

Central Carolina Technical College



2017-2018
College Plan of Action

2017-2018 College Plan of Action

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INTRODUCTION

Planning at Central Carolina Technical College

Central Carolina Technical College engages in ongoing, integrated, and institution-wide research-based planning and evaluation processes. The elements of Central Carolina Technical College's planning processes incorporate a systematic review of the institution's mission, goals, and outcomes; 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 2015-2016. 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.

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

College Vision

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

College Values

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

Excellence

Integrity

Innovation

Statement of Role and Scope

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

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

- **K-12 STUDENTS:** The College will provide opportunities for K-12 students to experience career exploration and planning, have access to a seamless progression toward a career or higher education and have an opportunity to accelerate their learning for employability and/or advanced placement through faculty/staff collaboration.
- **OTHER EDUCATIONAL INSTITUTIONS:** The College will endeavor to have a high utilization of resources through partnerships with other institutions who will be collaborative partners working to expand education programs while minimizing duplication.

Review of Accomplishments of the 2016-2017 College Annual Goals

Central Carolina Technical College employs the practices of reviewing the previous year's plans of action throughout the institution as a basis for the formulation of the upcoming year's plans of action. This is an institution-wide practice and results in an integrated and comprehensive review of the Annual College Goals. While the specific detailed level of accomplishments is recorded at the division and departmental levels, the College accomplished many objectives during the 2016-2017 year on both the divisional and institutional levels. This roster of accomplishments supporting the 2016-2017 Annual Goals is evidence of the qualifications and experience of the professionals at Central Carolina Technical College which spans work experience in public education, private sector experience, community involvement, academic preparation, and experience in leadership and management to support the Mission of the College. The following section reflects the accomplishments for each of the College's Annual Goals for 2016-2017, and each goal was aligned with an area of focus and goal in the College's 2015-2020 Strategic Plan.

CCTC 2016-2017 COLLEGE ANNUAL GOALS

July 1, 2016 through June 30, 2017

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

1. Facilitate student learning in a technology-based environment to support student success through sound academic methodologies and the integration of the assessment of learning for continuous improvement.

- Developed 4 new programs of study for implementation in Fall 2017
- Conducted academic program reviews for 10 programs of study
- Conducted more than 20 advisory committee meetings to ensure linkages between instruction and workforce needs
- Upgraded student technology resources in computer labs and classrooms
- Maintained support services at off-site locations and expanded to include an ongoing evaluation of learning resources by the Librarian
- Utilized Register Blast for online test registration
- Implemented Accuplacer in November 2016 as the college-wide placement exam
- Implemented text alert system in 2 programs to improve communications with students
- Loaned laptops and tablets to 53 students through two grant programs
- Provided instructional environment resulting in student certifications as follows:

- Machining & CNC Certifications – National Institute for Metalworking Skills Certificates: 25
- Welding Certifications – NCCER Core Curriculum Certifications: 23
- HVAC Certifications – HVAC Excellence Employment Ready Certifications: 71
- Computer Technology Certifications – COMPTIA A+: 2; COMPTIA Healthcare IT Technician: 2; COMPTIA Network+: 3; CISCO CCENT: 2; CISCO CCNA Routing & Switching: 1
- Health Sciences Certifications – 100% of Surgical Technology August 2016 graduates passed the CST examination on first attempt; 100% of Massage Therapy August 2016 graduates passed the MBLEX examination on first attempt; 90% of Pharmacy Technology August 2016 graduates passed the ASHP examination on first attempt; 94% of Medical Assisting August 2016 graduates passed the AAMA examination on first attempt; 100% of Practical Nursing August 2016 graduates passed the NCLEX examination on first attempt; and 97% of Associate Degree Nursing May and August 2016 graduates passed the NCLEX examination on first attempt; 82% of Nursing Aide students passed the NNAAP examination on the first attempt
- Integrated D2L Brightspace email with College email to streamline student communication
- Upgraded D2L Brightspace learning management system to Daylight interface to expand accessibility features and enable responsive design across multiple devices
- Served the following number of unduplicated students per term in distance education courses: Fall 2016: 2,020; Spring 2017: 1,976; Summer 2017: 1,200

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

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

3. Provide student support services and programs that address the diverse needs of the student population by connecting students with the College's services and programs to enhance the educational experience and support program completion.

- Provided business and industry tours, college visits, and cultural exploration opportunities through grant programs
- Provided extensive career services through job fairs, personalized assistance, specialized workshops and classroom presentations
- Hosted College Goal SC events in October 2016 and February 2017, and Graduation Fair in March 2017
- Hosted Come See Me Days with 237 participants in March 2017, a 141% increase from FY16 to FY17
- Selected as Military Friendly School by the G. I. Jobs magazine for sixth consecutive year
- Offered special events for veteran students through Student Veterans Association, Veteran Resource Center, and VA Certifying Official including a Memorial Day ceremony in May 2017
- Hosted Constitution Day in September 2016 to provide students with information on voter registration
- Partnered with EdManage for financial literacy resources
- Awarded almost \$20M in financial aid to more than 4,000 students from public and private sources
- Maintained a Default Management Taskforce to support student success in regards to student loan borrowing
- Experienced a 4% decrease in the College's default rate from FY16 to FY17
- Partnered with SC Vocational Rehabilitation counselors in Sumter and Kershaw Counties to provide monthly, on-campus assistance for students
- Conducted over 70 academic, career, and personal improvement workshops through Student Affairs
- Provided over 300 student leadership and community service opportunities, events, and activities through Office of Student Life
- Developed improved reporting for New Student Orientation to determine impact on students' academic and financial aid standing
- Established the first Water Environment Federation student chapter in South Carolina for students with an interest in careers in the environmental or water industries
- Maintained the Alumni Partnership with over 1,000 members and expanded business partners

4. Develop a comprehensive enrollment and marketing plan to focus on student recruitment for targeted student populations, College locations, and modes of delivery to positively affect student enrollment for the 2016-2017 academic year.

- Enrolled 3,579 students in Fall 2016 in over 50 programs of study

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

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

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

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

- Hired qualified faculty and staff members with appropriate credentials and experience to support the College's Mission
- Provided flexible schedules for employees to accommodate employee and institutional needs
- Reassigned faculty positions in four areas, for a net increase of 1 faculty position
- Added 6 staff positions and eliminated 1, for a net increase of 5 staff positions
- Promoted 7 faculty and staff members from within the institution to positions of greater responsibility
- Provided base pay increases of 3.25% to qualified employees

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

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

- Partnered with all four counties to offer an ongoing Central Carolina Scholars Program for qualifying high school seniors who graduated in June 2016 to enter CCTC in Fall 2016 with full tuition assistance
- Hosted Central Carolina Scholars Signing Day on November 12, 2016
- Established a College and Career Center at Lee Central High School in Fall 2016
- Established a College and Career Center at Manning High School in Spring 2017
- Partnered with Clarendon School District 2 and Lee County School District to implement Early College programs
- Offered the School Counselors' Summer Institute for 11 secondary counselors in July 2016
- Hosted the Counselors' Breakfast for 52 secondary guidance counselors, Adult Education teachers, and Career Center staff in January 2017
- Held 81 college readiness workshops in area high schools through offices of Recruitment and Scholars, including Scholars events, financial aid assistance, and placement testing
- Offered dual enrollment courses to over 600 qualifying high school students from 18 high schools and 2 homeschool associations
- Offered on-campus dual enrollment courses at 10 area high schools

- Hosted College Goal SC to provide assistance with financial aid applications; increased attendance by hosting event at each campus location
- Maintained Central Carolina Scholars and Central Carolina Connect blog to increase communications with high school counselors, students, and parents
- Hosted a 6-week STEM program for Alice Drive Middle school students to increase early STEM exposure
- Provided 881 books for three Lee County elementary schools through a book drive in March 2017
- Participated in the 35th Annual SC Technical College Welding Skills Competition at Spartanburg Community College in April 2017

8. Maintain and expand the awareness of county and regional government officials of the College's role in the higher education community and its impact on the economic development of the region.

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

- Hosted the annual CCTC Foundation Golf Tournament in October 2016 with over 85 community partners
- Conducted joint safety training with local law enforcement, emergency responders, and USC Sumter

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

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

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

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

11. Utilize data for sound decision making and apply sound practices of institutional effectiveness to monitor program enrollment, departmental cost analysis, course success, student performance, and administrative unit effectiveness.

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

2017-2018 COLLEGE ANNUAL GOALS

July 1, 2017 through June 30, 2018

Annual Goals Aligned with the 2015-2020 CCTC Strategic Plan

As a result of comprehensive, college-wide planning and assessment, the College formulated, reviewed, and adopted the following 2017-2018 CCTC Annual Goals. These goals were approved by the CCTC Area Commission at its May 2017 meeting for implementation in the 2017-2018 academic year.

Strategic Plan Area of Focus: Educating Students

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

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

2. Implement institution-wide retention strategies, including a comprehensive advisement process, reflecting the needs of the CCTC student population to increase retention by 2% for first-time, full-time freshmen and improve program completion with focus on the new student population through the College's Quality Enhancement Plan (Reference Strategic Plan Goal 1)

Measurement/Outcomes: Apply retention strategies in academic and student support programs for an increase in first-time, full-time freshmen retention by 2% and integrate

strategies of the College's Quality Enhancement Plan to improve retention and program completion

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

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

4. 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 (Reference Strategic Plan Goals 1, 2, 5, and 8)

Measurement/Outcomes: Strategic enrollment and marketing plan developed and implemented for the 2017-2018 academic year with elements of marketing for targeted student populations, programs, College locations, modes of delivery, and programs of study to increase the student FTE enrollment by 3%

5. Support graduation and program completion by increasing the College's graduation rate, and expand and promote transfer opportunities for the College's graduates (Reference Strategic Plan Goals 1 and 3)

Measurement/Outcomes: The College's graduation rate will increase by 1% for the period of July 1, 2017, through June 30, 2018; and provide and promote transfer opportunities

Strategic Plan Area of Focus: Faculty and Staff

6. Maintain appropriate qualified faculty and staff to support and deliver quality programs and services (Reference Strategic Plan Goal 4)

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

Strategic Plan Area of Focus: Partnerships

7. Maintain strong working partnerships with the secondary (K-12) school systems to provide appropriate programs for secondary students in an effort to provide a viable workforce for the College's service area (Reference Strategic Plan Goal 5)

Measurement/Outcomes: Offer dual enrollment courses in area high schools to a minimum of 650 students; identify collaborative opportunities for seamless transition between high school and college; maintain collaboration with secondary partners to support the Central Carolina Scholars Program in Fall 2017; and increase percentage of existing high school graduates entering CCTC directly after graduation to 22% annually

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 (Reference Strategic Plan Goal 6)

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

Strategic Plan Area of Focus: Workforce Development/Continuing Education

9. Provide increased internship and apprenticeship opportunities for credit and noncredit programs (Reference Strategic Plan Goal 7)

Measurement/Outcomes: Collaborate with workforce partners to increase the number of internships and apprenticeships available to credit and noncredit students by 5%

10. Investigate opportunities for expansion of continuing education and workforce training in an online environment (Reference Strategic Plan Goal 7)

Measurement/Outcomes: Collaborate with workforce partners to determine which training programs may be appropriate for online delivery

Strategic Plan Area of Focus: Resources

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 (Reference Strategic Plan Goal 8)

Measurement/Outcomes: Provide resources for all programs and services to support the educational environment; collaborate with Kershaw County legislative and governing bodies as well as the general public to complete the expansion of the Kershaw County campus; and identify funding for a Facilities Master Plan update

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 (Reference Strategic Plan Goal 1)

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

Approved by the CCTC Area Commission in May 2017

2017-2018 COLLEGE PLAN OF ACTION BY DIVISION

PRESIDENT'S OFFICE 2017-2018 PLAN OF ACTION

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

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| Strategy |
| Represent the College as President |
| Collaborate with and coordinate supporting strategies for the ELT to develop programs of study, training opportunities, and student services |
| Support compliance with regional accreditation standards |
| Collaborate with the QEP Team to develop and revise strategies as needed for the continued implementation of SMART Choices for Success, the CCTC QEP |
| Monitor progress of College's annual goals and progress toward the implementation of the 2015-2020 Strategic Plan |

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

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| Strategy |
| 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 |
| Communicate with potential business and industry prospects through economic development agencies to support industry recruitment |
| 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 |
| Maintain and expand dual enrollment programs to meet K-12 system needs |
| Facilitate marketing initiatives that maintain awareness and engagement of potential students and the community relative to the role of the College in postsecondary education |
| Support utilization of the programs and services of the Public Relations Department to internal and external audiences |

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

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| Strategy |
| Communicate business and industry needs for programs and training to academic and workforce development personnel |
| Support efforts to increase the number of graduates of programs of study to increase the number of workplace-ready employees for business and industry |
| Collaborate with economic development agencies, readySC, and business and industry to provide noncredit training for the area's workforce |
| Continue to develop apprenticeship opportunities for business and industry |
| Explore online options for expansion of noncredit training and continuing education courses |

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

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| Strategy |
| Support the initiatives that ensure quality programs and services for students at all College locations, including online students |
| 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 |
| Support initiatives that address declining enrollment at College locations with continued emphasis on the Lee County site |

Goal No. 5

- 5. Provide oversight leadership for 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

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| Strategy |
| Collaborate with ELT to develop annual budget addressing institutional priorities |
| Identify and support areas of collaboration with other partners for grant opportunities |
| Maintain optimum organizational structure to ensure effectiveness |
| Support budgeting strategies to increase faculty and staff salaries |
| Evaluate progress of implementation of the College’s Facility Master Plan |
| Work collaboratively with Kershaw County officials to complete construction of the Kershaw Campus |
| Communicate with the College’s Foundation regarding institutional initiatives |
| Provide support for increasing and expanding initiatives for the College’s Foundation in order to offer more services to students |

ACADEMIC AFFAIRS
2017-2018 PLAN OF ACTION

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

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| Strategy |
| Provide opportunities for faculty development related to teaching and accreditation |
| Explore the development of a training program for deans and department chairs/program managers to support effective and efficient academic management |
| Provide opportunities for faculty to share best practices and new techniques |
| Train faculty on requirements and implementation strategies to support web accessibility for students with disabilities |
| Maintain web accessibility procedures that provide access to online resources for students with disabilities |
| Recognize and reward teaching excellence |
| Work with ILT to review all classrooms and implement improvements as funds allow |
| Use classroom observations and student evaluation data to improve instruction |

Goal No. 2

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 |
| 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 |
| Compare online and F2F counterparts to identify online courses to target for action to improve retention and student success |
| Initiate retention activities within each department focused on increasing retention |
| Participate in activities to share best practices for retention |
| Support efforts by the Student Retention Team to establish a college-wide ethos for retention |
| Promote the use of DegreeWorks with students |
| Faculty will prepare Student Progress Plans for students in financial aid jeopardy |
| Administratively track and graduate students as soon as they complete program of study |
| Maintain midterm grade reporting and communicate with students regarding this process for all courses |
| Promote online course orientation |
| Implement peer reviews of online course design |
| Continue to implement process to ensure first time students to enroll in COL 105 Freshman Seminar during their first semester at CCTC |

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

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| Strategy |
| Use Program Outcomes Assessment Tables (POATs) to summarize program outcomes and identify areas for action |
| Hold Advisory Committees meetings, maintain minutes, use input for improvement |
| Maintain current level of program accreditation |
| Participate in the Human Services and Pharmacy Technology accreditation visits |
| Complete Program Reviews for programs scheduled in 2017-2018 |
| Complete DACUMS for programs as scheduled |

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| Respond to requests for Dual Enrollment courses |
| 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 |
| Manage Early College requests from area school districts |
| Implement recruitment and marketing activities at the program level in concert with recruiting and PR staff |
| Explore partnerships between academic programs and the Workforce Development Division |
| Support the Industrial and Engineering Technology Division's articulation effort for Mechatronics and Welding programs at Sumter and FE DuBose Career Centers |
| 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 |

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

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| Strategy |
| Monitor the implementation of expanded course scheduling and programs at the new Kershaw County Campus to support designated programs of study |
| Review Scholar enrollment by program to determine faculty needs |
| Explore new grant opportunities to support academic programs |

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

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| Strategy |
| Critically analyze academic policies and practices to ensure compliance with SACSCOC |
| Perform internal audits to ensure compliance with SACSCOC and other requirements |
| Implement Year 3 of the QEP |
| Maintain data as outlined in the QEP and produce summary report for Year 3 |
| Contact business and industry leaders for the purpose of developing new partnerships |
| Promote new “2+2” opportunities at 4 year institutions |

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

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| Strategy |
| All academic departments will demonstrate planning, management, and evaluation for the purpose of continuous improvement by successfully completing activities listed in the Academic Affairs Departmental Checklist |
| All administrative units will demonstrate planning, management and evaluation for the purpose of continuous improvement by successfully completing appropriate assessments and planning documents |
| 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 |

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 and Grants)
- 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 PLAN OF ACTION

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 |
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| Review all department communications each semester for accuracy and ease of understanding by students; make changes as necessary |
| Promote events and student success stories through social media, website, and myCCTC |
| Provide technology-rich workshops addressing cognitive and non-cognitive skills, analyze learning outcomes, and implement changes as needed |
| 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 |
| Evaluate Disability Services D2L Orientation to ensure accuracy of information and ease of completion; revise as needed |
| Automate graduation communications to ensure timely responses to students |
| Review current process and Banner upgrade guides as updates are applied and update process as needed; create detailed instructions/procedures manual for graduation |
| Work with ILT to improve the administrative graduation process |
| Offer laptop and tablet lending through grant programs to address student technology needs |
| 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 |
| Investigate additional technology resources for the Career Services Center to improve service to students |
| Develop online process for easier completion of Student Progress Plans |
| Collaborate with Academic Affairs to implement RegisterBlast for faculty; provide faculty training |
| Investigate using Remind texting tool for prospects |
| Develop task list for implementing new exams; promote new exams to partners |

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 |
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| Contact special program participants, including veterans, monthly to ensure engagement; contact high-need students weekly |
| Create ADA and Special Populations Program surveys to determine effective workshops to improve academic and personal success |
| Increase retention of high-need, STEM, and AA male students through strategies implemented in the PBI Competitive Grant program |
| Determine best use of M2C3 Partnership to impact retention |
| Collaborate with Industrial and Engineering Technology Division's STEM Programs to embed resume, cover letter writing, and job interviewing into curriculum |
| Provide opportunities for college visits, student leadership, and cultural exploration to raise student awareness of opportunities |
| Provide services through TRIO Student Support Services to achieve program retention rate of 65% and graduation rate of 15% |
| Revise membership of the Default Management Team and implement strategies of the plan to reduce default rate |
| Collaborate with Academic Affairs on initiatives of the Strategic Retention Management Team and assess effectiveness of strategies |
| Collaborate with Academic Affairs on initiatives of the Quality Enhancement Plan and assess effectiveness of strategies |
| Review CLEP/Dantes score requirements to determine if score minimums are still accurate |
| Increase completion of CLEP/Dantes testing by 5% through improved marketing |

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

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| Strategy |
| Oversee clubs and organizations and host special events through the Office of Student Life |
| Coordinate club membership drives during Fall and Spring semesters to increase awareness of clubs and organizations and increase membership |
| Secure co-advisors for clubs and organizations to provide best service to student club members; promote training to club advisors and officers |
| Address student food needs through the Student Nutritional Access Center (S.N.A.C.) |
| Assist students with personal, social, and psychological issues through the Behavioral Intervention Team (BIT); assess effectiveness of BIT |
| Promote the Behavioral Intervention Team with faculty through faculty trainings and send reminder email to faculty on Behavioral Intervention Team process each semester |
| Update Title IX resources and ensure compliance with regulations; provide annual training |
| Disseminate Title IX information and promote Designated Confidential Source through use of flyers, emails, online training, and workshops |
| Market Special Populations Program and explore financing of professional certifications for Special Populations participants |
| Collaborate with outreach locations to develop strategies for expanding Career and Learning Services |
| Attend Program Advisory Committee meetings and utilize employer feedback to drive career services for students |
| Host Career and Job Fair at F.E. DuBose Campus |
| Promote the Veteran Resource Center to increase awareness and veteran usage |
| Host specialized events such as College Goal, Constitution Day, and Veteran Recognition |
| Collaborate with faculty, ILT, and the Business Office to improve refund and withdrawal processing |
| Develop refund policy for VA benefits to prevent veterans from going into collection |
| Incorporate Exit Counseling into the withdrawal process to improve completion rate |
| Continue to serve on System Office committee and monitor effectiveness of implemented multiple measures |

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

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| Strategy |
| Implement strategies for identified goals of the Strategic Enrollment Management Team to increase enrollment for identified programs and student types |
| Implement campus visit experience to promote CCTC to prospective students |
| Collaborate with Dual Enrollment staff to develop a transition plan for students |
| Investigate the feasibility of an annual college-wide enrollment event targeting the public |
| 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 |
| Investigate Customer Relationship Management (CRM) tools to improve student communications and applicant conversion rates; submit budget request to Executive Leadership Team |
| Collaborate with Pending Application Committee and Recruitment, Outreach, and Testing in planning an Open House geared toward pending applicants |
| Monitor pending applicant process to ensure goal conversion rate of 80% for paper applications and 65% for electronic applications |
| Implement an auto call campaign to admitted/readmitted not registered students during peak registration; target conversion rate will be 80% for Admitted Not Registered and 65% for Readmitted Not Registered |
| Monitor Admitted Not Registered Report to ensure conversion rate of 80% and Readmitted Not Registered report to ensure conversion rate of 65% |
| Re-evaluate web application process to improve follow up communications and admissions; goal conversion rate is 65% |
| 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 |
| Provide funding for career exploration events for secondary students |
| Develop a process and communication plan for potential transfer students who have submitted an official transcript but have not yet been admitted/readmitted |
| Increase enrollment of veterans by 10% through specific marketing and personalized contact |
| Secure and actively promote Military Friendly School status to increase enrollment of military-affiliated students |
| Conduct Registration Critique to identify areas for recruitment, marketing and service improvements and implement changes |

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

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| Strategy |
| Provide services and college visits through TRIO Student Support Services to achieve program transfer rate of 5% |

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| Transition College Transfer Day to Career and Learning Services Department; host event to promote transfer opportunities to current students |
| Increase usage of “Transfer Corner” in Career Services Center by 10% |
| Increase graduation and transfer rates of high-need, STEM, and AA male students through PBI Competitive Grant program |
| Identify new vendor for graduation items and implement changes approved by Executive Leadership Team |
| Host annual Graduation Fair in conjunction with Bookstore |
| Work with ILT to improve the administrative graduation process |

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

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| Strategy |
| Review staffing levels and workload by department to identify gaps and weaknesses; make organizational changes as needed; provide professional development tied to job duties |
| Collect Student Services feedback cards at all locations to determine effectiveness of customer service; identify training needs based on feedback |
| Provide college-wide professional development for faculty and staff related to enrollment, persistence, and completion of at-risk student populations |
| Provide ADA training for faculty and staff |
| Review delivery of student services to determine staffing needs and improvement of the satisfaction rate at the Lee County Site |

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

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| Strategy |
| Promote PLATO as a test preparation tool for high school students to use prior to testing; schedule test prep sessions at area high schools |
| Conduct extensive recruitment activities in local high schools to increase recent high school graduate enrollment to 22% |
| Increase the number of Central Carolina Scholars by 10% |
| Host School Counselor Summer Institute and Counselors' Breakfast to ensure ongoing communications with secondary staff |
| Attend some of the monthly school counselor meetings held within Kershaw, Clarendon, and Lee school districts |
| Identify ways to increase communications with parents of high school students (marketing, meetings, Lunch and Learn sessions, drawings, etc.) |
| Identify ways to reach out to high school students enrolled in agriculture programs to grow NRM and EVT programs |
| Evaluate format of "Come See Me" events; identify best approach to serve middle and high school students in partnership with Academic Affairs |
| Conduct financial aid presentations and FSA ID Days at all area high schools |
| Conduct specialized campaign for LIFE Scholarship to high school seniors; determine effectiveness |
| 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 |

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

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| Strategy |
| Move all student services activities to the new Kershaw County Campus by Spring 2018; secure resources as needed |
| Securing vendor for indexing Continuing Education records |
| Work with ILT to develop a report to track success of students transferring in coursework over 10 years old vs. students transferring in recent coursework |
| Ensure Policies and Procedures manuals are up-to-date for all departments |
| Participate in the development of a new 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 |
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| Complete department data reports within three weeks of semester completion; identify areas of improvement based on data analysis and implement necessary changes |
| Complete enrollment analysis reports to identify gaps and to make organizational decisions |
| Seek grant opportunities to improve services and facilities |
| Determine success rates for Central Carolina Scholars and report to county representatives |
| Complete High School Enrollment Report to identify percentage of graduates transitioning to CCTC; goal is 22% |
| Complete Legal Presence processes each semester to ensure compliance with state law |
| Complete performance reports for grant programs; identify areas for improvement based on results and implement changes |
| Utilize college surveys to determine student satisfaction; implement strategies to ensure 90% or higher satisfaction rates for all departments |
| Complete Administrative Unit Review for Financial Aid and Veterans' Affairs |
| Measure Admin Unit Outcomes for 2017-2018 |
| Ensure compliance with federal regulations for financial aid and grant programs |

BUSINESS AFFAIRS
2017-2018 PLAN OF ACTION

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

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| Strategy |
| Review and revise College policies and procedures related to Business Affairs |
| Complete accurate internal and external reports and submit on a timely basis |
| Maintain publications, public website, and myCCTC with current information for students and employees |
| Complete annual audit report and Comprehensive Annual Financial Report (CAFR) for FY 17 and submit to Government Finance Officers Association (GFOA) for award |
| Review and update (if needed) all employee manuals issued by Business Affairs |
| Identify data needs throughout the College and track data requests; communicate availability of data to internal College users |

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

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| Strategy |
| HR will process class & comp actions as requested, following all applicable laws and regulations |
| HR delegation audit will reveal no material compliance findings |
| HR department staff will advise employees on HR issues and manage employee relations 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 |
| HR will maximize employee recruitment sources to increase opportunity for a more diverse workforce |
| The College will provide flexibility and promotional opportunities for employees |
| The College will provide a comprehensive employee wellness program |

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

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| Strategy |
| Offer periodic new employee orientation and budget training to teach employees to monitor and adjust budgets |
| Prepare, distribute/review, and analyze monthly or periodic financial reports; monitor online reports as necessary |
| Monitor energy usage and utilize electronic energy management system to schedule HVAC and lower energy costs; prepare required annual reports |
| Expenditure budgets will be reduced to reflect reduced tuition revenue if enrollment decreases |
| 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 |

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| Strategy |
| Annual inventory will be performed, and surplus fixed assets will be reviewed on a regular basis and reallocated or turned in as quickly as possible |

Goal No. 4

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

Expected Outcomes for Goal No. 4

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

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

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| Strategy |
| Maintain cleanliness such that the annual employee survey of custodial services indicates at least 90% of respondents are satisfied with custodial services |
| Maintain facilities such that the annual student survey of programs and services and an employee survey indicates at least 95% of respondents rate the physical facilities as “good” or “excellent” |
| Provide security services such that the annual student survey of programs and services indicates at least 95% of respondents are satisfied with security services at all College locations |
| Conduct weekly and monthly inspections of all facilities and grounds, and make corrections as needed |
| Coordinate and manage small renovation projects as funds are available |
| Collaborate with Kershaw County and others on the Kershaw campus expansion during construction and move operations from the Downtown campus upon completion |
| Initiate the process to update the College’s 10-year Facilities Master Plan if funding is identified |
| Update and monitor the deferred maintenance (DM) plan; reduce DM needs as funding allows |
| 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 |
| Prepare an annual security report as required by law; revise current report to meet all requirements and contain accurate crime data |
| 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 |

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

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| Strategy |
| Maintain at least 90% satisfaction level of customer service to all students, faculty, and staff as measured by surveys |
| Work with department chairs to investigate ways to reduce the cost of required materials for students |
| Monitor budgets throughout the year and prepare year-end financial reports for bookstore and vending |
| Work with local food vendors to continue to provide lunch 4 days a week, and breakfast as many days as possible |
| Expand bookstore offerings at the Kershaw Campus when the new facility is complete |

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

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| Strategy |
| Banner system will be current with upgrades and patches released by vendor |
| Equipment and classroom technology will be maintained and replaced on a 5-year recurring schedule as resources allow in order to keep current with technology |
| The backup and recovery system for major systems, programs, and data will be monitored and managed appropriately |
| 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 |

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| Strategy |
| implement the system-wide InfoSec policy and procedures; and utilize a system-wide consultant to conduct a periodic gap analysis and risk assessment |
| 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 |
| Begin process to upgrade to Banner 9 by December 2018 |
| Implement the Change Management process developed by the USS CoP |
| Assess the results of the 2017 Programs and Services survey and make adjustments to assure a student satisfaction level of 95% or higher |
| Expand and upgrade network, server, and other equipment that is not sufficient for current needs or out of service |

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

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| Strategy |
| Develop and complete plans of action for the division and departments by deadlines |
| Review results from College surveys and other means of assessment to improve services |
| Perform an Administrative Unit Review and Assessment for Physical Plant, Inventory, and Accounting departments |
| 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 |
| Assess progress of POA objectives and compile an annual effectiveness report showing outcomes and use of results |
| Assess departmental outcome benchmarks for 17-18 and update outcome report with results |
| Update and revise 3-year departmental outcomes for the timeframe of July 2018 to June 2021 |
| Prepare Employee Performance Management System (EPMS) documents for all employees by deadlines |
| Ensure that the College capital plan and budget reflect the priorities of the Facilities Master Plan as resources allow |
| Update and monitor the Information Security Plan |
| Update and monitor the identity theft program |
| Support the QEP project with resources as needed |