

Central Carolina Technical College



2016-2017 College Plan of Action

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

CCTC 2015-2016 COLLEGE ANNUAL GOALS

July 1, 2015 through June 30, 2016

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.

- Conducted academic program reviews for 8 programs of study for 2015-2016 academic year
- Developed 2 new programs of study for implementation in Fall 2016
- Conducted 19 advisory committee meetings to ensure linkages between instruction and workforce needs
- Upgraded student technology resources in computer labs and classrooms
- Provided instructional environment resulting in student certifications as follows:
 - Welding Certifications--National Institute for Metalworking Skills Certificates (NIMS): 43; NCCER Core Curriculum Certifications: 32
 - Employment Ready Certifications--Light Commercial Refrigeration: 9; Light Commercial Air Conditioning: 8; Air Conditioning: 12; Basic Refrigeration & Charging Procedures: 5; Systems Diagnostics & Troubleshooting: 6; Gas Heat: 13; Electrical: 12; Heat Pump: 13
 - Computer Technology Certifications--COMPTIA A+: 2; COMPTIA Network+: 1; CISCO CCENT: 4; CISCO Routing & Switching: 1

- Health Sciences Certifications--100% of Surgical Technology August 2015 graduates passed the CST certification examination on first attempt; 100% of Massage Therapy August 2015 graduates passed the MBLEX certification examination on first attempt; 90% of Pharmacy Technology August 2015 graduates passed the ASHP examination on first attempt; 94% of Medical Assisting August 2015 graduates passed the AAMA certification on first attempt; 100% of Practical Nursing August 2015 graduates passed the NCLEX certification on first attempt; and 97% of Associate Degree Nursing May and August 2015 graduates passed the NCLEX certification on first attempt; 82% of Nursing Aide students passed the NNAAP examination on the first attempt
- Achieved a 45.3% success rate for first-time, full-time students, a 90% placement rate for graduates placed directly in the workplace, and a 10% graduation rate for 2012 cohort of first-time, full-time students
- Served 3,014 unduplicated students in distance education courses for 2015-2016
- Maintained support services at off-site locations and expanded to include an ongoing evaluation of learning resources by the Librarian
- Loaned laptops and tablets to 52 students through two grant programs
- Utilized Register Blast for online test registration
- Implemented text alert system in 2 programs to improve communications with students
- Incorporated web accessibility features into courses
- Increased use of lectures with closed captioning
- Created hybrid course for delivery of COL 105: Freshman Seminar
- Received re-approval of the Paralegal program by the American Bar Association

2. Implement retention strategies reflecting the needs of the CCTC student population to facilitate and improve retention and program completion.

- Implemented new curriculum for COL 105: Freshman Seminar
- Implemented mid-term grading procedures
- Instituted the Institutional Effectiveness Committee to address student and course success through reporting of data for continuous improvement
- Compiled Program Outcome Assessment Tables for all academic departments with individual course performance and student achievement
- Conducted 3 business tours and 6 college visits through grant programs
- Implemented tracking system to identify reasons for student withdrawals
- Secured a TRiO Student Support Services grant and a PBI Competitive grant and provided services and programming to improve student retention

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.

- Selected as Military Friendly School by the G. I. Jobs magazine for fifth consecutive year
- 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
- Made 100 classroom presentations related to Career Services; promoted use of Career E-Tools
- Hosted College Goal SC, Come See Me Days, Transfer Day, and Graduation Fair
- Awarded almost \$19M in financial aid to 3,997 students from public and private sources
- Maintained a Default Management Taskforce to support student success in regard to student loan borrowing
- Partnered with EdManage for financial literacy resources
- Hosted the Counselors' Breakfast for secondary counselors in January 2016
- Offered the School Counselors Summer Institute for 11 secondary counselors in July 2016
- Implemented the Commit to Quit Tobacco Free Campus initiative
- Maintained the Alumni Partnership with over 1,000 members and expanded business partners
- Established a College and Career Center at Lee Central High School
- Conducted 36 academic, career, and personal improvement workshops through Student Affairs
- Provided student leadership opportunities, events, and activities through Office of Student Life
- Provided community service opportunities through Office of Student Life
- Developed an improved format of New Student Orientation and conducted five sessions for new students
- Offered special events for veteran students through Veteran Resource Center and VA Certifying Official
- Hosted Constitution Day to provide students with information on voter registration

4. Develop a comprehensive enrollment and marketing plan to focus on student recruitment for targeted student populations, College locations, and modes of delivery to positively affect student enrollment for the 2015-2016 academic year.

- Maintained the Enrollment Task Force to identify strategies for maintaining and increasing student enrollment
- Implemented an Early College program in Clarendon and Lee counties
- Revised all admissions print and electronic communications to improve admissions process
- Conducted targeted recruitment of high school students which resulted in a 19% enrollment of high school graduates immediately following graduation

- Implemented Instant Admissions Days to expedite admissions process for prospective students
- Promoted Central Carolina Scholars program for area high school students

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

- Graduated 653 students (July 1, 2014 – June 30, 2015)
- Achieved a 90% placement rate and achieved a 45.3% success rate (2012 cohort)
- Developed “Transfer Corner” in Career Services and provided transfer assistance to students
- Implemented institutional mid-term grades for students
- Continued special populations retention programs through the ACT, TRiO, and PBI programs
- Increased use of DegreeWorks for advisement and student program completion tracking
- Initiated development of administrative graduation process to award and notify students

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

- Hired qualified faculty and staff members with appropriate credentials and experience to support the College's Mission
- Offered 65 professional development program offerings to support the teaching and learning environment with diverse training opportunities and required training
- Conducted New Faculty Orientation and Adjunct Faculty Orientation each semester
- Conducted Online Certification for faculty scheduled to teach online courses
- Used feedback from customers to improve services at all College locations
- Received \$29,587 in professional development funds from 2015-2016 Perkins grant to support teaching and learning across the institution
- Provided \$21,399 in professional development activities for faculty and staff
- Promoted 7 faculty and staff members from within the institution to positions of greater responsibility
- Provided one-time state bonuses of \$800 each to qualified employees in October 2015
- Provided flexible schedules for employees to accommodate employee and institutional needs
- Reviewed vacancies as they occurred to determine if positions should be reallocated to better serve the College
- Added two additional staff positions at the Kershaw County Downtown Campus
- Created new department and hired staff to manage Central Carolina Scholars; hired additional faculty to manage increased dual enrollment course offerings

7. Maintain strong working partnerships with the secondary (K-12) school systems and provide programs for dual enrollment, college readiness, and the Scholars Program for Fall 2015 to increase the number of area high school graduates entering the College.

- Maintained the existing Central Carolina Scholars Program for qualifying high school seniors who graduated in May 2015 to enter CCTC in Fall 2015 with full tuition assistance
- Hosted Central Carolina Scholars Signing Day on May 14, 2016
- Held 2 test preparation workshops in area high schools
- Administered 33 placement test sessions in area high schools
- Conducted 10 financial aid presentations in area high schools
- Formed a partnership with all four counties to offer an ongoing Central Carolina Scholars Program for qualifying graduating seniors beginning in the fall of 2016 for tuition assistance for two years of study
- Offered dual enrollment courses at 13 high schools and at 4 CCTC locations to 597 qualifying high school juniors and seniors
- Hosted the annual CCTC Foundation Golf Tournament with community partners with a net revenue of \$29,749
- Hosted the Joint Public Safety Response program for law enforcement and emergency responders
- Partnered with Clarendon School District 2 and Lee County School District to implement Early College programs
- Hosted annual Counselors' Breakfast for secondary guidance counselors, Adult Education teachers, and Career Center staff
- Hosted College Goal SC to provide assistance with financial aid applications; increased attendance by hosting event at each campus location
- Maintained Central Carolina Scholars and Central Carolina Connect blog to increase communications with high school counselors, students, and parents
- Participated in Education Summit with other area academic institutions

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 Central Carolina Scholars
- Promoted the College and Advanced Manufacturing Technology Training Center at Legislative Luncheon in March 2016
- Participated in Legislative Day activities with Sumter Chamber of Commerce

- Submitted College demographics and other requested information for consideration by Sumter County Council in deliberation regarding College funding
- Collaborated with the Santee Lynches Workforce Investment Board and the Sumter County Economic Development entity to offer the Workforce Experience (WE) program
- College President participated in the Shaw Sumter Community Council to maintain strong working relationship with military community
- Received an increase in Sumter County funding from 3.2 mils in FY15 to 4.5 mils in FY16

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

- Partnered with top companies and industries to provide apprenticeships including BD, Suominen, CVS, Continental Tires of the Americas, LLC, Hengst, Lee County Correctional Facility, Turbeville Correctional Facility, Wateree Correctional Facility, Georgetown County Water and Sewer, and Charleston Water System
- Offered apprenticeship occupations including Veterinary Assistant, Carpenter, Electrician, Mason, Automotive Technician, Door Finisher, Manufacturing Technician, Manufacturing Technician I, Technical Associate, CNC Operator, Machine Operator, Maintenance Technician, Material Coordinator, Tool & Dye Maker, Electrical Technician, Mechanical & Electrical Technician, Mechanical Operator, Mechanical Technician, Quality Technician, Technical Operator, Technical Operator II
- Increased new apprenticeships by 12.5%
- Increased new apprenticeship occupations by 32%
- 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
- Received \$25,000 in funding from Caterpillar Corporation Foundation through a grant opportunity to expand services for freshmen
- Submitted new Caterpillar grant proposal to maintain increased resources for freshmen
- Received total of \$3,280,899 in grant awards for 2015-2016

10. Provide appropriate physical facilities and resources to support the teaching and learning environment with a focus on expansion of facilities in Kershaw County, the completion of the Advanced Manufacturing Technology Training Center (AMTTC), and a utilization strategy/plan for the Shaw Center facility.

- Acquired funding to begin construction on the Kershaw County classroom facility

- Moved Computer Numerical Control, Engineering Graphics, and Mechatronics programs into the Advanced Manufacturing Technology Training Center
- Utilized Shaw Center for expanded Continuing Education and Workforce Development programs (Scholarship Program) and rented offices to Palmetto Youth Connections
- Remodeled a classroom in the Health Sciences Center to serve as a Pharmacy Technology lab
- Began planning and design of renovations to building 400 to allow HVAC, Automotive Technology, and Welding programs to expand and to add computer labs for COL 105: Freshman Seminar after other Industrial and Engineering Technology programs moved to Advanced Manufacturing Technology Training Center

11. Conduct SACSCOC Reaffirmation On-Site Committee Visit for College's Reaffirmation process; submit response to On-Site Committee findings; and implement the College's Quality Enhancement Plan.

- Submitted Substantive Change regarding the Kershaw Campus facilities
- Maintained database of faculty credentials for compliance with SACSCOC standards
- Conducted a successful SACSCOC Reaffirmation On-Site Visit in October 2015
- Compiled SACSCOC Response to Visiting Team to address one recommendation regarding the College's Quality Enhancement Plan
- Received official reaffirmation letter from SACSCOC on July 6, 2016
- Completed first year of the QEP, "SMART Choices for Success," in support of student success

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

- The processes for collecting, analyzing, and reporting data are incorporated into the college's processes and procedures; this institutional-wide process ensures an effective and timely approach for collecting and analyzing data which supports decision-making and improves overall institutional effectiveness
- Integrated results from assessment of program outcomes 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
- Conducted academic program reviews for scheduled programs of study; presented findings to the Curriculum Committee; and used results for academic department continuous improvement
- Maintained integrated planning process to facilitate use of results for continuous improvement through institutional planning reports such as the Plan of Action, Annual Effectiveness Report and Administrative Unit Review

2016-2017 COLLEGE ANNUAL GOALS

July 1, 2016 through June 30, 2017

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 2016-2017 CCTC Annual Goals. These goals were approved by the CCTC Area Commission at its March 2016 meeting for implementation in the 2016-2017 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 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. Develop a comprehensive enrollment and marketing plan to focus on student recruitment for targeted student populations, College locations, and modes of delivery to increase student enrollment by 2% for the 2016-2017 academic year (Reference Strategic Plan Goals 1, 2, and 5)

Measurement/Outcomes: Strategic enrollment and marketing plan developed and implemented for the 2016-2017 academic year with elements of marketing for targeted student populations, College locations, modes of delivery, and programs of study to increase the student enrollment by 2%

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, 2016, through June 30, 2017; 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 through an effective organizational structure that facilitates effective communications and meets the needs of the institution (Reference Strategic Plan Goal 4)

Measurement/Outcomes: Assess academic and support areas to ensure appropriate personnel to deliver quality programs and services; and examine the organizational structure of the institution for effectiveness.

Strategic Plan Area of Focus: Partnerships

7. Maintain strong working partnerships with the secondary (K-12) school systems and provide programs for dual enrollment, college readiness, and the 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 (Reference Strategic Plan Goal 5)

Measurement/Outcomes: Offer dual enrollment courses in area high schools to a minimum of 400 students; identify collaborative opportunities for seamless transition between high school and college; and maintain communications with secondary partners to prepare for the implementation of the Central Carolina Scholars Program in Fall 2016

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

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

Strategic Plan Area of Focus: Workforce Development/Continuing Education

9. Maintain collaborative relationships with workforce development partners throughout the College's service area to support economic development (Reference Strategic Plan Goal 7)

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

Strategic Plan Area of Focus: Resources

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

11. 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 on March 17, 2016

2016-2017 COLLEGE PLAN OF ACTION BY DIVISION

PRESIDENT'S OFFICE 2016-2017 PLAN OF ACTION

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

Goal No. 1: Provide leadership to the Executive Leadership Team in the implementation of the College's Mission through comprehensive planning facilitated by appropriate programs, services, and facilities.

Expected Outcome for Goal No. 1

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

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

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

Goal No. 2: Facilitate ongoing communication with external workforce partners and government entities to increase the awareness of the role of the College in providing postsecondary educational opportunities and to increase awareness of the College's needs and role in the service area.

Expected Outcome for Goal No. 2

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

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

Strategy
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
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 marketing initiatives that expand the programs and services of the Public Relations Department to internal and external audiences

Goal No. 3: Provide oversight leadership for academic programs and services to provide quality educational programs in support of student success and economic development in the College's service area.

Expected Outcome for Goal No. 3

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

Supports College Strategic Goal: Educating Students—Goals 1, 2, and 3
 Workforce Development Continuing Education--Goal 7
 Supports College Annual Goal: 1, 2, 3, 4, 5, and 9
 Supports Division Goal: N/A

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

Goal No. 4: 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
Support the initiatives that ensure quality programs and services at all College locations
Collaborate with the Academic Affairs and Student Affairs Divisions to ensure systematic and focused scheduling of courses at outreach locations to meet the needs of students
Support initiatives that address declining enrollment at College locations with continued emphasis on the Lee County site

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

Expected Outcome for Goal No. 5

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

Supports College Strategic Goal: Workforce Development Continuing Education—Goal 7
 Supports College Annual Goal: 9
 Supports Division Goal: N/A

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

Goal No. 6: Provide oversight leadership for services that provide quality physical, financial, and human resources.

Expected Outcome for Goal No. 6

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

Supports College Strategic Goal: Faculty & Staff—Goal 4
 Resources—Goal 8
 Supports College Annual Goal: 6 and 10
 Supports Division Goal: N/A

Strategy
Collaborate with ELT to develop annual budget addressing institutional priorities
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 begin construction and expansion of the Kershaw Campus

Goal No. 7: Provide oversight leadership for the management and utilization of data for decision making, accreditation, and planning purposes to accomplish the College’s Mission.

Expected Outcome for Goal No. 7

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

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

Strategy
Support initiatives to compile, manage, and interpret data for sound decision making
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
Participate in the planning and assessment processes that support institutional planning for continuous improvement
Identify and support areas of collaboration with other partners for grant opportunities

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

Expected Outcome for Goal No. 8

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

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

Strategy
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

Goal No. 9: Provide effective communication with the College Area Commission to facilitate the accomplishment of the College’s Mission, Strategic Plan, and Annual Goals to serve the citizens of the College’s service area.

Expected Outcome for Goal No. 9

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

Supports College Strategic Goal: All 2015-2020 Strategic Plan Goals
Supports College Annual Goal: All 2016-2017 Annual Goals
Supports Division Goal: N/A

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

ACADEMIC AFFAIRS
2016-2017 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 TEACHING/LEARNING – Academic departments will implement best practices and innovative techniques to support student academic success.

Expected Outcomes for Goal No. 1

- 1.1 Faculty will have access to professional development.
- 1.2 Web resources will be accessible as defined in web accessibility audit.
- 1.3 Classroom instruction will be exemplary.

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

Strategy
Provide opportunities for faculty development related to teaching and accreditation
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
Implement 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 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
Report Midterm grades for all courses
Initiate retention activities within each department focused on increasing retention
Participate in activities to share best practices for retention
Support efforts by the Student Retention Management subcommittee 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
Compare online and F2F counterparts to identify online courses to target for action to improve retention and student success
Promote online course orientation
Implement peer reviews of online course design
Continue to implement process to ensure first time students to enroll in COL 105 Freshman Seminar during their <u>first</u> semester at CCTC

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

Expected Outcomes for Goal No. 3

- 3.1 Program outcomes will meet workforce needs.
- 3.2 Currently accredited programs will maintain accreditation.
- 3.3 Departments will complete program reviews on a 5-year schedule.
- 3.4 Dual enrollment and Early College offerings will increase.
- 3.5 Departments will participate in recruiting and marketing activities.
- 3.6 Career center courses will be articulated for selected programs of study.
- 3.7 Partnerships between credit and non-credit divisions will be explored.

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

Strategy
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
Complete Human Services accreditation process
Complete Program Reviews for the following programs: Accounting, Criminal Justice, Environmental Engineering, and Administrative Office Technology
Complete DACUMS for the following programs: Computer Technology, Natural Resources Management, Paralegal, Computer Specialist, End User Support, Internetworking, Medical Record Coding, Pipe Welding, and Welding

Respond to requests for Dual Enrollment courses
Manage Early College requests from area school districts
Implement recruitment and marketing activities at the program level in concert with recruiting and PR staff
Track credit students recruited through Continuing Education 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 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
Provide input for the development of 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 COLLEGE ADVANCEMENT – Academic Affairs Division will support college-wide initiatives that advance the college and support the needs of its constituencies.

Expected Outcomes for Goal No. 5

- 5.1 Academic Affairs Division will be in compliance with SACSCOC standards.
- 5.2 QEP implementation and data collection/reporting will be completed for year 2.
- 5.3 New industry partnerships will be explored.
- 5.4 Expanded support for higher education transfers will be implemented.
- 5.5 Apprenticeship programs will 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
Critically analyze academic policies and practices to ensure compliance with SACSCOC
Perform internal audits to ensure compliance with SACSCOC and other requirements
Implement Year 2 of the QEP

Maintain data as outlined in the QEP and produce summary report for Year 2
Contact business and industry leaders for the purpose of developing new partnerships
Promote new “2+2” opportunities at 4 year institutions

Goal No. 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.

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

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

Academic Affairs Departmental Checklist

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

STUDENT AFFAIRS
2016-2017 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 Admissions and Records, Counseling and Career Services, Advisement and Registration, Testing, and Financial Services, regardless of location. We promote open and confidential communication to ensure trust and integrity. Our innovative services empower students as they prepare for the future.

Goal No. 1: Support student success and assess learning by integrating technology into student services programs.

Expected Outcome for Goal No. 1

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

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

Strategy
Collaborate with Public Relations to develop a revised format of online New Student Orientation which is more interactive and better showcases the College and students
Collaborate with ILT to develop New Student Orientation attendees ARGOS report to assess student academic success
Explore implementing electronic Student Life club activity forms to expedite approval of activities and improve filing system
Work with ILT to make technology improvements to the administrative graduation process
Offer laptop and tablet lending through two grant programs
Investigate how to connect Blumen and Banner for more efficient data tracking and collection
Expand usage of RegisterBlast to faculty
Implement Accuplacer as the new placement exam for the College
Promote special events, student success stories, and important dates on social media and increase use of blogs
Implement Banner FA 8.26 and relevant patches
Implement all data load processing in UC4 and TDClient
Evaluate Satisfactory Academic Progress rules in Banner
Streamline process for funds transfer from FWS to SEOG mid-year
Promote the use of the IRS Data Retrieval Tool beginning October 1, 2016
Investigate electronic options for Deferred Payment Plans in cooperation with the Business Office
Create an online financial aid check-in for completion of forms and signature

Work with COL 105 Coordinator to implement Financial Literacy 101 videos and resources from DOE and EdManage
Ensure all forms are updated and available on website

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

Expected Outcome for Goal No. 2

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

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

Strategy
Identify, develop, and market appropriate student support services workshops focused on cognitive and non-cognitive skills development
Incorporate Skills for Life curriculum into TRiO workshops to provide fundamentals for student success
Increase counseling contacts to 300 per month to better address barriers and meet intrusive counseling initiative
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
Contact special program participants, including veterans, monthly to ensure engagement; contact high-need students weekly
Follow Default Management Plan in an effort to maintain default rate of less than 30%
Initiate communication to students who have withdrawn from all courses
Send reminder emails to faculty each semester prior to refund dates to ensure accurate reporting of withdrawals
Send email to faculty before start of add/drop to communicate process for non-paid students
Collaborate with Academic Affairs to increase transfer credit by reviewing Transfer Timelines and CLEP/Dantes score requirements
Implement retention strategies identified by the Enrollment Task Force and QEP Steering Committee

Goal No. 3: Connect students with services and programs to address diverse needs, enrich student experiences, and promote program completion.

Expected Outcome for Goal No. 3

- 3.1 Diverse and appropriate services will be identified and implemented.

- 3.2 Program effectiveness will be assessed.
- 3.3 Student Life will expand offerings to improve the student experience.
- 3.4 Number of students completing programs will increase.

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

Strategy
Host club membership drives to increase clubs and organizations membership
Maintain Student Life activities spreadsheet each semester to track number of activities provided to students
Revise Club Advisor Training to make advisors more independent
Assist students with personal, social, and psychological issues through the Behavioral Intervention Team
Develop and promote Borrowers' Rights and Responsibilities Workshop in D2L
Increase promotion of the Veteran Resource Center, SNAC, and FWS to improve student awareness and participation
Require Federal Work Study students to attend at least one Career Services training to improve employability
Host specialized events such as College Goal, Constitution Day, Veteran Recognition, Signing Day
Market Special Populations Program through social media, flyers, plasmas, and web announcements to increase enrollment of nontraditional students
Market Career and Learning Services to students to improve academic success and job placement
Identify ways to improve usage of PLATO by prospects and current students
Provide opportunities for business, industry, college and cultural visits for students in specialized programs
Market TRiO Student Support Services to current students to improve college-wide retention
Provide sexual awareness training and information to students as part of Title IX/Clery/VAWA requirements
Promote "Designated Confidential Source" to students
Work with System Office to identify common cut scores and multiple measures to be used for course placement

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

Expected Outcome for Goal No. 4

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

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

Strategy
Reorganize the Enrollment Task Force and establish new goals to increase enrollment for low programs and identified student types
Email revised admissions package letters twice a week to newly admitted students
Set up Lobby Welcome Table to include faculty and staff greeters during peak registration periods
Coordinate targeted open house events to increase enrollment
Revise pending applicant process by improving communication and processing strategies to increase conversion rate of pending applicants by 3%
Evaluate the web application and follow up communications to improve conversion rates
Evaluate the Admitted/Readmitted Not Registered process to ensure effective and timely communications
Increase the College going rate of full-time associate degree students, including STEM, high-need and AA male students
Implement improved, formalized Campus Visit experience
Establish an organized and effective divisional communication plan for student outreach and notifications
Develop communication plan for prospects who have sent transcripts to CCTC but have not been admitted
Market affordability of CCTC and available financial resources to include Central Carolina Scholars
Secure Military Friendly School status and actively promote to increase enrollment of military-affiliated students
Conduct comprehensive campaign to promote financial aid opportunities throughout award year and into next award year
Conduct Registration Critique to identify areas for recruitment, marketing and service improvements and implement changes

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

Expected Outcome for Goal No. 5

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

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

Strategy
Market University Transfer programs as a cost-saving alternative to four-year degrees
Host University Transfer Day
Promote existing bridge programs with four year colleges to prospective and current students to improve transfer rate
Market “Transfer Corner” in Career Services Center
Increase transfer rate of high need, STEM and AA male students
Provide college tours for special program participants
Provide graduation assistance to high-need, STEM, and AA male students to increase graduation rates
Market graduation application confirmation email launch date to faculty, staff, and students
Host annual Graduation Fair in conjunction with Bookstore
Review all graduation processes to determine best approach for processing applications and awarding credentials

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

Expected Outcome for Goal No. 6

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

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

Strategy
Review staffing levels and workload by department to identify gaps and weaknesses; make organizational changes as needed
Review salaries and job duties; make recommendations for adjustments when budget allows
Increase the usage of Student Services feedback cards at all locations to determine effectiveness of customer service and department trainings; identify training needs based on feedback
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
Provide FERPA training for faculty and staff
Provide comprehensive training program for work study students
Provide individual professional development opportunities directly tied to staff job duties
Ensure training documents for all processes are updated in all departments

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

Expected Outcome for Goal No. 7

- 7.1 College readiness activities will be provided through Scholars Department.

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

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

Strategy
Provide college readiness activities, to include testing preparation, at all service area high schools
Collaborate with high schools to implement on-site Accuplacer testing
Conduct Central Carolina Scholars presentations and conduct targeted mailings
Host School Counselor Summer Institute to better inform secondary counselors about CCTC programs, services, and workforce opportunities
Host annual Counselors' Breakfast to promote CCTC programs and services
Host "Come See Me" events for high school students in conjunction with Academic Affairs
Conduct financial aid presentations and FSA ID Days at all area high schools
Communicate new FAFSA completion date to secondary school constituents
Conduct specialized campaign for LIFE Scholarship to high school seniors
Establish a College and Career Center at Manning High School
Make improvements to College and Career Center at Lee Central High School

Goal No. 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 educational resources for student services will be provided.
- 8.2 Additional staff needs will be identified and provided when budget allows.
- 8.3 Kershaw Campus Expansion project will begin.

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

Strategy
Identify physical space requirements needed for all student services related activities for Kershaw County Expansion Project
Hire necessary staff in Kershaw County as needed at the end of the campus expansion project
Identify appropriate office space for staff as programs grow and division reorganizes
Relocate Student Services Office at the F.E. Dubose Campus to provide improved student experience

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

Expected Outcome for Goal No. 9

9.1 Data will be collected and analyzed, areas of improvement will be identified, and results will be used for continuous improvement.

9.2 All reporting requirements will be completed.

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

Strategy
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 target populations and to make organizational decisions
Track Scholars Program participation and eligibility through ARGOS reporting
Complete High School Enrollment report to identify percentage of graduates transitioning to CCTC; goal is 30%
Complete Legal Presence processes each semester to ensure compliance with state law
Complete annual performance reports for grant programs; identify areas for improvement and implement changes
Utilize college surveys, workshop and event evaluations, and feedback cards to determine student satisfaction; implement strategies to improve satisfaction rates for all departments to 90% or above
Complete plans of action and annual effectiveness reports for all departments; identify needed improvements.
Complete Administrative Unit Reviews for Career and Learning Services.
Complete Administrative Unit Reviews for Recruitment, Outreach, and Testing
Ensure compliance with federal regulations for financial aid and grant programs

BUSINESS AFFAIRS
2016-2017 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: 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
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 15 and submit to Government Finance Officers Association (GFOA) for award
Review and update (if needed) all employee manuals issued by Business Affairs
Maintain Gainful Employment information on the web and ensure compliance with US DOE requirements
Identify data needs throughout the College and track data requests; communicate availability of data to internal College users

Goal No. 2: Attract and retain appropriately credentialed and talented faculty and staff to support a multi-cultural campus environment inclusive of the diversity reflected in the College’s service region

Expected Outcomes for Goal No. 2

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

- 2.4 EEO reports will show progress in achieving EEO goals.
- 2.5 Improvements will be made to processes and services.

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

Strategy
HR will process class & comp actions as requested, following all applicable laws and regulations
Personnel department staff will advise employees on HR issues and manage employee relations issues
90% of employees surveyed will be satisfied with the quality and timeliness of personnel related employee services
The College will process a 3.25% base pay increase to all eligible employees as provided by the FY 17 state appropriations act; adjuncts in targeted areas will be offered higher pay rates in order to attract adjuncts in areas of need
The College will provide professional development and training opportunities for new and current employees in the areas of new employee orientation, budget, Banner, supervision, safety and security, personnel, personal interest, and wellness
HR will maximize employee recruitment sources to increase opportunity for more diverse workforce
HR will review compensation practices at the College and develop a suggested pay structure for the positions being utilized
The College will provide flexibility and promotional opportunities for employees
The College will provide a comprehensive employee wellness program for employees

Goal No. 3: Allocate, monitor, and manage College budget and other resources effectively and efficiently and in accordance with all federal, state, and local laws, rules, and regulations.

Expected Outcomes for Goal No. 3

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

Supports College Strategic Goal: 8
 Supports College Annual Goal: All

Supports Division Goal: N/A

Strategy
Offer periodic new employee orientation and budget training to teach employees to monitor and adjust budgets
Prepare and distribute/review and analyze monthly or periodic financial reports; monitor online reports as necessary
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 as enrollment decreases are experienced
Annual inventory will be performed and surplus fixed assets will be reviewed on a regular basis and reallocated or turned in as quickly as possible

Goal No. 4: Provide and maintain College facilities (buildings & grounds) that are safe, sufficient, attractive, and efficiently operated

Expected Outcomes for Goal No. 4

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

Supports College Strategic Goal: 1, 2, 8
 Supports College Annual Goal: 10
 Supports Division Goal: N/A

Strategy
Maintain cleanliness such that the annual employee survey of custodial services indicates at least 90% of respondents are satisfied with custodial services
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
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 conduct periodic tornado and fire drills as required by College policy

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

Expected Outcomes for Goal No. 5

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

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

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

Goal No. 6: 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
Banner system will be current with upgrades and patches released by vendor
Equipment and classroom technology will be maintained and replaced on a 5-year recurring schedule as resources allow in order to keep current with technology
The backup and recovery system for major systems, programs, and data will be monitored and managed appropriately
Continue to improve IT security—utilize results from Banner Data Defense (BDD) to monitor network traffic and activity; continue the whole disk encryption process for notebook computers issued to employees; continue to enhance security policies; utilize a system wide consultant to assist with a gap analysis, develop a plan and recommend new security policies
Implement the Banner Mobility Solution
Implement the Change Management process developed by the USS CoP
Assess the results of the 2016 Programs and Services survey and make adjustments to assure a student satisfaction level of 95% or higher
Expand and upgrade network, server, telephone and other equipment that is not sufficient for current needs or out of service

Goal No. 7: Facilitate effective planning, evaluation, and use of results for quality support services for continuous improvement

Expected Outcomes for Goal No. 7

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

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

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 Auxiliary Services, Personnel, and Safety/Security departments
The results of the TechQual+ survey and Student survey along with input from existing user groups will be used to develop a multi-year strategic technology plan
Assess progress of POA objectives and compile an annual effectiveness report showing outcomes and use of results
Assess departmental outcome benchmarks for 16-17 and update outcome report with results

Strategy
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
Manage the process for SACSCOC reaffirmation to ensure ongoing compliance through planning for the College's Fifth Year report