come See Me Days (177 attendees), Kershaw Discovery Day (90 attendees)</p> <p>Documentation: Enrollment Reports; Student Affairs AER; Marketing Materials</p>	<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</p> <p>Implement High School Engagement Team</p>
<p>Support utilization of the programs and services of the Public Relations Department to internal and external audiences</p>	<p>PR supported several initiatives internal to the College such as the launch of the CCTCgo mobile app, the opening of the Gallery</p>	<p>Offer marketing initiatives that communicate the role of the College in supporting workforce development, transfer</p>

	<p>Upstairs, CentralMania, and the grant opening of Kershaw Campus; external audience PR projects included coordination of participation in spots such as WDXY and Z95.5 radio spots, ads in the <i>Life is Good in Sumter</i> magazine, the Item's Sumter Today video series; utilized social media strategies to reach larger audiences in specifically targeted markets including the creation of a new CCTC PR Vlog series</p> <p>Documentation: PR AER; CCTCgo App; Marketing Materials & Products</p>	<p>opportunities, and higher education options</p> <p>Increase signage along I-20 for Kershaw County Campus</p>
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Goal No. 3

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

Expected Outcome for Goal No. 3

- 3.1 The College will provide quality credit programs and determine the effectiveness of existing programs of study to support student success and economic development initiatives for continuous improvement of academics.
- 3.2 The College will provide noncredit programs and services in an effective and efficient manner to serve the College's constituents.

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, 7, 8, and 9

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
<p>Communicate business and industry needs for programs and training to academic and workforce development personnel</p>	<p>Workforce Development staff met with local industries to discuss training needs including Continental, BD, Suominen, Eaton, CAT Hydraulics & Pins, BCA, ESG, Invista, Baker's Sweets, Oak Mitsui, Sumter Packaging, Mt. Franklin Foods, EMS, CCBCC, DSV, Carolina Filters, DANA, Enersys, Martech, IP, Sumter Transport, Jones Chevrolet, City of</p>	<p>Training needs communicated from company representatives are provided to the Academic Affairs and Workforce Development Divisions for training program development</p>

	<p>Camden, Thompson, Spilker Vet Clinic, Meritor, Pure Power, Powell Valves, Kershaw Health, Haier, Crown Healthcare, Kaydon, Pilgrims, Care South of Bishopville, McLeod Health, Sumter School District, and Goodwill</p> <p>Documentation: Workforce Development AER</p>	
<p>Support efforts to increase the number of graduates of programs of study to increase the number of workplace-ready employees for business and industry</p>	<p>Implemented several College initiatives that support workplace ready graduates including STEM 10, apprenticeships, and increasing Workforce Development courses that include a credential; reviewed program retention and completion for trends; collaborated with area career centers; awarded 669 degrees, diplomas, and certificates to 554 graduates in FY18</p> <p>Documentation: Academic Affairs AER; Graduates by Date Report</p>	<p>Continue to evaluate program retention and program completion data to identify strategies to improve the College's retention and graduation rates</p> <p>Continue work towards development of a technical high school</p>
<p>Collaborate with economic development agencies, readySC, and business and industry to provide noncredit training for the area's workforce</p>	<p>The Workforce Development department of the College delivered 30 contract courses, 75 open enrollment courses, and 52 scholarship courses; trained 432 unduplicated students in scholarship courses that included a credential resulting in a 62% increase in the number of courses offered and 210% increase in the number of students trained compared to FY17</p> <p>Documentation: 2017-2018 Workforce Development and SCETC AER</p>	<p>Meet with economic development agencies, ReadySC, and other business and industry partners during the upcoming year</p>
<p>Continue to develop apprenticeship opportunities for business and industry</p>	<p>Educational components were developed for BD, Eaton, CAT Hydraulics, BCA, Baker's Sweets, Oak Mitsui, CCBCC, Carolina Filters, Martech, Thompson, Pure Power, Powell</p>	<p>College will continue to identify similar training opportunities to support workforce readiness</p>

	<p>Valves, Hengst, Carolina Ag Power, Haier, OEM Auto Color Specialists, Rusty's Diesel, Scott Will Toyota, Lee Co. Correctional, ReWa, City of Rock Hill, Town of Dillon, CMD, Chester Wastewater and SCDHEC; 32 new apprenticeship occupations were registered, a 31.6% increase from FY17</p> <p>Documentation: Apprenticeship Agreements; 2017-2018 Workforce Development & SCETC AER</p>	
Explore online options for expansion of noncredit training and continuing education courses	<p>In progress</p> <p>Documentation: N/A</p>	Continue in 2018-2019 Plan of Action

Goal No. 4

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

Expected Outcome for Goal No. 4

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

Supports College Strategic Goal: Educating Students—Goals 1, 2, and 3
 Supports College Annual Goal: 1, 2, 3, 4, and 5
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Support the initiatives that ensure quality programs and services for students at all College locations, including online students	<p>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</p> <p>The SPP process for Financial Aid was moved from a paper process, to a fully online process to increase efficiency and better serve students</p>	<p>Monitor the student satisfaction of programs and services at all locations including the</p> <p>Select CRM vendor</p>

	<p>Investigated Customer Relationship Management (CRM) systems and developed RFP</p> <p>Documentation: Area Commission Meeting Minutes; Student Affairs AER</p>	
<p>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</p>	<p>Supported Academic Affairs and Student Affairs initiatives to review, evaluate, and improve outreach scheduling</p> <p>Main Campus, FE DuBose, Kershaw, Lee, and Health Sciences each had a room equipped with software to offer synchronous interactive courses for the College’s CONNECT project, allowing students to take courses not usually offered at certain campuses</p> <p>Documentation: Course Schedules for Outreach Locations</p>	<p>Continue to monitor course enrollment at all outreach locations and identify strategies to sustain all locations</p> <p>Expand use of CONNECT synchronous video courseware at Kershaw County Campus, targeting Business, Management, and Accounting courses</p>
<p>Support initiatives that address declining enrollment at College locations with continued emphasis on the Lee County site</p>	<p>Enrolled 3,631 students in Fall 2017 for a 2.37% increase in enrollment; increased Scholars enrollment by 5% compared to FY17</p> <p>Worked with the Lee County School District to offer an Early College program; met with SC Dept. of Commerce to discuss issues facing Lee County workforce initiatives; attended the Pearl Fryar scholarship award program for Lee County students; attended Lee County Chamber After Hours event; met with Robert E. Lee leadership</p> <p>Documentation: 2017-2018 Accountability Report; President’s Report to the Area Commission</p>	<p>Continue to monitor course enrollment at Lee County site and identify best practices to support this location</p> <p>Promote SC Promise Scholarship available for Lee County students</p>

Goal No. 5

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

Expected Outcome for Goal No. 5

- 5.1 The College will manage its physical, financial, and human resources in an effective and efficient manner.
- 5.2 The College will provide services through the CCTC Foundation to support the College’s Mission.

Supports College Strategic Goal: Faculty & Staff—Goal 4
Resources—Goal 8
Supports College Annual Goal: 6, 11, and 12
Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Collaborate with ELT to develop annual budget addressing institutional priorities	<p>Met with institutional officers at ELT Budget and Planning Retreat in February 2017 to identify priorities, conducted a SWOT, and determined institutional initiatives for budgetary expenditures for FY18 utilizing the 2015-2020 CCTC Strategic Plan</p> <p>Sales of college merchandise in the bookstore rose 40% (September 2017 to March 2018), after new branding and marketing; the SC Hospital Association committed to Path to Provide, a program providing scholarships to nursing students; met with business and industry leaders in the service area to explore support for Bachelors Degree in Advance Manufacturing; held annual Budget and Planning Meeting in April 2018; discussed SC Promise Scholarship funding for Clarendon and Lee counties; discussed expansion of CCTC Foundation</p>	<p>Monitor budget to determine alignment with projected revenue and expenses; increased tuition by 3.7% for 2018-2019 to cover FY 19 expenditures</p> <p>Investigate implementation of major gift campaign through the CCTC Foundation</p>

	Documentation: FY19 CCTC Budget; President’s Report to the Area Commission	
Identify and support areas of collaboration with other partners for grant opportunities	<p>Provided business and industry tours, college visits, and cultural exploration opportunities through grant programs; received over 1.8M in grant funds from US Department of Agriculture Rural Utilities Services (Distance Learning and Telemedicine), Caterpillar Foundation (Support for Freshman Students), SC Department of Education (Perkins), and US Department of Education (TRIO Veterans Upward Bound); participated in SBTCE Apprenticeship Carolina through Workforce Development</p> <p>Assisted the City of Sumter in their development of a Bloomberg Mayor’s Challenge grant to address workforce and transportation issues</p> <p>Documentation: 2017-2018 Accountability Report; President’s Report to the Area Commission</p>	Continue to identify collaborative opportunities to seek funding to support the Mission of the College
Maintain optimum organizational structure to ensure effectiveness	<p>Moved the Department of Environmental Technology and Natural Resources Management from the Business & Public Service Division to the Workforce Development & SCETC Division in March 2018</p> <p>Documentation: Organizational Chart</p>	Continue to evaluate organizational structure for efficiency and realization of College and Division Missions
Support budgeting strategies to increase faculty and staff salaries	<p>Adjuncts were offered higher pay rates in high need areas; interviewed all final candidates for permanent positions; added 7 faculty positions and lost 2, for a net increase of 5 faculty positions; added 13 staff positions; promoted 10 faculty and staff members from within</p>	Continue to evaluate faculty and staff salaries for competitiveness

	<p>the institution; provided \$800 lump sum bonus to all qualified employees in April 2018</p> <p>Documentation: FY18 Budget; 2017-2018 Accountability Report</p>	
Evaluate progress of implementation of the College's Facility Master Plan	<p>Used current Facilities Master Plan to develop the annual capital plan and budget, and expansion of Kershaw County Campus</p> <p>Small facilities projects completed in FY18 include: upgraded fire alarm system in 100, 200, & 400 buildings; replaced flooring in 700 & HSC; renovation of Pharmacy Technician Lab; multiple renovations at FE Dubose; and completion of the 400 project</p> <p>Held initial meeting of Academic and Facilities Master Plan team in preparation for the 2020-2030 Master Plan</p> <p>Documentation: Facilities Master Plan; Business Affairs AER; FY18 Budget; Meeting Minutes</p>	<p>Continue to evaluate physical resources to accomplish the Mission of the College</p> <p>Implement Academic and Facilities Master Plan process</p>
Work collaboratively with Kershaw County officials to complete construction of the Kershaw Campus	<p>Completed the expansion project of the Kershaw County Campus on time and the downtown Camden campus was closed; the grand opening was held on February 8, 2018, with Senator Vincent Sheheen in attendance; the building is named in honor of his father, Fred R. Sheheen</p> <p>Documentation: President's Report to the Area Commission</p>	Inspect the new Kershaw facility noting deficiencies before the one year warranty is expired
Communicate with the College's Foundation regarding institutional initiatives	<p>Attended CCTC Foundation meetings; provided reports to the Foundation; and maintained communication with the Foundation's Director and Board; attended Horry-Georgetown Technical College's Foundation meeting</p>	Continue to communicate with the College's Foundation Executive Director and Board members

	<p>with the CCTC Area Commission Chairman and the CCTC Foundation Executive Director in February 2018</p> <p>Documentation Area Commission Minutes</p>	
<p>Provide support for increasing and expanding initiatives for the College's Foundation in order to offer more services to students</p>	<p>Worked with Foundation Director to promote the College and Foundation to the public; met with donors and potential donors in the service area; held the 7th Annual Foundation Golf Tournament in October 2017; attended Pearl Fryar award program for Lee County students; implemented a new online Foundation scholarship process; the Foundation awarded 173 scholarships over the academic year</p> <p>Documentation: Foundation Board Minutes & Events</p>	<p>Support the initiatives of the Foundation through attendance at Foundation Board meetings, participation in Foundation events, and promotion of the role of the Foundation</p> <p>Investigate implementation of major gift campaign through the CCTC Foundation</p>

ACADEMIC AFFAIRS
2017-2018 AER

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

1. TEACHING/LEARNING – Academic departments will implement best practices and innovative techniques to support student academic success.

Expected Outcome for Goal No. 1

- 1.1 Faculty will have access to professional development.
- 1.2 Academic leaders will have the necessary skills, knowledge, and ability to manage programs effectively and efficiently.
- 1.3 Web resources will be accessible as defined in web accessibility audit.
- 1.4 Classroom instruction will be exemplary

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Provide opportunities for faculty development related to teaching and accreditation	Funding for professional development in the Academic Affairs department total \$40,688, providing 66 opportunities for faculty development, teaching, or accreditation.	Continue to encourage, provide, and fund opportunities for professional development in academic
Explore the development of a training program for deans and department chairs/program managers to support effective and efficient academic management	Several Academic Affairs personnel from all divisions were selected to participate in the CCTC Leadership Program for 2018-2019. Leadership program topics will include communication, ethical leadership, diversity, accountability, and more.	2018-2019 will be the inaugural class of the Leadership Academy. Results from this class will be used to make changes to the programs future iterations.
Provide opportunities for faculty to share best practices and new techniques	LEG 233 course is used to train new LEG adjuncts while they are in process of CCTC online certification. NURS faculty shared evidence-based research at departmental curriculum meetings. PHMT faculty attended adjunct training and the best practices document was updated.	Continue to provide opportunities for faculty to share best practices and new techniques. Incorporation of sharing best practices in faculty meetings is an effective method that will continue to be utilized. Perkins funding requested for HUS Faculty member to obtain certification in <i>Mental Health</i>

	<p>Each General Education department provided opportunities (usually at department meetings) for faculty to share effective practices that they utilize in classes.</p> <p>Documentation: Departmental AERs and Meeting Minutes</p>	<p><i>First Aid</i> in order to train interested faculty.</p>
<p>Train faculty on requirements and implementation strategies to support web accessibility for students with disabilities</p>	<p>Directions for creating web accessible documents were provided to faculty during D2L training. Directions also provided through Quick Guides in D2L.</p> <p>All faculty have attended training sessions offered through Distance Education to support web accessibility for students with disabilities. Many online instructors have worked with the distance staff to implement accessibility for their courses.</p> <p>Documentation: D2L Training Sign-In Sheets, Agendas, & Quick Guides</p>	<p>Continue to verify accessibility compliance in D2L environment. Train new faculty in web accessibility and comply with future requirements.</p>
<p>Maintain web accessibility procedures that provide access to online resources for students with disabilities</p>	<p>All Part B and C syllabi are web-accessible. Faculty encouraged to attend PDP sessions on web accessibility. All full-time faculty are D2L certified and learned about web accessibility in the D2L certification course.</p> <p>Documentation: D2L Course Evaluation Checklists</p>	<p>Continue to maintain web accessibility procedures and utilize Distance Education staff to train faculty and improve web accessibility in all courses.</p>
<p>Recognize and reward teaching excellence</p>	<p>Emails and department meetings are used to recognize various accomplishments of faculty within their divisions. Mr. Bert Hancock, Department Chair for Mechatronics, received the 2017-2018 E. C. Red Kneece Award and was recognized at SCTEA as Educator of the Year for CCTC.</p> <p>Documentation: E. C. Red Kneece and SCTEA Awards</p>	<p>Create opportunities for cross-departmental sharing of innovative ideas and continue to send regular emails recognizing faculty efforts and achievements.</p>

<p>Work with ILT to review all classrooms and implement improvements as funds allow</p>	<p>Updates requested for laptops in Legal Studies Center due to challenges; new dictation software installed to support LEG classes. Added new computer lab in M120.</p> <p>Integrated computers and software for the two IET programs (Mechatronics and Engineering Design Technology) newly offered Kershaw in 2017-2018.</p> <p>Main Campus, FE DuBose, Kershaw, Lee, and Health Sciences each had a room equipped with new desktop computers, large screen monitors, and software to offer synchronous interactive courses for the College's CONNECT program funded by the RUS DLT grant program.</p> <p>Documentation: ILT Invoices for Hardware and Software</p>	<p>Continue to implement technology improvements in classrooms to support teaching and learning including maintenance of 5-year computer replacement cycle and implementation of CONNECT program.</p>
<p>Use classroom observations and student evaluation data to improve instruction</p>	<p>Department Chairs used results of student evaluations for each term to identify courses and/or instructors that needed further review and possible attention to pedagogy, including adjuncts. Each Department Chair conducted classroom evaluations for all faculty.</p> <p>Documentation: Course Success Reports, Observation Reports, Student Evaluation Reviews</p>	<p>Explore use of Swivl™ technology for recording classroom observations.</p>

Goal No. 2

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
<p>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>	<p>Course structure and instructional techniques modified as needed; ACC 101 students provided practice opportunities through publisher <i>Learning Solution</i>. Testing methods revised in MGT 240, ECD 105, ECD 108. CRJ-LEG comparison conducted between traditional CRJ evaluation model and LEG evaluation model.</p> <p>General Education Department Chairs, in collaboration with Course Leads, reviewed courses with low success rates and developed methods to improve success rates.</p> <p>IET course success data was evaluated each semester by all department. All courses were in good standing with the exception of 3 Spring courses and 4 Summer courses that fell below target.</p> <p>Documentation: 2017-18 Course Success & Retention Reports</p>	<p>Results from individual courses failing to meet benchmarks will be addressed in each academic department and incorporated into the 2018-2019 POAs.</p> <p>Higher success noted in LEG course model; all CRJ coursework is being revised to reflect LEG model.</p>
<p>Compare online and F2F counterparts to identify online courses to target for action to improve retention and student success</p>	<p>AHS 102 pilot study was conducted to evaluate whether or not the use of Respondus Lockdown Browser increased course success rates.</p> <p>A comparison of 24 courses with both online and face-to-face sections revealed:</p> <ul style="list-style-type: none"> • 18 online courses had lower Success Rates (A, B, C) than the F2F counterpart. Three courses fell below a 60% success rate. Two courses with a lower success rate had greater than a 30-point difference. • 23 online courses had lower retention rates than the face-to-face counterpart. No online courses had a retention rate below 	<p>Beginning Fall 2018-19 all AHS 102 sections will be presented in either hybrid or fully online format. Both formats will allow off campus testing using Respondus Lockdown Browser.</p>

	<p>the College’s 60% benchmark. No online course had a point difference greater than 30-point difference.</p> <p>Documentation: Distance Education Report Fall 2017</p>	
Maintain midterm grade reporting and communicate with students regarding this process for all courses	<p>All faculty, full time and adjuncts, calculated and reported midterm grades in all classes. Student access to midterm grades for each semester is in myCCTC.</p> <p>Documentation: Banner</p>	Promote the availability and purpose of midterm grades to students.
Initiate retention activities within each department focused on increasing retention	<p>HUS hosted several H.E.L.P. Club fundraisers; CRJ students participated in several community volunteer events. A retention model was developed for LEG and CRJ instructors to follow regarding grades and attendance issues.</p> <p>For all AHS 102 courses, the following changes were implemented to improve success rate for F2F and online students: (1) Added chapter supplemental materials as well as lecture notes and chat sessions, (2) Added required homework including LearnSmart, and (3) Added closed captioned “Body System” videos.</p> <p>Academic Advisors recorded midterm grades and contacted students identified by QEP Reports as as “Needs Assistance” or are “Off-track.”</p> <p>Documentation: Student Life Events; AHS 102 Syllabi; QEP Reports</p>	<p>Continue to incorporate best practices, activities, and QEP components related to retention.</p> <p>NURS-ADN curriculum changes approved for 2018-2019: eliminated CPT 101, added NUR 170, changed minimum math requirement to MAT 110 or MAT 120.</p>
Participate in activities to share best practices for retention	<p>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.</p>	

	Documentation: QEP Steering Minutes	
Support efforts by the Student Retention Team to establish a college-wide ethos for retention	The Student Retention Management Team was disbanded in 2017-2018.	Will not be included in 2018-2019 POA.
Promote the use of DegreeWorks with students	<p>DegreeWorks was moved to an independent tab in myCCTC in order to promote its use by students. An upgraded version of the Planner feature was implemented during summer 2018.</p> <p>Instructors in each department were encouraged to document advisory contact with students on the Notes page in DegreeWorks.</p> <p>DegreeWorks heavily utilized in COL105 for required coursework such as Semester Plans and CAP assignments.</p> <p>Documentation: DegreeWorks; COL 105 Syllabi</p>	DegreeWorks will continue to be used, in conjunction with the QEP, to promote program completion.
Faculty will prepare Student Progress Plans for students in financial aid jeopardy	<p>The SPP process was revised, making it a fully online, more efficient process for students, faculty advisors, and the Financial Aid Appeal Committee. All advisors are complying with the requests to complete SPPs for students.</p> <p>Department Chairs, Program Managers, and Deans also participate in this process.</p> <p>Documentation: Financial Aid Appeal Committee Minutes; SPP Policy & Procedure</p>	Continue to prepare SPPs for students in financial aid; also continue to refine the process to increase efficiency. The online process will continue to be used.
Administratively track and graduate students as soon as they complete program of study	Incomplete.	Work collaboratively with ILT to refine Argos Report for Administrative Graduation, to identify students who have completed all graduation requirements, but have not yet applied for graduation. Also ensure students who complete requirements for nested programs receive credentials for them.
Promote online course orientation	Online Course Orientation was promoted during New Student	Online Course Orientation will continue to be promoted and

	<p>Orientation, the Student Success Event, and by faculty teaching COL 105.</p> <p>41% of Fall 2017 “first time online” and 50% of spring 2018 “first time online” students completed the orientation. Retention and success rates remain higher for those who complete the orientation vs. those who do not (fall retention 91% compared to 85%, fall success 82% compared to 73%; spring retention 92% compared to 82%, spring success 82% compared to 70%).</p> <p>Online Course Orientation is required for CPT 101 students; flyers were distributed to ACC/MGT students.</p> <p>Documentation: D2L Announcements; myCCTC; Brochures; NSO</p>	<p>offered to all appropriate students. Will explore options to revise curriculum for course.</p>
<p>Implement peer reviews of online course design</p>	<p>Department Chairs reviewed online courses for required components and worked with Distance Education to complete the online review process.</p> <p>Many of the departments utilized a lead instructor/course structure to maintain consistency. Examples include CPT 101, CPT 102, and COL 105. ACC/MGT conducted departmental peer review between semesters.</p> <p>Documentation: D2L Course Evaluation Checklists</p>	<p>Departments will highlight and implement best practices for online course delivery in meetings and through collaboration with the Distance Education department.</p>
<p>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>	<p>COL 105 has been fully implemented into the fabric of the College. Students are advised during the admissions process to enroll in COL 105. About 75% of first-time students take COL 105 during their first semester: 201710: 591/775 = 76%; 201720: 105/139 = 75%.</p> <p>The textbook for COL 105 was replaced with an internally-produced</p>	<p>Update COL 105 textbook each academic year to keep costs low for students and ensure up-to-date content.</p> <p>Continue to advise first-year students to take COL105 in their first semester.</p>

	<p>textbook, created by the COL 105 coordinator. The cost of the textbook, portfolio, and planner has been reduced to \$25.</p> <p>Documentation: REACH COL 105 Course Materials; Argos Report AA QEP 006</p>	
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Goal No. 3

- 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 New program accreditation will be acquired for Human Services and Pharmacy Technology programs.
- 3.4 Departments will complete program reviews on a 5-year schedule.
- 3.5 Dual Enrollment and Early College offerings will increase.
- 3.6 Departments will participate in recruiting and marketing activities.
- 3.7 Career center courses will be articulated for selected programs of study.
- 3.8 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
<p>Use Program Outcomes Assessment Tables (POATs) to summarize program outcomes and identify areas for action</p>	<p>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. ECED added all NAEYC accreditation standards to its POAT document.</p> <p>Documentation: 2017-2017 Departmental POATS</p>	<p>Course trends are used to identify best practices or any areas where more in-depth review is required if benchmarks are not met.</p>
<p>Hold Advisory Committees meetings, maintain minutes, use input for improvement</p>	<p>Academic departments conducted 22 advisory committee meetings, recorded minutes of the meetings, and submitted these to the</p>	<p>Feedback from advisory committee members was used to make curriculum changes and to maintain relevancy of the</p>

	<p>respective deans and Vice President for Academic Affairs.</p> <p>Documentation: 2017-2018 Advisory Meeting Minutes</p>	<p>curriculum with changes in the workplace and in the areas of technology as well as workforce trends. Examples include:</p> <ul style="list-style-type: none"> • Human Resources Specialist Certificate curriculum developed. • CRJ and LEG learning outcomes revised in 2017/10 to better represent input from Advisory Committee and DACUM. • ECED committee approved addition of 9 transferable courses as departmental electives.
Maintain current level of program accreditation	<p>All programs currently accredited maintained their accreditation status and made reports in a timely manner.</p> <ul style="list-style-type: none"> • ABA Interim accreditation report submitted and approved. • ECED annual report submitted with 4th year review of Key Assessments. • NALA training exams have been incorporated into LEG 201, LEG 232, and LEG 230. <p>Documentation: 2017-2018 Departmental AERs</p>	<p>Program standards to maintain accreditation will be monitored to ensure continued accreditation.</p> <p>NAEYC feedback reviewed and changes will be made for 5th year report.</p>
Participate in the Human Services and Pharmacy Technology accreditation visits	<p>HUS accreditation visit postponed due to request for additional data.</p> <p>PHMT accreditation site survey visit completed October 2017. PHMT program received continued accreditation for maximum time allowed (six years).</p> <p>Documentation: 2017-2018 HUS and PHMT AERs</p>	<p>Revised HSU Self-Study to be completed and submitted by March 2019.</p> <p>Prepare for March 2019 HVAC accreditation process.</p>
Complete Program Reviews for programs scheduled in 2017-2018	<p>Program Reviews submitted and approved for 2017-2018: NRM, CMPT, CMSP, INWK, MRCO, CYBR, WELD, and AWLD.</p>	<p>The data used in the compilation of the program review identified enrollment trends, placement performance, and the attainment of learning outcomes.</p>

		2018-2019 will include program reviews for Nursing, AA, AS, Surgical Technology, HVAC, and Paralegal.
	Documentation: 2017-2018 Program Reviews	
Complete DACUMS for programs as scheduled	No program DACUMS were conducted.	This strategy will be removed from the 2018-2019 Academic Affairs POA. DACUMs will be used primarily for new program offerings, to develop initial curriculum.
Respond to requests for Dual Enrollment courses	<p>Responded to request from ATEC for ECD 101 to be taught on ATEC campus.</p> <p>General education dual enrollment requests were met for 2017-2018 including requests for Mechatronics during Fall and Spring semesters. Coordinators worked with high school counselors to find alternative courses when specific requests could not be met.</p> <p>Documentation: 2017-2018 Dual Enrollment Course Schedule</p>	<p>Dual Enrollment Coordinators will continue to work with school counselors to develop a schedule of courses that will meet the needs of dual credit students.</p> <p>ECD 101 will be taught at ATEC in Fall 2018 and Spring 2019.</p>
Identify specific enrollment strategies for programs that do not demonstrate adequate enrollment to sustain the program; specifically the Medical Assistant Diploma program, the Massage Therapy Certificate program, the HVAC Certificate program, the CNC Certificate program, the Natural Resources Management Associate Degree program, and the Environmental Engineering Technology Associate Degree program	<p>MASG Program Manager evaluated course success rates for all MED courses for the last three years to identify any specific trends. MED 112 – course with lowest course success in MASG program over last five years. Success rate was 72% in 201310 and 100% in 201710. MASG Program Manager also provided group and personal tutoring on calculations/pharmacology as needed.</p> <p>MTHC program curriculum was revised for the AY 2018-19. The program was reduced from three semesters to two, and moved to evening/weekend.</p> <p>The Work Experience (WE) Program was generated to increase</p>	<p>Enrollment strategies will be identified and implemented in the following programs in 2018-2019: Automotive Technology, Pharmacy Technology, HVAC, and Computerized Numeric Control (CNC).</p> <p>The revised MTHC program curriculum will go into effect in 2018-2019.</p>

	<p>inadequate enrollment in selected Industrial Programs (HVAC and CNC). CCTC formed a partnership with which provided funds for candidates to work at a facility while the College paid for their education.</p> <p>Documentation: 2017-2018 Departmental AERs</p>	
<p>Manage Early College requests from area school districts</p>	<p>Early College requests were met for 2017-2018. Coordinators worked with high school counselors to find alternative courses when specific requests could not be met.</p> <p>Documentation: 2017-2018 Early College/Dual Enrollment Schedule of Courses</p>	<p>Dual Enrollment Coordinators will continue to work with school counselors to develop a schedule of courses that will meet the needs of Early College students.</p>
<p>Implement recruitment and marketing activities at the program level in concert with recruiting and PR staff</p>	<p>Information Technology and ECED participated in SC State Technical College System recruitment film; ACC/MGT participated in recruitment efforts at Kershaw County Campus.</p> <p>Coordinated efforts between Recruitment, Scholars, Dual Enrollment, Financial Aid, and PR to communicate educational opportunities at CCTC to high school students/graduates.</p> <p>I&ET participated in STEM 10 during February and March; hosted the Tour of Technology; participated in Come See Me and Discovery Day events; hosted 2018 Manufacturing Expo in April; made numerous visits with schools and industry.</p> <p>Program brochures created by PR are utilized during these visits when applicable.</p> <p>Documentation: SCTCS Video; Recruitment Events; HSE Team Minutes; 2017-2018 I&ET Visit Schedule & Materials</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>Coordinated events for 2018-2019 will include:</p> <ul style="list-style-type: none"> • eSTEAM, • Scholars Signing Day, • 2019 Manufacturing & Technology Expo, • Come See Me Days, and • 2019 CCTC Academic Challenge.

<p>Explore partnerships between academic programs and the Workforce Development Division</p>	<p>Supervision (SLFC), Entrepreneurship (EBSM), and Human Resources (HRSC) certificates implemented and HRSC taught by Management faculty for Workforce Development (WFD).</p> <p>WFD provided CPR and First Aid Training for ECD students.</p> <p>Documentation: BPS and WFD Curriculum & Instructors</p>	<p>Continue to foster collaboration between Academic Deans and Dean of Workforce Development to offer innovative and effective ways to support student success through partnership.</p> <p>Dean of Health Sciences will explore opportunities to offer Paramedic Program and partner with Workforce Development's Basic EMT Program.</p>
<p>Support the Industrial and Engineering Technology Division's articulation effort for Mechatronics and Welding programs at Sumter and FE DuBose Career Centers</p>	<p>Mechatronics proficiency tests conducted at the Sumter Career Center and ATEC; 29 proficiency tests were administered.</p> <p>Welding proficiency tests offered at the four county career centers. No students have taken Welding test.</p> <p>Documentation: Test Records</p>	<p>The I&ET Dean and the Program Managers for Welding and Mechatronics will review the articulation process and determine if there are strategies that will help to improve participation.</p>
<p>Support the Business and Public Service Division's articulation effort for Early Child Care and Criminal Justice programs at Sumter and FE DuBose Career Centers</p>	<p>ECED faculty served on Advisory Committee for ATEC Early Childhood Development program. ECED Department Chair served on Advisory Committee for Sumter Career Center.</p> <p>Recruiting efforts for CRJ held at Sumter Career Center, ATEC, and FE Dubose. CRJ proficiency testing conducted at ATEC and FE Dubose.</p> <p>Documentation: ECED Advisory Minutes; Test Records</p>	<p>The BPS Dean and the Program Managers for ECED and CRJ will review the articulation process and determine if there are strategies that will help to improve the participation.</p> <p>Work with Student Records regarding existing articulation agreement for CRJ 101 and CRJ 115.</p>

Goal No. 4

- 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 Sufficient faculty to support increased Scholars enrollment.
- 4.2 Grants will be properly implemented.

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
Monitor the implementation of expanded course scheduling and programs at the new Kershaw County Campus to support designated programs of study	<p>Increase course offerings at the new Kershaw County Campus in conjunction with specific programs of study.</p> <p>Equipment for Engineering Design and Mechatronics purchased and setup equipment for each program at Kershaw Campus.</p> <p>Documentation: IET Equipment Listing; Course Schedule</p>	<p>Expand use of CONNECT synchronous video courseware at Kershaw County Campus, targeting Business, Management, and Accounting courses.</p> <p>An expanded course schedule to include Kershaw Engineering Design & Mechatronics course offerings was included for Fall 201810 Semester.</p>
Review Scholar enrollment by program to determine faculty needs	<p>Provided sufficient faculty to support Scholars enrollment.</p> <p>Documentation: Scholars Enrollment; Course Schedule</p>	<p>Continue to monitor Scholar enrollment to ensure sufficient number of faculty to meet program needs.</p>
Explore new grant opportunities to support academic programs	<p>Received a \$252,165 grant under the 2017 Distance Learning and Telemedicine Grant Program administered by the Rural Utilities Service to implement Central Carolina CONNECT. This allowed videoconference technology to be purchased to connect the Clarendon, Kershaw, and Lee Campuses to Main Campus, expanding access to education, technology, and health-related services within these communities.</p> <p>Other grants awards included \$20,000 from the Caterpillar Foundation and \$218,701 from Perkins IV.</p> <p>Documentation: Grant Summary Sheet</p>	<p>Continue to explore opportunities to support academic programs through grant funding.</p>

Goal No. 5

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 3.
- 5.3 New industry partnerships will be explored.
- 5.4 Expanded support for higher education transfers will be implemented.
- 5.5 Apprenticeship programs will increase in number and diversity.

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	Updated academic policies and practices as needed including <i>Directive 6.05: Attendance Policy</i> on 8/16/2017. Documentation: CCTC Directives	Continue to review and update academic policies as needed.
Perform internal audits to ensure compliance with SACSCOC and other requirements	The Vice President for Academic Affairs worked with the SACSCOC liaison to ensure compliance, and to review the content requirements for the Fifth-Year Report. The Vice President for Academic Affairs and the liaison also attended the SACSCOC Annual Conference in December 2017. Documentation: Conference Registration; Meeting Minutes	Continue to monitor SACSCOC to keep up-to-date with changes in standards and reporting requirements.
Implement Year 3 of the QEP	Year 3 of the QEP was completed. Goal 1 (SMART Choices) has been fully implemented within COL 105. Objectives within Goal 2 (Comprehensive Advising Process) have improved, but not reached benchmarks. Documentation: QEP Steering Minutes	Continue to investigate ways to improve the Comprehensive Advising Process.
Maintain data as outlined in the QEP and produce summary report for Year 3	The QEP Coordinator and Director for Planning & Grants collected the data related to the QEP. The annual QEP Report Card for Year 3 includes updated information about	Continue to gather and analyze QEP-related data; improve Argos reporting to increase efficiency.

	<p>cohort retention rates and graduation rates.</p> <p>Documentation: QEP Report Card for Year 3</p>	
<p>Contact business and industry leaders for the purpose of developing new partnerships</p>	<p>ACC and MGT programs developed industry partnerships and were able to establish tours of local factories for students; HUS and ECED established new partnerships for internships and labs in Sumter and Kershaw Counties.</p> <p>PHMT consulted with local community members and advisory committee members to develop partnerships with local pharmacies.</p> <p>Each department in the I&ET Division has conducted various visits with industry for the purpose of developing and improving partnerships.</p> <p>EVT/NRM partnered with community leaders and business regarding the Pinewood development project.</p> <p>Documentation: 2017-2018 Departmental AERS</p>	<p>Maintain and expand partnerships with business and industry leaders.</p> <p>Develop a plan for utilizing the designated land in Pinewood.</p>
<p>Promote new “2+2” opportunities at 4 year institutions</p>	<p>Initiated revision of articulation agreement with St. Leo University.</p> <p>Added RN to BSN agreement with Claflin University.</p> <p>A Partnership Agreement between South Carolina Independent Colleges and Universities (SCICU) and the South Carolina Technical College System (SCTCS) was signed to enhance the transfer of associate degree graduates from the SCTCS to participating members of the SCICU. This information is being advertised.</p> <p>Documentation: Articulation Agreements</p>	<p>Finalize articulation agreement with St. Leo University.</p> <p>Continue to add and promote new “2+2” opportunities.</p>

Goal No. 6

6. DEPARTMENTAL MANAGEMENT – Departments will implement strategies to plan, manage, and evaluate departments and budgets for the purpose of continuous improvement.

Expected Outcomes for Goal No. 6

- 6.1 All academic departments within Academic Affairs will answer “Yes” to 100% of the Academic Affairs Departmental Checklist items.
 6.2 All administrative units within Academic Affairs will implement strategies for the purpose of continuous improvement.
 6.3 Faculty and academic leaders will appropriately load instructional assignments to ensure student success.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
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	All academic departments in the division successfully completed activities listed in the 2017-2018 Academic Affairs Departmental Checklist. Documentation: 2017-2018 Departmental AERs	Continue to require all academic units to demonstrate planning for continuous improvement.
All administrative units will demonstrate planning, management and evaluation for the purpose of continuous improvement by successfully completing appropriate assessments and planning documents	All administrative departments in the division successfully completed activities listed in the 2017-2018 Academic Affairs Departmental Checklist. Documentation: 2017-2018 Departmental AERs	Continue to require all administrative units to demonstrate planning for continuous improvement.
Review the policies and practices for optimum academic loading for departmental faculty and department chairs to ensure appropriate allocation of courses to support student success	Reviewed academic loading with ELT to determine most effective use of College resources; flat enrollment did not allow the College to make any changes in 2017-2018. Documentation: 2017-2018 College Enrollment and Budget	Review loading for 2018-2019 to ensure equity and quality instruction.

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
2017-2018 AER

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 Recruitment, Admissions and Counseling Services, Student Records, Career and Learning Services, TRIO, Advisement and Registration, Testing, and Financial Services, regardless of location. We promote open and confidential communication to ensure trust and integrity. Our innovative services empower students as they prepare for the future.

Goal No. 1

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

Expected Outcome for Goal No. 1

- 1.1 Technology rich environment provided.
- 1.2 Student learning and effectiveness of programming assessed.
- 1.3 Communications and interventions improved.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Review all department communications each semester for accuracy and ease of understanding by students; make changes as necessary	<p>Recruitment and Admissions: Web Prospect, initial contact, congratulations to high school graduates, tested not admitted, and FASFA not admitted correspondence and scripts evaluated and corrections made where needed.</p> <p>Student Records: Revised or updated Grade Change Form, Consent to View/Discuss Educational Records, Test Score Request Form, and Graduation Award Request Form. Developed and mailed Alumni Newsletter, December 2017.</p> <p>Admissions and Counseling: Created checklist to ensure all communications for Admissions and Counseling were accurate each semester.</p>	Continue to review communications, forms and website to ensure accuracy of information.

	<p>Financial Aid: Modified SAP letters. Revised Lottery, Life and SCNBG affidavits to update the appearance, clarify wording and eliminate the use of social security number as an identifier.</p> <p>Documentation: Registrar Drive/Updated Forms, Alumni Newsletter, Checklist, SAP Letters, Affidavits</p>	
<p>Promote events and student success stories through social media, website, and myCCTC</p>	<p>Promoted Outreach Campus and Scholars events through social media, website, and myCCTC. Communications and Social Media staff hired in April to increase promotion of events and student success stories through social media, website, and myCCTC.</p> <p>Promoted graduation events on the This Week page of the college website, in myCCTC, on the plasmas and on social media.</p> <p>Promoted 374 Student Life events, 7 Title IX workshops, and 1 student success story through use of social media, website, myCCTC and Centrally Speaking.</p> <p>Promoted important TRIO dates, workshops, and special events on the blog, social media, and with flyers. Public student success stories were spotlighted in the TRIO Tribune newsletter.</p> <p>Shared video and stories of PBI sponsoring 12 Lee Central and Manning high school students and CCTC students and staff attending the Male Summit at Clemson University and the National Conference of Student Leadership in Washington, DC.</p> <p>Documentation: Emails, Help Tickets, Centrally Speaking, Social Media Posts, Website,</p>	<p>Continue to promote events and ensure requests sent to PR or ILT are timely.</p>

	Vlogs, TRIO Tribune, myCCTC, Agendas, Travel Requisition/Reimbursements	
Provide technology rich workshops addressing cognitive and non-cognitive skills, analyze learning outcomes, and implement changes as needed	<p>Expanded use of technology. 73 employers posted 194 job openings as well as various CLS related announcements on College Central; utilized electronic sign-in in Career Services Center to include scanning IDs. Offered NetTutor to provide 167 tutoring sessions to students, and added PLATO to assist 260 students with placement tests preparation.</p> <p>Offered 4 workshops focusing on non-cognitive, soft skills (<i>Professionalism in the Workplace, How to Transition from College to Career</i>). Cognitive sessions included <i>Resumania (resume writing), Interviewing, Using Social Media, and Job Search Skills</i>. Sessions were presented in classes and in college-wide workshops.</p> <p>Conducted 2 Special Populations, 1 ADA, and 7 Title IX workshops.</p> <p>Ten cognitive and non-cognitive skill workshops were developed by TRIO and were implemented throughout the academic year.</p> <p>Created workshops and videos detailing FAFSA process for website and events. Created Degree Works SPP Tutorial. Created revised SAP workshop with new PowerPoint and SAP Quiz.</p> <p>Held 34 events at Outreach Campuses and through Central Carolina Scholars. Held Kershaw County Campus Grand Opening and Discovery Day.</p>	Continue to address student needs through technology rich workshops and events.

	<p>Documentation: College Central, SLC and CSC Sign-In Screens, NetTutor, PLATO Flyer, Sign-in Sheets, PowerPoint Presentations, TRIO Workshop List, Instructional/Informational Videos on Website</p>	
<p>Collect data via New Student Orientation (NSO) Attendees ARGOS report to assess impact of NSO on student success; provide data to Student Affairs Directors and Academic Deans each semester</p>	<p>Disseminated NSO data to Admissions and Counseling staff and Student Affairs Directors. 87% of NSO attendees earned good academic standing compared to 82% of non-attendees achieving good academic standing.</p> <p>Documentation: NSO ARGOS Report and Emails</p>	<p>Promote NSO through use of social media, registration checklist, flyers, and plasmas to increase attendance each semester.</p>
<p>Evaluate Disability Services D2L Orientation to ensure accuracy of information and ease of completion; revise as needed</p>	<p>Evaluated and revised Disability Services online orientation. 48 out of 73 students completed the orientation. 97% met the 80% pass rate on the survey.</p> <p>Documentation: D2L Orientation and Survey Results</p>	<p>Completed.</p>
<p>Automate graduation communications to ensure timely responses to students</p>	<p>Not completed.</p> <p>Documentation: N/A</p>	<p>Include on 2018-19 Plan of Action.</p>
<p>Review current process and Banner upgrade guides as updates are applied and update process as needed; create detailed instructions/procedures manual for graduation</p>	<p>Completed DegreeWorks upgrade February 2018. Did not review graduation process as review was performed and minor changes were made during previous year. Banner documentation was reviewed to prepare for Banner Student upgrade to 8.13 installed April 2018. No changes from upgrade affected graduation processing. Detailed instruction manual is in progress.</p> <p>Documentation: Emails, Ellucian Upgrade Folder, Registrar Drive</p>	<p>Review Banner upgrade guides to prepare for Banner 9 implementation.</p> <p>Make changes to the Ellucian Graduation Application after the upgrade if needed.</p>
<p>Work with ILT to improve the administrative graduation process</p>	<p>Not completed.</p> <p>Documentation: N/A</p>	<p>Include on 2018-19 Plan of Action.</p>

<p>Offer laptop and tablet lending through grant programs to address student technology needs</p>	<p>Offered laptop lending to TRIO and PBI students. 18 TRIO students checked out laptops from PBI program; laptops and tablets that TRIO currently has are unable to be updated.</p> <p>Provided 42 students in MIM and STEM with a laptop. Delivered 6 orientation sessions. Monthly inspections were held the second week of each month. No requests for technical issues.</p> <p>Documentation: Laptop Lending List</p>	<p>Completed.</p>
<p>Collaborate with Academic Affairs to develop strategies for implementing PLATO to supplement DVS instruction and scheduling PLATO training; collaborate with Public Relations to develop PLATO marketing materials</p>	<p>Held additional refresher training for staff members and faculty. Ordered and maintained information cards for students with login instructions. Updated flyers. Coordinated with Public Relations to promote PLATO on plasma screens and website. Did not include PLATO in DVS courses.</p> <p>Documentation: PLATO Student Referral Cards, Flyer, Training Sign-In Sheets</p>	<p>Completed.</p>
<p>Investigate additional technology resources for the Career Services Center to improve service to students</p>	<p>Expanded use of technology. 73 employers posted 194 job openings as well as various CLS-related announcements on College Central, utilized electronic sign-in in Career Services Center to include scanning IDs.</p> <p>Introduced 782 COL 105 students to web link, "What Can I Do with This Major?" and posted Transfer Day flyers at all CCTC campuses. Hosted University Transfer Day. 31 Colleges were represented. 75 students attended.</p> <p>Documentation: COL 105 PowerPoint and Transfer Day Flyer, <i>What Can I Do with This Major?</i> Usage Report,</p>	<p>Completed.</p>

	University Transfer Day Student/College Sign-In Sheets, Announcement on College Central, SLC and CSC Sign-In Screens	
Develop online process for easier completion of Student Progress Plans	Created SPPs online only in DegreeWorks. Eliminated paper SPP, the SPP cover sheet, and the requirement for students to meet in person with their advisor. Process implemented for Spring 2018. 91% of advisors submitted SPPs by March 15 th deadline. Documentation: Emails, Argos Reports, Data Reports	Completed.
Collaborate with Academic Affairs to implement RegisterBlast for faculty; provide faculty training	Conducted presentations to Academic Affairs; presented Professor Submission. Rollout planned for Fall 201810 at the faculty meeting. Documentation: RegisterBlast PowerPoint, Student Affairs Team Minutes, Deans Council Minutes	Fully implement Fall 201810.
Investigate using Remind texting tool for prospects	Two recommendations submitted to Public Relations. Determined using the CRM system would be the best option instead of Remind once the CRM system is operational. Documentation: Email	Completed.
Develop task list for implementing new exams; promote new exams to partners	Task list not developed. No new exams added. Documentation: N/A	Determine the need for a task list for implementing new exams.

Goal No. 2

- 2. Implement retention strategies in student support programs to increase retention and improve program completion.

Expected Outcome for Goal No. 2

- 2.1 Program participants contacted monthly to improve student engagement.
- 2.2 Retention of high-need students improved.
- 2.3 STEM students better prepared for job searching and interviewing.
- 2.4 Default Management Plan followed to reduce default rate, improve student eligibility for aid, and facilitate retention and program completion.
- 2.5 CLEP/Dantes testing increased to reduce time to program completion.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Contact special program participants, including veterans, monthly to ensure engagement; contact high-need students weekly	<p>Engaged Special Populations participants, club and organizations officers, and students receiving accommodations at least twice a month through use of emails and in-person counseling.</p> <p>Contacted TRIO students weekly. Engagement increased by 1%.</p> <p>Contacted students via email campaigns of Life/FWS/VA options.</p> <p>Documentation: Sign-In Sheets, Emails, TRIO Contact Sheets</p>	<p>Continue to engage special program participants.</p> <p>Explore online appointment system for students receiving accommodations.</p>
Create ADA and Special Populations Program surveys to determine effective workshops to improve academic and personal success	<p>Conducted ADA and Special Populations surveys. 96% of students receiving ADA accommodations agreed intake process was simple and easy to understand. 100% of Special Population Program participants completed survey and strongly agreed workshops were relevant and information useful.</p> <p>Documentation: Survey Results</p>	<p>Evaluate survey results each semester to make necessary improvements in ADA intake process and Special Populations Program.</p>
Increase retention of high-need, STEM, and AA male students through strategies implemented	<p>Provided 68 COL 105 presentations to 1244 students by providing an overview of the</p>	<p>Continue to monitor progress and use of resources. Continue</p>

<p>in the PBI Competitive Grant Program</p>	<p>resources and services offered by Career Services. 735 students are actively utilizing CLS online services. Fall to Spring persistence rate is 76% compared to 72% in prior year.</p> <p>Documentation: College Central Usage Report, Perfect Interview Usage Report, CSC Sign-In Screens, NetTutor, PLATO Usage Report</p>	<p>to investigate additional resources and trends.</p>
<p>Determine best use of M2C3 Partnership to impact retention</p>	<p>Did not continue partnership with M2C3.</p> <p>Documentation: N/A</p>	<p>Completed.</p>
<p>Collaborate with Industrial and Engineering Technology Division's STEM Programs to embed resume, cover letter writing, and job interviewing into curriculum</p>	<p>Met with Dean and Program Managers of STEM programs to discuss methods of utilizing CLS programs in programs of study. Provided 4 workshops on resume writing for Engineering Graphics and Machining & CNC students.</p> <p>Documentation: Calendar Meeting</p>	<p>Continue discussions with IET Dean and STEM Program Managers to develop and execute job fairs.</p>
<p>Provide opportunities for college visits, student leadership, and cultural exploration to raise student awareness of opportunities</p>	<p>Offered 5 college visits with 16 cultural event visit opportunities for TRIO students.</p> <p>College and Career Coaches and Student Life Coordinator accompanied 28 STEM and MIM students to the National Men of Color Summit; the National Student Leadership Conference; USC Leadership and Diversity Conference; and the BOEING Plant Dreamers Tour.</p> <p>Documentation: Flyers and Release of Liability Forms, TRIO Sign-Up Forms, Registration Forms</p>	<p>Promote opportunities to enhance students' personal and career growth.</p>
<p>Provide services through TRIO Student Support Services to achieve program retention rate of 65% and graduation rate of 15%</p>	<p>Increased retention rate by 2% from 68% to 70%; graduation rate increased by 12% from 33% to 45%.</p>	<p>Continue to meet grant initiatives, goals and objectives set by the Department of Education.</p>

	Documentation: Annual Performance Report (APR)	
Revise membership of the Default Management Team and implement strategies of the plan to reduce default rate	<p>Default Management Team not active since January 2018. Since loss of EdManage, Loan Science was contracted on a temporary basis to contact and reduce the number of students entering default status. Based on 3 month evaluation, will continue services month to month. Default rate is currently at 20% with a remaining 30 students to resolve by deadline. If all resolved, default rate of 17% can be attained. Last year's default rate was 19%. Representative from Loan Science attended Graduation Fair to help with exit counseling and default prevention awareness.</p> <p>Documentation: Emails, Data Reports, Invoices, Event Attendance by Loan Science Representative</p>	Work with RFP approved loan servicer to continue to reduce Cohort Default Rate (CDR). Request funds be budgeted at CCTC if State Tech does not fund.
Collaborate with Academic Affairs on initiatives of the Strategic Retention Management Team and assess effectiveness of strategies	<p>Disbanded Strategic Retention Management Team.</p> <p>Documentation: Email</p>	Completed.
Collaborate with Academic Affairs on initiatives of the Quality Enhancement Plan and assess effectiveness of strategies	<p>Served on QEP Steering Committee, attended meetings and provided input on initiatives and outcomes.</p> <p>Documentation: QEP Minutes</p>	Continue to support the QEP.
Review CLEP/Dantes score requirements to determine if score minimums are still accurate	<p>Revised CLEP and DSST (old Dantes) minimum score requirements to align with ACE recommendations; updated brochure.</p> <p>Documentation: CLEP/DSST Brochure</p>	Completed.
Increase completion of CLEP/Dantes testing by 5% through improved marketing	<p>27 CLEP/DSST exams administered AY17/18 in comparison to 28 exams AY 16/17, a decrease of 3.5%.</p>	Increase promotion of CLEP/DSST testing to high schools with Advanced Placement programs and the public.

	<p>CLEP exams promoted to school counselors and career specialist during School Counselor Summer Institute and Counselor’s Breakfast.</p> <p>Documentation: RegisterBlast Report, Testing Center Report, Handouts</p>	
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Goal No. 3

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

Expected Outcome for Goal No. 3

- 3.1 Student Life opportunities provided to improve personal and professional growth of students.
- 3.2 Financial and personal needs of students addressed through specialized programs.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Oversee clubs and organizations and host special events through the Office of Student Life	<p>Coordinated 10 new Student Life events to include events such as Sumter Rocks (July 2017) and Prayer Walk (May 2018).</p> <p>Documentation: Flyers, Emails</p>	Continue providing interactive engaging events to foster a positive Student Life experience for students at all locations.
Coordinate club membership drives during Fall and Spring semesters to increase awareness of clubs and organizations and increase membership	<p>Coordinated Fall Club Rush in conjunction with Centralfest September 20, 2017. Spring Club Rush was held January 31, 2018. Club and organization membership increased to include the formation of WEA, GSA, and the Biology Club.</p> <p>Documentation: Event Flyers</p>	Completed.
Secure co-advisors for clubs and organizations to provide best service to student club members; promote training to club advisors and officers	<p>Secured advisors for clubs and organizations and conducted Club Advisor training every semester. Training dates: September 2017 and February 2018.</p> <p>Documentation: Emails, Sign-In Sheets, Presentation</p>	Revamp club and officers training to include overview of Student Code of Conduct, soft skills, and Title IX training to ensure advisors and officers are knowledgeable of college policies and procedures.

Address student food needs through the Student Nutritional Access Center (S.N.A.C)	Conducted 5 SNAC donation fundraisers through special events and requested donations each semester. Fundraiser events included: Valentine Bake Sale, Christmas Ornament Fundraiser, CentralMania Drive, Plastic Bag Drive, and Deer Meat Donation. Documentation: Emails, Flyers	Explore implementing a Student Emergency Fund in addition to coordinating fundraiser events for SNAC food and monetary donations.
Assist students with personal, social, and psychological issues through the Behavioral Intervention Team (BIT); assess effectiveness of BIT	Provided counseling to 11 students referred by BIT. Assessed BIT effectiveness and revised website information. Documentation: Emails, Website	Conduct faculty presentations on Behavioral Intervention process and discuss referral process during faculty and staff professional development workshops on handling students in distress.
Promote the Behavioral Intervention Team with faculty through faculty trainings and send reminder email to faculty on Behavioral Intervention Team process each semester	BIT presentation was conducted Fall 201710 and Spring 201720 during faculty training. BIT referral process information was provided to COL 105 Coordinator and to Freshman Focus Center staff. Email was sent to faculty promoting BIT and resources. Documentation: Faculty Training Agendas	Completed.
Update Title IX resources and ensure compliance with regulations; provide annual training	Updated Title IX resources and ensured compliance with regulations. Documentation: Updated Title IX Resources	Explore additional Title IX training opportunities to ensure compliance with Title IX regulations.
Disseminate Title IX information and promote Designated Confidential Source through use of flyers, emails, online training, and workshops	Completed and disseminated Sexual Assault Guide. Revised Title IX procedures to ensure federal and South Carolina State Technical College System compliance. Documentation: Sexual Assault Guide, Title IX Process Outline	Completed.
Market Special Populations Program and explore financing of professional certifications for Special Populations participants	Marketed program to current students. Provided Special Population Program participants information on funding career certifications. Documentation: Emails, Flyers	Completed.

Collaborate with outreach locations to develop strategies for expanding Career and Learning Services	<p>Ordered career resources for outreach locations and made 2 Career Services presentations at Kershaw and Lee County outreach locations.</p> <p>Documentation: List Of COL 105 Classes at Outreach Locations, Invoices for Career Resources</p>	Completed.
Attend Program Advisory Committee meetings and utilize employer feedback to drive career services for students	<p>Attended 17 out of 21 Program of Study Advisory Committee meetings.</p> <p>Documentation: List of Meetings and Calendars</p>	Continue participation in 2017-2018 Program of Study Advisory Committee meetings.
Host Career and Job Fair at F.E. DuBose Campus	<p>Job Fair held September 7, 2017, with over 300 participants.</p> <p>Documentation: Sign-In Sheets, Flyers, Website, Social Media</p>	Completed.
Promote the Veteran Resource Center to increase awareness and veteran usage	<p>Increased promotion through events like the “Forum,” articles in the Sumter Item; new furniture, computers, and equipment in the VRC; faculty/staff outreach/engagement through veteran recognition wall; Professional Development Program for faculty/staff (Green Zone).</p> <p>Documentation: Emails, Sumter Item Articles, Flyers, Campus Events, Social Media</p>	Staff turnover provided little effort in recruiting and engagement of the SVA. Will encourage interest for the club and VUB for Fall 2018.
Host specialized events such as College Goal, Constitution Day, and Veteran Recognition	<p>Held College Goal at various high schools this year rather than one central event on main campus. Held Constitution Day and Veterans Day in the Fall; Memorial Day in the Spring.</p> <p>Held Veterans Forum in March. Veteran 101 to educate staff about veteran student needs.</p> <p>Documentation: Emails, Sign-In Sheets, Data Reports, Flyers, Social Media Postings</p>	Continue to bring awareness of college and programs through highlighting VRC and VUB in community. Host FSA IDs and FAFSAs events during high school visits.
Collaborate with faculty, ILT, and the Business Office to	<p>Worked with the Business Office to identify students that have registered early and ensured the</p>	Continue working with the Business and Records departments to improve

improve refund and withdrawal processing	<p>future charges are not removed from current semester refund checks. Delays in withdrawal notification continues to be an issue in returning financial aid as well as VA benefits. Recent VA audit identified students that withdrew from classes and were not identified to the VA within the specified 30-day window.</p> <p>Documentation: Emails, Data Reports, ARGOS Reports</p>	<p>communication to students in reference to billing and ensure faculty are aware of withdrawal reporting responsibility. Continue to address importance of accurate reporting to Dean's Council.</p>
Develop refund policy for VA benefits to prevent veterans from going into collection	<p>No policy developed. Discovered awards are still not promptly returned to the VA within specified time to avoid collection activity.</p> <p>Documentation: Emails, Data Reports, VA Invoicing</p>	<p>Work with Business Office to identify and schedule a remedy using VA and internal audits.</p>
Incorporate Exit Counseling into the withdrawal process to improve completion rate	<p>Incorporated Exit Counseling during spring 2018. All students completely withdrawing from classes completed exit counseling prior to turning in paperwork to counselor or cashier.</p> <p>New policy will not allow students to complete withdrawal process until Exit Counseling is completed.</p> <p>Documentation: Emails, Data Reports, P&P Revision</p>	<p>Completed.</p>
Continue to serve on System Office committee and monitor effectiveness of implemented multiple measures	<p>Committee did not meet in AY18-19. System Office assumed responsibility for developing policy for multiple measures.</p> <p>Documentation: N/A</p>	<p>Completed.</p>

Goal No. 4

4. Implement a comprehensive enrollment and marketing plan to focus on student recruitment for targeted populations and outreach locations to increase enrollment by 3% for the academic year.

Expected Outcome for Goal No. 4

- 4.1 Implementation of the Enrollment Management Plan through the Strategic Enrollment Management Team.
- 4.2 Target populations for marketing identified based on data analysis.
- 4.3 Marketing materials developed and resources obtained as needed.

4.4 Specialized events for middle school and high school students identified.

4.5 Kershaw County Campus promoted to community.

Supports College Strategic Goal: 1, 2, 5

Supports College Annual Goal: 4

Supports Division Annual Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Implement strategies for identified goals of the Strategic Enrollment Management Team to increase enrollment for identified programs and student types	Internal assessment of Main Campus buildings completed. Customer Service Survey completed and shared with the Strategic Enrollment Management Team and College Leadership. Grant proposal completed. Stop Out draft plan completed. Student Enrollment Management Team disbanded. Documentation: Survey Results, Meeting Minutes	Completed.
Implement campus visit experience to promote CCTC to prospective students	Campus visit experience implemented. Documentation: Website	Completed.
Collaborate with Dual Enrollment staff to develop a transition plan for students	Transition communication plan developed. Dual Enrollment Staff participated in the High School Engagement Team to improve communications between departments. Documentation: High School Engagement Team Minutes	Assist with the implementation of the developed plan through the High School Engagement Team.
Investigate the feasibility of an annual college-wide enrollment event targeting the public	Provided planning, coordination, and implementation for a Job Fair held at F. E. DuBose Campus on September 7, 2017, with over 300 participants. Documentation: Sign-In Sheets, Flyers, Website, Social Media	Completed.
Host special events at the Kershaw County Campus to expose the public to new campus and program opportunities such as Mechatronics and Engineering Design Technology	Five (5) events held: <ul style="list-style-type: none"> • 2/8/2018 Kershaw Grand Opening included tours of the building that highlighted new programs. 	Completed.

	<ul style="list-style-type: none"> • 2/22/2018 Kershaw Scholars Reception held with 39 attendees. • 3/23/2018 Kershaw Discovery Day held with 90 participants (satisfaction rate of 97.8%). • 5/8/2018 ATEC visit to Welding Program with 24 participants. • 5/10/2018 Kershaw School Personnel Breakfast with 12 participants. <p>Documentation: Sign-In Sheets, Evaluations, Invitations</p>	
Investigate Customer Relationship Management (CRM) tools to improve student communications and applicant conversion rates; submit budget request to Executive Leadership Team	<p>Developed RFP for CRM system in conjunction with the Business Office and Information Learning Technologies. Waiting on proposals.</p> <p>Documentation: CRM RFP</p>	Select vendor for CRM and implement once approved.
Collaborate with Pending Application Committee and Recruitment, Outreach, and Testing in planning an Open House geared toward pending applicants	<p>Pending Applicant Committee discussed possible Open House events. Strategy was not met.</p> <p>Documentation: Pending Meeting Notes and Presentations</p>	Identify appropriate event to convert pending applicants.
Monitor pending applicant process to ensure goal conversion rate of 80% for paper applications and 65% for electronic applications	<p>Revamped pending applicant process to include a minimum of 5 written points of contact and strong emphasis on Phase 1 paper applications. 2017-2018 percentage of paper applicants admitted and registered is 89% and electronic applicants admitted and registered is 32%.</p> <p>Goal of 65% conversion rate for electronic applications was not met.</p> <p>Documentation: Pending ARGOS Reports</p>	Continue to assess and improve pending applicant process.
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	<p>Implemented several auto calls for outreach to admitted and readmitted students. Percentage of admitted and registered is 79% and readmitted conversion rate is 67%. Goal of 80% conversion rate for</p>	Continue to assess and improve not registered processes.

<p>65% for Readmitted Not Registered</p>	<p>admitted not registered was not met by 1%.</p> <p>Documentation: Call Campaigns</p>	
<p>Monitor Admitted Not Registered Report to ensure conversion rate of 80% and Readmitted Not Registered report to ensure conversion rate of 65%</p>	<p>Monitored Admitted Not Registered Report to include weekly reminder emails to counselors to make personal phone calls to non-registered students. 2017-2018 percentage of admitted and registered is 79% and readmitted conversion rate is 67%. Goal of 80% conversion rate for admitted not registered was not met by 1%.</p> <p>Documentation: Admitted/Readmitted Not Registered ARGOS Report</p>	<p>Continue to assess and improve not registered processes.</p>
<p>Re-evaluate web application process to improve follow up communications and admissions; goal conversion rate is 65%</p>	<p>Evaluated web application process to include weekly automated calls, missing person postcards, and emails. 2017-2018 percentage of web applicants admitted and registered is 32%. Goal of 65% conversion rate was not met.</p> <p>Documentation: Web ARGOS Reports</p>	<p>Continue to assess web application process to reach goal conversion rate.</p>
<p>Increase the college going rate of full-time associate degree students, including STEM, high-need and AA male students through services provided by PBI Competitive Grant program</p>	<p>Data pertaining to 2017 high school graduates shows college-going rate remained stable. In 2016 20.5% of high school graduates in the service area registered for college at CCTC while 20.4% registered in 2017.</p> <p>Documentation: High School Enrollment Reports</p>	<p>Continue to provide intensive services through the College and Career Centers at high schools.</p>
<p>Provide funding for career exploration events for secondary students</p>	<p>College and Career Coaches:</p> <ul style="list-style-type: none"> • Coordinated with guidance department staff to provide funding for 10 Lee Central High students to participate in “Tour of Technology.” • Initiated and provided 5 STEM “Classroom to Careers” presentations at LCHS and MHS. 	<p>Continue collaboration with Industrial and Engineering Technology Dean, LCHS and MHS Principals in order to continue to expose students to STEM careers.</p>

	<ul style="list-style-type: none"> • Provided funding for trip to the BOEING Plant Dreamers Tour. <p>Documentation: Invoice for Transportation Charges, Event Registrations</p>	
Develop a process and communication plan for potential transfer students who have submitted an official transcript but have not yet been admitted/ readmitted	<p>Not completed.</p> <p>Documentation: N/A</p>	Include on 2018-19 Plan of Action.
Increase enrollment of veterans by 10% through specific marketing and personalized contact	<p>Did not increase enrollment for VA students this year. Change in staff did not allow for recruitment efforts.</p> <p>Revised hours of VRC Monday through Thursday to close at 5:30pm instead of 4:30pm. Not open on Fridays.</p> <p>Documentation: Emails, Sign-In Sheets, Data Reports</p>	Focus on increasing enrollment of veterans.
Secure and actively promote Military Friendly School status to increase enrollment of military-affiliated students	<p>Secured Military Friendly School (MFS) status for 7th consecutive year. Military-affiliated student enrollment has not increased.</p> <p>Documentation: Award Notification</p>	Continue to seek MFS Award.
Conduct Registration Critique to identify areas for recruitment, marketing and service improvements and implement changes	<p>Conducted Registration Critique following Fall and Spring registration. Areas for improvement were identified and assigned to staff for resolution. Implemented changes were documented on summaries. Summary reports emailed to all division staff.</p> <p>Documentation: Registration Debrief Summaries</p>	Conduct Registration Debrief after Fall and Spring registration periods.

Goal No. 5

- 5. Support graduation and program completion through improved graduation processes and promotion of transfer opportunities.

Expected Outcome for Goal No. 5

- 5.1 Graduation processes improved, promoted, and implemented.
- 5.2 Transfer opportunities promoted to new and current students.
- 5.3 Graduation and transfer rates for targeted populations increased.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Provide services and college visits through TRIO Student Support Services to achieve program transfer rate of 5%	Transfer Rate increased by 7% from 17% to 24%. Documentation: TRIO APR	Continue to provide opportunities for college tours and cultural events for students to either meet or exceed transfer rate of 5%.
Transition College Transfer Day to Career and Learning Services Department; host event to promote transfer opportunities to current students	Hosted University Transfer Day. 31 colleges were represented. 75 students attended. TRIO Transfer Counselor assisted with the organization and presentation of a “Transfer Made Easy” workshop. Ensured transfer information was provided to TRIO students on Transfer Day. Documentation: University Transfer Day Student/College Sign-In Sheets, Invitation Letters, and Emails	Host College Transfer Day annually.
Increase usage of “Transfer Corner” in Career Services Center by 10%	Colleges/university pennants were collected to hang in the Career Services Center, collected recruitment materials at Transfer Day, and hosted four college recruiters in the Student Center. Visited Lander University, USC Upstate, Claflin University, and MUSC in order to learn about their transfer process. Documentation: Photos of the “Transfer Corner,” Flyer	Continue to keep transfer information up-to-date, and inform students of articulation agreements with specific senior institutions.

	Promoting College Representative Visitation in Student Center	
Increase graduation and transfer rates of high-need, STEM, and AA male students through PBI Competitive Grant program	Obtained a graduation rate of 18.5% for all STEM students representing an increase of nearly 3% compared to baseline graduation data. The transfer rate for this reporting period is 9%. While this is much lower than our project goal, it is in line with national transfer rate statistics. Documentation: PBI APR	Continue to promote transfer opportunities in an attempt to increase the transfer rate by grant end (2020).
Identify new vendor for graduation items and implement changes approved by Executive Leadership Team	Identified new vendor which allowed printing of degrees and diplomas in-house, decreased wait time for graduates, and lowered prices of some of graduation items. Implemented additional graduation cords and a change in regalia color. Documentation: Meeting Minutes, Herff Jones Invoices	Conduct ongoing assessment of graduation services.
Host annual Graduation Fair in conjunction with Bookstore	Hosted annual Graduation Fair with 76 students in attendance. Documentation: Sign-In Sheets and Email	Continue to host the Graduation Fair.
Work with ILT to improve the administrative graduation process	Not completed. Documentation: N/A	Include on 2018-19 Plan of Action.

Goal No. 6

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

Expected Outcome for Goal No. 6

- 6.1 Qualified personnel hired, trained, and retained to ensure quality delivery of programs and services.
- 6.2 Staff and faculty participate in professional development opportunities directly tied to job duties.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Review staffing levels and workload by department to identify gaps and weaknesses; make organizational changes as needed; provide professional development tied to job duties	<p>Secured additional work-study position for Student Records Department. Secured full-time Administrative Specialist II position for Student Records. Provided external professional development opportunities totaling nearly \$6,000 for the division. Provided annual FERPA training for 377 faculty and staff. Provided annual ADA training for 246 faculty and staff.</p> <p>Documentation: Contracts, Position Description, D2L Records</p>	Continue to review staff levels and make changes as necessary.
Collect Student Services feedback cards at all locations to determine effectiveness of customer service; identify training needs based on feedback	<p>Purchased lock box for Student Records to collect feedback cards. Collected and reviewed all Student Services Feedback Cards at all locations. Shared results and feedback with staff via email. Addressed areas needing improvement with appropriate staff.</p> <p>Documentation: Emails</p>	Continue to gather and review customer feedback to improve changes.
Provide college-wide professional development for faculty and staff related to enrollment, persistence, and completion of at-risk student populations	<p>Gathered suggestions from faculty/staff on enrollment and retention strategies for at-risk student populations. CLS staff hosted a webinar entitled “Men of Color & Their Unique Needs: Strategies for Support, Engagement, & Completion” for faculty and staff.</p> <p>Documentation: Proposals</p>	Completed. Grant funds for this initiative have been depleted.
Provide ADA training for faculty and staff	<p>Provided ADA training for faculty and staff through required training process.</p> <p>Documentation: Required PDP Records</p>	Continue to offer annual training.
Review delivery of student services to determine staffing needs and improvement of the satisfaction rate at the Lee County Site	Discussed the need for possible reclassification for current Administrative Specialist to have the ability to complete admissions or an Admissions Counselor	Analyze campus usage and make recommendation for AY 19/20.

	providing direct services on a weekly basis at the location beyond peak registration.	
	Documentation: Email	

Goal No. 7

- 7. Maintain strong working partnerships with the secondary school system through recruitment, college readiness activities, and Central Carolina Scholars to achieve a 22% recent high school graduate enrollment rate.

Expected Outcome for Goal No. 7

- 7.1 College readiness activities provided through Central Carolina Scholars.
- 7.2 Ongoing communications and school visits occur between CCTC and parents, counselors, and secondary students.
- 7.3 Enrollment of recent high school graduates increased to 22%.
- 7.4 College and Career Centers in targeted high schools assist secondary students with transitioning to the College.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Promote PLATO as a test preparation tool for high school students to use prior to testing; schedule test prep sessions at area high schools	PLATO promoted to school counselors during School Counselor Summer Institute, School Counselor’s Breakfast, and recruiter visits. Test Prep provided before testing. Documentation: Handouts, Recruiter Weekly/Monthly	Completed.
Conduct extensive recruitment activities in local high schools to increase recent high school graduate enrollment to 22%	High School Enrollment for 2017 Graduate Cohort is 20.4%. Participated in events to include FSA ID Days, Parent Nights, Scholars Night, Open Houses, and PACE Scholarship Event. Also completed outreach using various College Reports and through purchased lists from ACT. Documentation: Recruitment and Scholars Weekly/Monthly Reports	Continue to focus recruitment activities on high school students.
Increase the number of Central Carolina Scholars by 10%	5% (223) increase AY 17/18 in Central Carolina Scholars	Increase the number of Central Carolina Scholars by 5%.

	<p>compared to 6% (213) increase AY 16/17.</p> <p>Documentation: Scholars Enrolled Report</p>	
<p>Host School Counselor Summer Institute and Counselors' Breakfast to ensure ongoing communications with secondary staff</p>	<p>Conducted a one-week intensive Summer Institute July 17-21, 2017 with thirteen (13) participants. 99% Satisfaction Rate. Counselors exposed to all CCTC programs and services.</p> <p>AY17/18 Fifty-eight (58) School Counselors and Career Specialists in attendance with a 100% Satisfaction Rate and an 11.5% increase in participation.</p> <p>Documentation: Counselor Summer Institute Evaluations, Counselor's Breakfast Evaluations & Sign-In Sheets</p>	<p>Conduct a Beginner's Summer Institute and Advanced Summer Institute.</p>
<p>Attend some of the monthly school counselor meetings held within Kershaw, Clarendon, and Lee school districts</p>	<p>Not all districts had districtwide meetings and other pre-existing group meetings not held. Recruiters provided updates during school visits.</p> <p>Documentation: Recruiter Weekly/Monthly Reports</p>	<p>Work with Regional Career Specialist and Communications and Social Media Staff to schedule participation where possible or provide continual updates to counselors.</p>
<p>Identify ways to increase communications with parents of high school students (marketing, meetings, Lunch and Learn sessions, drawings, etc.)</p>	<p>Participated in high school senior nights, FASFA Nights, etc. Unable to determine other ways to communicate without email and cell phone numbers.</p> <p>Documentation: Recruitment Weekly/ Monthly Report</p>	<p>Collaborate with Regional Career Specialist, High School Engagement Team, and Communications and Social Media Specialist to identify ways to increase communications.</p>
<p>Identify ways to reach out to high school students enrolled in agriculture programs to grow NRM and EVT programs</p>	<p>Used STEM Premiere, followed up with Come See Me Day students interested in NRM and EVT, NRM/EVT Department Chair presented at Lugoff-Elgin High School for Career Talk, and programs featured Kershaw County Discovery Day.</p> <p>Documentation: Contact Cards, Sign-In Sheets, Evaluations</p>	<p>Completed.</p>
<p>Evaluate format of "Come See Me" events; identify best</p>	<p>Come See Me Days conducted March 15, 2018, with 177 total</p>	<p>Collaborate with Regional Career Specialist to finalize the</p>

<p>approach to serve middle and high school students in partnership with Academic Affairs</p>	<p>participants. 25.3% decrease compared to 237 AY16/17. Decrease attributed to the loss of Kershaw County students to Discovery Day.</p> <p>Come See Me evaluated and event conducted in one day. Calls made to some middle school counselors identifying October or November to be the best months for 8th graders because of IGPs. Some Middle school counselors are open to CCTC being at IGP appointments to discuss careers and dual enrollment.</p> <p>Documentation: Sign-In Sheets and Evaluations</p>	<p>plan and implement middle school event.</p>
<p>Conduct financial aid presentations and FSA ID Days at all area high schools</p>	<p>Conducted FSA Id Days and presentations at following schools: Sumter HS, Lakewood HS, Crestwood HS, Camden HS, Lugoff-Elgin HS, Manning HS, Lee Central HS, Lawrence Manning Academy, East Clarendon HS, and Thomas Sumter Academy.</p> <p>Documentation: Emails, Sign-In Sheets, Mailings, Flyers</p>	<p>Increase understanding of FAFSA process and CCTC visibility to students, parents, and high school personnel. Identify additional schools in service area.</p>
<p>Conduct specialized campaign for LIFE Scholarship to high school seniors; determine effectiveness</p>	<p>Completed a promotional mailing to over 500 prospective area high school seniors emphasizing LIFE scholarships and affordability of CCTC. Life recipients were 292 in Fall of 2017 compared to 359 in Fall of 2016.</p> <p>Documentation: Emails, Mailings, Data Reports</p>	<p>Continue to get mailings out each summer to increase awareness and enrollment.</p>
<p>Provide college and career exploration activities and transition assistance to students at College and Career Centers at Manning High School and Lee Central High School</p>	<p>College and Career Coaches:</p> <ul style="list-style-type: none"> • Collaborated with Recruiters at Lee Central HS and Manning HS to provide information about the admissions process and services and resources, • Provided 6 Career Cafes which focused on STEM Careers 	<p>Continue to provide services through both College and Career Centers.</p>

	<ul style="list-style-type: none"> • Provided tours to 7 STEM-related businesses, and 10 colleges/universities to learn about a variety of STEM related programs of study. • Assisted 341 students with college applications, financial aid applications, scholarship information, and college placement testing. <p>Documentation: Sign-In Sheets, Permission Slips, Requisitions, Data Report</p>	
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Goal No. 8

8. Expand or reorganize physical facilities and resources to meet student and community needs.

Expected Outcome for Goal No. 8

8.1 Required physical space, equipment, and resources for student services provided.

8.2 All services will be located at one campus in Kershaw County.

Supports College Strategic Goal: 8
 Supports College Annual Goal: 11
 Supports Division Annual Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Move all student services activities to the new Kershaw County Campus by Spring 2018; secure resources as needed	Moved all services and classes to the new Kershaw County Campus. Fully operational in Spring 2018. Secured resources such as supplies, classroom equipment, and facility artwork as requested. Documentation: Campus Facility, Purchase Orders	Completed.
Securing vendor for indexing Continuing Education records	Selected a vendor (Rioch). Project has not yet begun. Moved project to FY19. Documentation: Email	Work with ILT to complete project.
Work with ILT to develop a report to track success of students transferring in coursework over 10 years old	Not completed.	Determined this task is not feasible at this time.

vs. students transferring in recent coursework	Documentation: N/A	
Ensure Policies and Procedures manuals are up-to-date for all departments	Documentation/instructions for the following processes have been created or revised: Grade Roll, Roster Verification, Withdrawal Report, Incoming Transcripts, and General Technology Contracts. Updated manuals for: Cashier Training (March 2018), Admissions and Counseling, TRIO, CLS, Financial Aid, and ROT. Documentation: Department Policies and Procedures Manuals	Completed.
Participate in the development of a new Facilities Master Plan	Served on selection committee for Academic and Facilities Master Plan vendor. Facilities Master Plan will be developed in FY19. Documentation: Selection Committee Notes	Participate in the development of the Academic and Facilities Master Plan.

Goal No. 9

- 9. Utilize data for sound decision-making, evaluation of programs and services, and compliance with regulations.

Expected Outcome for Goal No. 9

- 9.1 Data collected and analyzed, areas of improvement identified, and results used for continuous improvement.
- 9.2 Grant opportunities identified based on gaps identified through institutional data.
- 9.3 Division in compliance with federal and state regulations.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Complete department data reports within three weeks of semester completion; identify areas of improvement based on data analysis and implement necessary changes	Data reports completed by all departments. Data reviewed and assessed. Documentation: Data Reports	Continue to gather and assess data for continuous improvement.

<p>Complete enrollment analysis reports to identify gaps and to make organizational decisions</p>	<p>Completed enrollment analysis reports based on student type, Scholars status, location, and programs. Data used to reorganize division (the offices of Admissions & Counseling and ROT were reorganized into Recruitment & Admissions and Student Engagement), secure additional staff, and to identify programs and locations in need of increased marketing and recruitment.</p> <p>Documentation: Enrollment by Student Type Report, Scholars Analysis, Program Enrollment Report, Outreach Enrollment Report, High School Enrollment Report</p>	<p>Continue to gather and assess data for continuous improvement.</p>
<p>Seek grant opportunities to improve services and facilities</p>	<p>Secured Veteran Upward Bound Grant to provide improved services and facilities to veteran students.</p> <p>Submitted grant to develop Career Closet.</p> <p>Documentation: Proposals, Award Notifications</p>	<p>Continue to seek grant opportunities.</p>
<p>Determine success rates for Central Carolina Scholars and report to county representatives</p>	<p>Did not complete as information has not been requested by counties.</p> <p>Determined percentage of recent high school graduates enrolled as Scholars by cohort: 2015 42% 2016 42% 2017 44%</p> <p>Documentation: Scholars Enrollment Analysis Report</p>	<p>Continue to gather Scholars data requested by counties.</p>
<p>Complete High School Enrollment Report to identify percentage of graduates transitioning to CCTC; goal is 22%</p>	<p>Completed High School Enrollment Report. Percentage of graduates transitioning to CCTC is 20.4%.</p> <p>Documentation: High School Enrollment Report</p>	<p>Continue to focus recruitment activities on high school students.</p>
<p>Complete Legal Presence processes each semester to</p>	<p>Completed Legal Presence process all three semesters for AY17-18.</p>	<p>Completed.</p>

ensure compliance with state law	Documentation: Legal Presence Reports	
Complete performance reports for grant programs; identify areas for improvement based on results and implement changes	<p>Compiled performance reports for Special Populations Program.</p> <p>Annual performance report for TRIO was completed. Met or exceeded all objectives.</p> <p>Annual performance report for PBI was completed. Met most of the objectives and identified areas needed for improvement based on outcomes (Transfer Rate).</p> <p>Documentation: Special Populations Program Performance Report and Grades, TRIO APR, PBI APR</p>	Continue to provide services that focus on meeting grant objectives and increasing retention, graduation and transfer rates.
Utilize college surveys to determine student satisfaction; implement strategies to ensure 90% or higher satisfaction rates for all departments	<p>Achieved satisfaction rates over 90% for Student Records, Admissions and Counseling, Financial Aid, Recruitment, Outreach, Testing.</p> <p>Ninety-five percent (95%) of students strongly agree or agree they are satisfied with services provided by the TRIO program.</p> <p>Revised sign-in to include scanning Student ID card and loaded sign-in and survey on student desktops. 276 students signed-in electronically and submitted evaluations with a 100% satisfaction rate.</p> <p>Documentation: TRIO SSS Surveys and Evaluations, Programs and Services Survey, Career Services Sign-In Screen</p>	Continue to utilize survey results to make necessary improvements within the division.
Complete Administrative Unit Review for Financial Aid and Veterans' Affairs	Completed Administrative Unit Review with staff. Identified following areas for improvement: SPP process/appeals process, student texting, sensitivity training, social media/text, cross-training, opening Financial Aid window in bookstore earlier, Banner snapshot,	Work on improvements in areas identified.

	<p>and reduction of wait time of students.</p> <p>Documentation: Administrative Unit Review</p>	
Measure Admin Unit Outcomes for 2017-2018	<p>Measured outcomes for all administrative units.</p> <p>Documentation: Administrative Unit Outcomes</p>	Completed.
Ensure compliance with federal regulations for financial aid and grant programs	<p>Ensured compliance for financial aid and grant programs. Completed annual performance reports, VA audit, and FISAP demonstrating compliance.</p> <p>Documentation: TRIO APR, PBI APR, VA Audit, FISAP</p>	Completed.

BUSINESS AFFAIRS
2017-2018 AER

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

Goal No. 1

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

Expected Outcomes for Goal No. 1

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Review and revise College policies and procedures related to Business Affairs	Directives were reviewed and revised as needed according to the review schedule. Documentation: Business Affairs Directives And Review Schedule	All FY 19 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). Documentation: Business Affairs Reports	Will continue to utilize and update schedule of reports to ensure deadlines not missed.
Maintain publications, public website, and myCCTC with current information for students and employees	Publications, public website, and myCCTC kept current. Ex: Job postings; tuition rates; transparency report; student tax information, etc. Documentation: CCTC Public Website and <i>myCCTC</i>	Will 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 FY 17 and submit to Government	The CAFR and financial statements for FY 17 were completed on time and the	The FY 18 audit will be completed by the deadline of 9/30/18 and the FY 18 CAFR

Finance Officers Association (GFOA) for award	Certificate of Excellence was received in February 2018. Documentation: FY 17 CCTC Audit and CAFR	will be completed by the deadline of 12/31/18.
Review and update (if needed) all employee manuals issued by Business Affairs	The following manuals were updated: Procurement manual; Purchasing card manual; Emergency Operations Plan; ES&H Manual; Annual Security Report; and Emergency Procedures Guide. Documentation: Business Affairs Manuals	All manuals will be reviewed in FY 19 to determine if any updates are needed.
Identify data needs throughout the College and track data requests; communicate availability of data to internal College users	This strategy belongs to the Research and IE department, which was moved to Academic Affairs.	This strategy will be removed from the Business Affairs POA in FY 19.

Goal No. 2

2. Attract and retain appropriately credentialed and talented faculty and staff to support a multi-cultural campus environment inclusive of the diversity reflected in the College's service region.

Expected Outcomes for Goal No. 2

- 2.1 State delegation audits will result in no major problems or findings.
- 2.2 Employees will receive required and relevant training, will be familiar with pertinent policies and procedures, and will be able to perform job duties with knowledge of resources available to them.
- 2.3 Existing employees will be retained and prepared for promotional opportunities.
- 2.4 EEO reports will show progress in achieving EEO goals.
- 2.5 Improvements will be made to processes and services.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
HR will process class & comp actions as requested, following all applicable laws and regulations	No findings during the class and comp audit. Documentation: FY 18 HR Class and Comp Audit	Continue to process class and comp actions accurately and in accordance with all applicable laws & regulations.
HR delegation audit will reveal no material compliance findings	No findings during the class and comp audit.	Continue to process class and comp actions accurately and in accordance with all applicable laws & regulations.

	Documentation: FY 18 HR Class and Comp Audit	
HR department staff will advise employees on HR issues and manage employee relations issues	Employee relations matters handled. HR intervention prevented escalation of negative situations. Documentation: 2017-18 HR AER	Continue to encourage supervisors and employees to contact HR for advice and input; provide supervisor training to assist with common issues.
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, HR, personal interest, and wellness	New employee orientation and new supervisor training conducted. Annual mandatory HR training provided. Implemented new Skillsoft employee training system. Documentation: HR Training Records	Skillsoft training system will be used to provide many different types of training; supervisors will use to assign specific training for their employees.
HR will maximize employee recruitment sources to increase opportunity for a more diverse workforce	Added the Clarendon County Chamber Job Fair as a recruitment source; EEO goal attainment increased to 93.9%. Documentation: 2017-18 EEO Report; 2017-18 HR AER	Will continue to focus on increasing diversity, especially in the categories showing deficiencies on the EEO report.
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. Participated in the state Associate Public Manager (APM) program in FY 18 with one employee from each of the 3 major divisions. Documentation: HR Employee Records	Will continue to provide flex schedules and promotional opportunities. Will continue to participate in the APM program in FY 19. Implementing a college-wide leadership program in FY 19.
The College will provide a comprehensive employee wellness program	Wellness program provided discounts on gym memberships and gym membership reimbursements. Documentation: Wellness Committee Records	Continue to provide wellness program to employees.

Goal No. 3

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

Expected Outcomes for Goal No. 3

- 3.1 College employees will understand how to monitor their budgets, and make transfers and revisions as necessary.
- 3.2 The College will operate within the approved budget; available resources are allocated to support the College’s mission and Annual Plan of Action.
- 3.3 The College will comply with state law and SC Energy Office requirements to submit an energy plan and reduce energy consumption if feasible.
- 3.4 The procurement process will be efficient; external and procurement audits will result in no major findings related to procurement or internal controls; the College will adhere to all federal and state regulations.
- 3.5 The College’s inventory and surplus property process will be managed in accordance with State requirements.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Offer periodic new employee orientation and budget training to teach employees to monitor and adjust budgets	NEO was provided at the beginning of each semester. Employees are trained one-on-one as needed. An online budget training module was implemented in December 2017. Documentation: HR and Accounting Office Records	Continue to provide training as needed. Incorporate Skillsoft training system when applicable.
Prepare, 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 th of each month. Documentation: 2017-18 Accounting 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 increased by 6%. The College has continued to monitor energy and usage and utilize the energy management system to schedule HVAC; required reports were submitted. Documentation: CCTC Energy Reports	Will 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.

Expenditure budgets will be reduced to reflect reduced tuition revenue if enrollment decreases	Enrollment increased by approximately 2% from FY 17 to FY 18. Budgets were adjusted as needed to increase expenditures. Documentation: FY 18 CCTC Budget	Will continue to closely monitor budgets and look for ways to lower expenses and increase revenues.
Work with Academic Affairs division to review enrollment and other elements of program vitality to make decisions on continuing or closing low enrollment programs and starting new programs	Initiated review of enrollment and other information for programs, but this strategy will be continued into FY 19. Documentation: 5-Year Enrollment Comparison Report	Review and related decisions will take place in FY 19 in conjunction with the academic and facilities master plan project scheduled to kick off in late 2018.
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 18. New “non-cap” limits were implemented. Surplus property was reallocated or turned in on a timely basis; 265 line items were turned in. Documentation: FY 18 Property and Inventory Control AER	Will continue to follow state and College processes for inventory and surplus.

Goal No. 4

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

Expected Outcomes for Goal No. 4

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

Supports College Strategic Goal: 1, 2, 8
 Supports College Annual Goal: 11
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
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 91.8% up from 89%; classrooms/labs 92.5% up from 91%; restrooms 89% up from 87%; public areas 92.7% up	Will continue to strive for an annual employee satisfaction rating of at least 90%. Will review details of results and comments and work on specific problem areas.

	<p>from 89%; industrial labs 93.2% up from 90%.</p> <p>Documentation: 2017-18 Employee Survey Results</p>	
<p>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”</p>	<p>Based on the annual student survey, the facilities received a greater than 95% of students that were satisfied or very satisfied with college facilities.</p> <p>Documentation: 2017-18 Programs and Services Survey Results</p>	<p>Continue to provide and improve quality facilities.</p>
<p>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</p>	<p>Student satisfaction results reflect a satisfaction rate of 95.8% for professionalism and 95.9% for accuracy of security. Employee satisfaction results reflect a satisfaction rate of 97% or higher.</p> <p>Documentation: 2017-18 Employee and Student Programs and Services Survey Results</p>	<p>Continue to assess the College’s needs in order to attain a satisfaction rate of 97% or higher.</p>
<p>Conduct weekly and monthly inspections of all facilities and grounds, and make corrections as needed</p>	<p>Weekly and monthly inspections of all facilities and grounds are made in conjunction with the PM schedule. Inspections revealed an ongoing need for painting campus-wide.</p> <p>Documentation: 2017-18 Physical Plant AER</p>	<p>A new “painter” position will be added in FY 18-19.</p>
<p>Coordinate and manage small renovation projects as funds are available</p>	<p>Some of the projects that were completed in FY 18 include: upgraded fire alarm system in 100, 200, & 400 buildings; replaced some flooring in 700 & HSC; renovation of Pharm Tech Lab; multiple renovations at F.E. Dubose; completed 400 project; various other small projects.</p> <p>Documentation: FY 18 Capital Projects Listing</p>	<p>Will need to complete painting of door frames in 400; inspect all buildings and prioritize work for FY 19 based on available funding.</p>
<p>Collaborate with Kershaw County and others on the Kershaw campus expansion during construction and move</p>	<p>Kershaw expansion project was completed on time and the downtown Camden campus was closed.</p>	<p>Continue to inspect the new Kershaw facility noting deficiencies before the one year warranty is expired.</p>

operations from the Downtown campus upon completion	Documentation: FY 18 Capital Projects Listing	
Initiate the process to update the College's 10-year Facilities Master Plan if funding is identified	An initial budget and a project team was established. A consultant was brought on campus to discuss the process. This project did not commence in FY 18. Documentation: Capital Projects Budget	Budget was increased for FY 19 based on feedback from other Colleges. Project has been advertised and will begin in late 2018.
Update and monitor the deferred maintenance (DM) plan; reduce DM needs as funding allows	Funding was sought from the state to pay for some DM projects, but not received. College funds were set aside to establish a budget. Documentation: FY 18 State Budget Requests; Capital Projects Budget	The College will continue to seek state funding and keep the plan up to date. Will add funds to the DM budget as the College is able.
Provide college-wide training on safety and security procedures, including an active shooter training and conducting 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. Documentation: Safety & Security AER	Will 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 Spring 2019.
Prepare an annual security report as required by law; revise current report to meet all requirements and contain accurate crime data	The 2017 Annual Security Report (ASR) was completed before the deadline of 10/1/17. The ASR was emailed to all faculty, staff and students and updated on the website. Documentation: 2017 ASR	Continue to update the ASR as well as a daily crime log to meet all DOE Clery requirements.
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	The ENS system is operational. The system has been tested and appears to be working properly. Some employees did not receive all the notifications they expected. Documentation: 2017-18 Safety & Security AER	The Safety and Security director will work with the ILT, HR, and Student Affairs staff to ensure all data is current and accurate. The ENS team will conduct quarterly refresher training to be sure all procedures are followed in the event of an actual emergency.

Goal No. 5

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

Expected Outcomes for Goal No. 5

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

Supports College Strategic Goal: 8
 Supports College Annual Goal: 2, 3
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Maintain at least 90% satisfaction level of customer service to all students, faculty, and staff as measured by surveys	<p>Student survey results indicated 96.4% satisfaction with bookstore promptness; 96.9% satisfaction with bookstore courtesy; employee survey results indicated over 97% satisfaction.</p> <p>Documentation: 2018 Employee Survey; Student Programs and Services 2018 Survey</p>	Employees will continue to be reminded of the importance of customer service; survey comments will be reviewed and discussed as applicable.
Work with department chairs to investigate ways to reduce the cost of required materials for students	<p>The All Inclusive Access program has been expanded to include additional courses, which has reduced the cost of student materials.</p> <p>Documentation: 2017-18 Auxiliary Services AER</p>	The College has met with Cengage Publishing to consider their Cengage Unlimited program and will continue to look for other cost-saving programs.
Monitor budgets throughout the year and prepare year-end financial reports for bookstore and vending	<p>Auxiliary services contributed \$391,249 to the College budget in FY 18, down from \$455,656 in FY 17.</p> <p>Documentation: Year-end Financial Statements</p>	As the push to lower student costs continues, the College will need to find ways to make up for decreased profits.
Work with local food vendors to continue to provide lunch 4 days a week, and breakfast as many days as possible	<p>Food vendors were available Monday – Thursday while classes were in session during fall and spring.</p> <p>Documentation: 2017-18 Auxiliary Services AER</p>	Additional food vendors will be located to take over when current ones drop off.

Expand bookstore offerings at the Kershaw Campus when the new facility is complete	The bookstore at the new facility has been expanded and a full-time employee was hired. The bookstore and library are co-located. Documentation: ELT Minutes And FY 19 College Budget	The selection of merchandise will continue to be expanded as students show interest.
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Goal No. 6

- 6. Provide academic and administrative systems and infrastructures that are responsive to the operation and management needs of the College and delivered in a timely and effective manner; provide comprehensive, responsive, and efficient and effective assistance to meet the changing requirements of users.

Expected Outcomes for Goal No. 6

- 6.1 Administrative systems will be used to improve efficiency and productivity.
- 6.2 A reliable and responsive network and hardware infrastructure will be provided such that users are unhampered by bandwidth, application, or location. Services should be functional 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	The College’s Banner ERP system was consistently patched to within one (1) point release on all modules. Documentation: Argos Report—Banner Module Releases/Patches Applied Vs. Releases/Patches Available, ILT Patch Management Procedure	Applications development and support will continue to monitor the currency of Banner modules.
Equipment and classroom technology will be maintained and replaced on a 5-year recurring schedule as resources	25 desktops and 28 laptops were purchased for replacement of older faculty/staff equipment.	Complete the deployment of this equipment; use the data gathered during the IT asset inventory to develop a 3-5 year replacement schedule.

<p>allow in order to keep current with technology</p>	<p>Documentation: ILT Intranet Archive of ILT Staff Meeting Minutes</p>	
<p>The backup and recovery system for major systems, programs, and data will be monitored and managed appropriately</p>	<p>The College’s data backup and recovery systems are monitored daily with weekly off-site copies couriered by ILT staff.</p> <p>Functional testing of the disaster recovery (DR) site was conducted by Student Affairs staff this period with no issues reported by those departments.</p> <p>Documentation: ILT Intranet Archive of ILT Staff Meeting Minutes</p>	<p>ILT will implement a modernized, replacement solution for the college’s backup and recovery strategy during the next period.</p> <p>The remote DR site will be rebuilt under Banner 9 once the College’s production Banner 9 transition is complete toward the end of 2018.</p>
<p>Improve IT security by continuing to analyze and adjust existing mitigation strategies and monitoring solutions to improve the College’s security posture; implement new security controls for network and email monitoring; continue enforcing the notebook computer encryption process; localize and implement the system-wide InfoSec policy and procedures; and utilize a system-wide consultant to conduct a periodic gap analysis and risk assessment</p>	<p>Daily, active monitoring is enabled through the use of Banner Data Defense, LogRhythm, Palo Alto, Barracuda, and SolarWinds technologies.</p> <p>ILT continues to implement whole disk encryption of CCTC laptops prior to deployment.</p> <p>ILT has begun work on the localization of the SCTCS Info Security Policy and Procedures.</p> <p>Next Generation firewall and e-mail antivirus/antispam appliances were identified, procured, and implemented providing the College with a greatly improved security posture.</p>	<p>Next steps in improvement of the College’s InfoSec controls will be identification and procurement of a replacement end-point antivirus/antimalware solution, dual-factor authentication for VPN users and IT administrators, and third-party patch management tools to ensure timely and accurate security patching of end-points non-operating system software.</p> <p>Continue to work through localization procedures to fully implement the SCTCS policy 4-4-105.</p> <p>Complete the migration of employee data from local desktop computers to network storage.</p> <p>Activate additional security features within the next-generation firewalls for Unified Threat Management (UTM), Internet site whitelisting/blacklisting, and Secure Socket Layer (SSL) inspection.</p> <p>Finalize implementation and conduct training in the use of the</p>

	<p>Documentation: ILT Intranet Archive of ILT Staff Meeting Minutes</p>	<p>College's new secure email gateway feature.</p>
<p>Complete and deploy phase 1 of the mobile application by Fall 2017 to include public information, College social media, and student Banner interfaces; develop and deploy phase 2 by Spring 2018 to include student Gmail and D2L integrations; adjust mobile application capabilities and design based on student, faculty, and staff feedback</p>	<p>The college-wide mobile application, CCTCgo, has been a huge success. Adoption rates among students, faculty, and staff have been exceptional based on analytics available through the mobile-application interface. Student Gmail and D2L LMS integrations were successfully developed this period, enhancing the functionality of the app.</p> <p>New Student Orientation data with a direct link from the app has been approved and is presently being developed.</p> <p>Additionally, general course lookup was provided via the unauthenticated portion of the app, permitting anyone who downloads the mobile application to review available courses without having to first register or establish a myCCTC ID.</p> <p>Documentation: ILT Intranet Archive of ILT Staff Meeting Minutes</p>	<p>ILT continues to work closely with PR on the mobile application delivery platform.</p> <p>Surveys for both faculty/staff and students requesting input into future development efforts should be established next period in order to obtain enhancement priorities and develop budget for selected enhancements.</p>
<p>Begin process to upgrade to Banner 9 by December 2018</p>	<p>Aspect Consulting was chosen among three (3) of the Banner colleges, including CCTC, to conduct a technical stand-up of the Banner 9 environment.</p> <p>As only a technical upgrade was budgeted, there is no expectation in overall functionality change limiting the need to gather a diverse group of Banner users for review.</p> <p>To date, CCTC has established three (3) distinct Banner 9 environments for development (DEV), user acceptance testing (UAT), and production (PROD). Additionally, two upgraded Oracle</p>	<p>As the transition of departments and faculty and staff employee accounts will be conducted between August 2018 and October 2018, this project is ongoing with an eventual resolution date of December 2018.</p> <p>ILT's various functional units will lead the college smoothly through the transition process from Banner 8 to Banner 9 incrementally with face-to-face training, online resources, on-site support services, and follow-up support as needed.</p>

	<p>12c database servers have been established and the production Banner 8 Oracle 11g database has been upgraded and migrated to the Oracle 12c environment.</p> <p>Documentation: ILT Intranet Archive of ILT Staff Meeting Minutes</p>	
Implement the Change Management process developed by the USS CoP	<p>This strategy was not fully realized this period as, aside from general patch management and the overall college-wide Banner 9 upgrade, there were intentionally as few systemic changes to the College's IT environment as possible in order to minimize any detrimental impact to the DegreeWorks and Banner 9 upgrade processes.</p> <p>Documentation: ILT Intranet Archive of ILT Staff Meeting Minutes</p>	<p>Banner 9 will be fully implemented by December 2018 and it is expected normal enhancement request volume for IT systems will resume.</p> <p>The Change Management Process will be formally implemented next period as a primary strategy to manage changes to the college's IT environment and provide adequate notification to employees.</p>
Assess the results of the 2017 Programs and Services survey and make adjustments to assure a student satisfaction level of 95% or higher	<p>The average rating of ILT programs and services on the 2017 Student Evaluation of Programs and Services was 96.1%, an increase of 0.2% from the previous year of 95.9%.</p> <p>Documentation: 2018 Student Evaluation of Programs and Services</p>	<p>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.</p>
Expand and upgrade network, server, and other equipment that is not sufficient for current needs or out of service	<p>Purchased and installed upgraded RAM modules for blade servers; purchased 4 new servers for main campus and outreach locations; identified and procured a second 10GB core switch blade to provide full fault tolerance and load balancing for the College's network core; deployed 5 replacement UPS systems.</p> <p>Documentation: CCTC ILT Technology Plan FY 19-FY 21</p>	<p>Continue to monitor the health and condition of College IT equipment and recommend upgrades where needed; continue to update the College's 3-year IT plan.</p>

Goal No. 7

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

Expected Outcomes for Goal No. 7

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

Supports College Strategic Goal: 1, 2, 8
 Supports College Annual Goal: All
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
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. Documentation: 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. Documentation: 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 Physical Plant, Inventory, and Accounting departments	The AUR was conducted for Physical Plant and Inventory departments and reports issued. The Accounting AUR was postponed to FY 19. Documentation: Planning Share Drive	Results of the AUR being used in FY 18 AER and FY 19 POA; the Accounting & Purchasing and ILT departments will be reviewed in FY 19.
Use the results of the TechQual+ survey and Student survey along with input from existing user groups to update a multi-year strategic technology plan	A 3-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. Documentation: CCTC ILT Technology Plan FY 19-FY 21	ILT will update this 3-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 Communities).

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. Documentation: Planning Share Drive	Effectiveness reports are used in developing the following year's plans of actions.
Assess departmental outcome benchmarks for 17-18 and update outcome report with results	Departmental outcome benchmarks for 17-18 were assessed and the outcome report was updated with results. Documentation: Planning Share Drive	Results are used in developing the following year's plans of actions.
Update and revise 3-year departmental outcomes for the timeframe of July 2018 to June 2021	The updated departmental outcomes are due by 9/15/18. Documentation: Planning Share Drive	Outcomes will be monitored.
Prepare Employee Performance Management System (EPMS) documents for all employees by deadlines	EPMS documents prepared and submitted for all Business Affairs employees by deadline. Documentation: HR Records	Objectives and success criteria 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. Documentation: Facilities Master Plan; Capital Projects Budget	A new (academic and) facilities master plan will be developed in FY 19. The Facilities Master Plan will be reviewed annually and adjusted if needed, and used as a basis for planning large capital projects.
Update and monitor the Information Security Plan	ILT has begun reviewing the comprehensive InfoSec policy program for system colleges and documenting localization procedures where appropriate. The Edge firewall and email spam gateway appliances were upgraded under this plan to improve the college's security posture. ILT continues to review the overall plan for security program implementation and annual review.	A number of competing requirements exist within the College for FERPA, GLBA, and DoE FA requirements. The System Office intends to conduct an independent, three-year review of member colleges for information security compliance. The results of these studies will be used to develop gap analysis and feed into the local college's Information Security Plan with our localized committee driving priorities for budget allocations in order to expeditiously meet the demands

	Documentation: ILT Information Security Program	of the overall system InfoSec policy compliment.
Update and monitor the identity theft program	Completed as part of the Information Security Plan review. Documentation: ILT Information Security Plan	This will be evaluated in FY 19 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. Documentation: QEP Steering Share Drive	Ongoing analysis of data used to make continuous changes to the QEP project.