

Central Carolina Technical College



2019-2020 Annual Effectiveness Report

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INTRODUCTION

Planning at Central Carolina Technical College

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

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

Mission Statement

Central Carolina Technical College is a comprehensive, public, two-year institution of higher education dedicated to fostering a positive environment of teaching and learning for faculty, staff, and students. The College serves primarily the region of Clarendon, Lee, Kershaw, and Sumter counties in South Carolina and confers associate degrees, diplomas, and certificates. College programs, student support services, and resources provide citizens, businesses, industries, and communities with quality, affordable, accessible, customer-responsive post-secondary education through life-long learning and specialized training opportunities. These are designed to develop the foundation for personal growth, economic development, and an improved quality of life through multiple learning environments including traditional and electronic instructional methods.

The College's vast array of associate degree, diploma, and certificate programs prepares students to enter the job market, to transfer to senior colleges and universities, and to achieve their professional and personal goals. Specifically, Central Carolina offers academic programs in business, the health sciences, public service, industrial and engineering technology, and the arts and sciences. Through its comprehensive programs and support services, the College serves students through traditional and non-traditional formats in multiple learning environments including online, electronic, and distance learning. (Revision approved by the Central Carolina Technical College Area Commission on January 15, 2015, and the South Carolina Commission on Higher Education on April 1, 2015.)

2015-2020 Strategic Plan Integration

With the conclusion of the 2010-2015 Strategic Plan in 2015, the College initiated the development of the 2015-2020 Strategic Plan in October 2014 with the distribution of the final plan in July 2015. This facilitated the integration of the new 2015-2020 Strategic Plan into the annual planning processes for 2019-2020. The areas of focus and supporting goals identified in the 2015-2020 Strategic Plan are as follows:

Area of Focus 1: Educating Students

CCTC provides accessible, affordable postsecondary education in a positive learning environment to students in its four-county service area. CCTC's programs effectively prepare students to enter the workforce or to transfer to four-year colleges.

Goal 1: The College will foster an environment conducive to student success.

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

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

Area of Focus 2: Faculty and Staff

CCTC's strongest resource is the people serving the College as faculty and staff members. CCTC offers its faculty and staff benefits, flexible work schedules, and professional development training. CCTC will continue to seek to identify additional resources to support the teaching and learning environment to retain and attract qualified, professional, and engaged faculty and staff.

Goal 4: The College will attract and retain quality faculty and staff.

Area of Focus 3: Partnerships

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

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

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

Area of Focus 4: Workforce Development/Continuing Education

CCTC's educational noncredit programs partner with local businesses and industry to provide immediate and long-term, effective, hands-on training for their workforce in Clarendon, Kershaw, Lee, and Sumter counties. The College works to attract and retain new businesses and to anticipate the future workforce needs of the business community.

Goal 7: The College will expand the continuing education training and educational programs' scope and effectiveness within the community.

Area of Focus 5: Resources

CCTC will seek ways to increase its revenue flow through internal and external means. The College must also find ways to increase enrollment while keeping tuition reasonable.

Goal 8: The College will practice effective stewardship of its resources and seek new avenues of funding.

Review of Accomplishments of the 2019-2020 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 2019-2020 year on both the divisional and institutional levels. This roster of accomplishments supporting the 2019-2020 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 2019-2020 and each goal was aligned with an area of focus and goal in the College's 2015-2020 Strategic Plan.

CCTC 2019-2020 COLLEGE ANNUAL GOALS

July 1, 2019 through June 30, 2020

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

- 1. Finalize the 2020-2030 Academic & Facilities Master Plan and identify strategies to optimize program and course offerings, resulting in increased enrollment.**
 - Completed the planning process for the College's Academic and Facilities Master Plan in January 2020 in collaboration with external consultants
 - Enrolled 3,361 students in Fall 2019 in over 50 programs of study
 - Conducted 24 advisory committee meetings to ensure linkages between instruction and workforce needs
 - Conducted academic program reviews for 11 programs of study
 - Developed 3 new programs of study for implementation in Fall 2020: Microsoft Office Applications Specialist Certificate, Child Care Assistant Certificate, and Pre-Nursing Preparatory Certificate
 - Developed 3 new courses starting Fall 2020 (MAT 013, RWR 032, and RWR 100) to reduce time to completion for students who place into developmental studies courses

- 2. 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.**
 - Utilized Rural Utilities Services Distance and Learning Telemedicine Grant CONNECT classrooms to provide synchronous video courses among Main, HSC, Lee, Kershaw, and Clarendon County campuses
 - Served the following number of unduplicated students per term in distance education courses: Fall 2019: 2,217; Spring 2019: 2,074; Summer 2019: 1,291
 - Provided instructional environment resulting in student certifications as follows:
 - Machining & CNC Certifications – National Institute for Metalworking Skills Certificates: 18
 - Welding Certifications – NCCER Core Curriculum Certifications: 11
 - HVAC Certifications – HVAC Excellence Employment Ready Certifications: 61

- Computer Certifications – CompTIA A+: 1; CompTIA Network+: 1; Microsoft Office Specialist: 5
- Health Sciences Certifications – 91% of Surgical Technology August 2019 graduates passed the CST examination on first attempt; 100% of Massage Therapy August 2019 graduates passed the MBLEX examination on first attempt; 76% of Pharmacy Technology August 2019 graduates passed the ASHP examination on first attempt; 95% of Medical Assisting August 2019 graduates passed the AAMA examination on first attempt; and 89% of Associate Degree Nursing May and August 2019 graduates passed the NCLEX examination on first attempt; 100% of Nursing Aide students passed the NNAAP examination on first attempt
- Loaned laptops to 137 students through two grant programs; loaned laptops to 108 students and 99 faculty & staff through the User Support Services department in response COVID-19 needs
- Enriched identified STEM programs of study by purchasing almost \$210,000 in educational equipment
- Redesigned the User Support Services call center phone system to match the capabilities of the college's switchboard providing a more professional, queue-based interface to better support students and staff
- Conducted a Financial Aid business process review with Financial aid staff, ILT staff, and a Banner vendor, which resulted in a number of changes to align with national best practices for colleges
- Made over 12,000 contacts with students through the support of the Freshman Advisors including contacts made via email, phone, and during class visits and technology training sessions

3. Continue to 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.

- Implemented Year 5 of the College's QEP, Smart Choices for Success, focused on retention and program completion of first-time freshmen
- Provided support services through TRIO Student Support Services, TRIO Veterans Upward Bound, Special Populations Program, Behavioral Intervention Team, and Disability Services 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
- Increased the Fall-to-Fall retention rate of first-time, full-time students from 56% (FY19) to 61% (FY20)
- Offered 67 sections of COL-105: Freshman Seminar, a course focused on increasing academic skills for success and enhanced advising to support the retention and program completion of first-time students

4. 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.

- Launched first phase of the college's new customer relationship management (CRM) tool
- Implemented a new tool called UChat to assist students in acquiring information from Student Affairs personnel via a chat system on the website
- Hosted numerous events through Student Life to connect students to their peers and support services
- Inducted 83 new members into CCTC's Phi Theta Kappa International Honor Society, Beta Eta Pi Chapter
- Hosted Come See Me Day in March 2020 with 368 participants and a participant satisfaction rate over 90%
- Assisted 582 students with college applications, financial aid applications, scholarship information, and college placement testing through College and Career Coaches
- Offered 25 Career and Learning Services workshops at the FE Dubose and Kershaw County Campuses
- Awarded over \$28M in financial aid from public and private sources to more than 3,300 students
- Launched a new shared library systems platform, Ex Libris; CCTC ranked 16th out of 53 colleges for records matched/contributed to the Network Zone for the new system; the Head Librarian and Library Specialist obtained ALMA certification
- Developed a new Records process for posting pending credit for secondary school articulation students and awarding the credit once the student has been admitted to the college
- Coordinated Mental Health First Aid Training for Behavioral Intervention Team members and conducted presentation for faculty Spring 2020
- Created online Special Populations Program orientation; conducted 6 ADA and 1 diversity workshop
- Achieved a 98% satisfaction rating from veterans enrolled in the TRIO Veterans Upward Bound program
- Selected as Military Friendly School by Victory Media for ninth consecutive year

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

- Continued target population retention programs through the Perkins, TRIO, and PBI programs
- Continued work on the administrative graduation process to award and notify students near program completion
- Awarded 744 degrees, diplomas, and certificates to 609 graduates (July 1, 2019 – June 30, 2020)
- Achieved a 91% college-wide placement rate for graduates placed directly in the workplace

- Achieved a college-wide graduation rate of 15% in FY20 (2016 cohort of first-time, full-time students)
- Increased Central Carolina Scholars retention by 26% from FY19 to FY20
- Recognized as #9 Nursing program in the state of South Carolina by www.RegisteredNursing.org
- Distributed 325 bags of college materials for iMAGINE CCTC! at the Clarendon County Expo
- Hosted first fall College Transfer Fair with 100 students and 25 institutions attending; hosted virtual Titan Transfer Talks via Zoom
- Hosted Business & Public Service Job Fair with 103 students and 23 employers attending
- Hosted Health Sciences Career Fair with 143 students and 41 employers attending
- Exceeded TRIO Student Support Services program goals for persistence by 30% and graduation by 9%
- Launched “Titans on the Move” program facilitating college site visits for college students to explore transfer options (Coastal Carolina University, University of SC, and Francis Marion University)
- Conducted 13 college visits/tours for 136 students to SC State, Coker College, Claflin University, Morris College, Winthrop University, Coastal Carolina University, NASCAR Hall of Fame, Honda, Clemson Men of Color Symposium, Emerging Leaders Student Leadership Conference (SC Tech System), USC Leadership Conference, and NASA NCAS (Langley, VA)
- Articulated transfer pathways for CCTC students to Lander University in three programs of study: Criminal Justice Technology, Human Services, and Paralegal
- Articulated transfer pathways for CCTC students to Southern New Hampshire University for the following programs of study: Accounting, Associate in Arts, Associate in Science, Computer Technology, Environmental Engineering, Human Services, Management, Natural Resource Management, and Nursing

6. Attract and retain qualified faculty and staff to support and deliver quality programs and services.

- Provided flexible schedules for employees to accommodate employee and institutional needs
- Conducted New Faculty Orientation and Adjunct Faculty Orientation each semester
- Conducted Online Certification for faculty scheduled to teach online courses each semester
- Promoted 6 staff members from within the institution to positions of greater responsibility
- Recognized P. Dinkins, Dean of Business and Public Services, for winning “Best Professor” in The Item’s 2020 “Best Of” competition
- Recognized D. Smith – Systems and Programming Manager, for outstanding service at the College in 2019
- Recognized E. Broadway – Director of Safety and Security, W. Cunningham – Human Services Instructor, and F. David – Dual Enrollment Coordinator, for outstanding service at SCTEA in February 2020

- Recognized 9 employees through Employee Top Titan vlog entries
- Offered 41 professional development program offerings to support the teaching and learning environment, including diverse training opportunities and required training
- Received \$43,788 in professional development funds from 2019-2020 Perkins grant to support teaching and learning across the institution
- Provided \$37,043 in College funds for professional development activities for faculty and staff

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

- Partnered with all four counties to offer an ongoing Central Carolina Scholars Program for qualifying high school seniors who graduated in June 2019 to enter CCTC in Fall 2019 with full tuition assistance
- Partnered with Clarendon School District 2 and Lee County School District for Early College programs
- Maintained Central Carolina Scholars and Central Carolina Connect blog to increase communications with high school counselors, students, and parents
- Offered dual enrollment courses to over 800 qualifying high school students from a total of 23 area high schools, independent high schools, and homeschool associations
- Hosted the 3rd CCTC Academic Challenge in November 2019 with 10 participating area high schools
- Conducted recruitment activities and on-campus events such as Central Carolina Scholars Day at area high schools, Scholars Receptions, Scholars Classroom Presentations, Scholars Presentations during FAFSA Nights, and Awards Day Presentations to 1,040 students
- Conducted 116 high school visits including Titan Days, College Application Days, high school Titan Tuesdays, Educational-Opportunity Visits, and classroom visits
- Amplify the awareness of state, county and regional government officials, the public, and community partners of the college's role in the higher education community and its impact on the economic development of the region through a strategic marketing campaign.
- Met with various members of the legislative delegation to discuss projects of importance for the economic development of the College's service area
- Collaborated with local government agencies and school boards to secure funding for Scholars program
- Awarded "Best College" in The Item's 2020 "Best Of" competition
- Recognized at the National Association of Development Organizations 2019 Annual Training Conference via the Santee-Lynches Council of Government Impact Award for the Central Carolina Scholars Program
- Announced the results of an economic impact study, which found that the college has had a \$1.2 billion impact in the past ten years for Clarendon, Kershaw, Lee, and Sumter counties

- Recognized at the South Carolina Technical Education Association (SCTEA) Annual Conference via a 1st place award presented to the CCTC Biology Club and PTK Beta Eta Pi chapter for their community involvement project
- Collaborated with McLeod Health Clarendon to present a free information session about stroke awareness to the public at 4 locations simultaneously using CONNECT synchronous video technology
- Produced masks for McLeod Health using 3D printers through the collaboration of CCTC Engineering Design Technology program manager D. Tuders, other college staff, and students
- Conducted 6th annual joint Active Shooter safety training in collaboration with the South Carolina Law Enforcement Division (SLED) in February 2020
- Participated in the Sumter Development Board's 2nd eSTEAM Sumter STEM festival
- Partnered with the Lee County Council on Aging to host a winter drive to provide winter wear for seniors in Lee County through the Human Services HELP student organization
- Created employer registration awareness postcard and sent to 700+ Sumter Chamber of Commerce members to promote College Central Network, a platform to connect CCTC students and employers
- Hosted Pee Dee Reentry Job Fair & Expo at the Advanced Manufacturing Technology Training Center in September 2019
- Hosted The Item's "Best Of" Sumter Nominee Expo in January 2020 at the College's Advanced Manufacturing Technology Training Center

8. Provide increased internship and apprenticeship opportunities for credit and noncredit programs, and investigate opportunities for expansion of continuing education and workforce training programs that lead to credentials.

- 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
- Continued partnership with BD and SKF (Kaydon) with their youth apprenticeship programs for Mechatronics and Machine Tool Technology Dual Enrollment students
- Hosted a Youth Apprenticeship Signing Day for 5 Sumter School District high school seniors becoming apprentices with BD and SKF
- Hosted a Youth Apprenticeship Information Night for students and parents for the 4-county service area
- Offered apprenticeship occupations: Maintenance Tech, Maintenance Technician, Water Treatment, Water Distribution, Wastewater Treatment, Wastewater Facility Inspector, and Education & Training
- Partnered with top companies and industries to provide apprenticeships including BD, CAT Hydraulics, Pure Power, City of Columbia, SCDHEC, and Continental
- Provided training for 68 companies, a 17% increase from FY19; provided online training for 156 students, a 5% increase from FY19

- Offered certification courses to 170 credit students via a scholarship program, a 35% increase from FY19

9. Provide appropriate physical facilities and resources to support the teaching and learning environment with a focus on evaluating existing facilities.

- Established two new lactation rooms for students, faculty, and staff on Main Campus in Sumter
- Completed preventative maintenance work including cleaning M400, M500, and M600 chillers
- Completed various small renovation projects including replacing the flooring in the President's suite, M135, M125, offices in M200 and the front lobby of M100; replacing HVAC units #8 on the M700 building and SS32 on building M100; and renovating the kitchen in M400
- Established budget and began planning and design for building 400 and building 500 renovations

10. Execute the opportunities that are identified through the planning process to align the college's Academic & Facilities Master Plan, Strategic Plan, and SACSCOC regional accreditation with a focus on the 2021 Fifth-Year Report.

- Facilitated use of results for continuous improvement through institutional planning documents such as the Plan of Action, Annual Effectiveness Report, Administrative Unit Review, Program Outcome Assessment Tables, and Course Success and Retention reports
- Conducted four 2020-2025 Strategic Plan Sessions to gather direct feedback from community stakeholders and representatives in the college's service area
- Participated in the Perkins Comprehensive Local Needs Assessment process along with other agencies in the Santee-Lynches region to determine curriculum alignment with workforce needs
- Acquired initial program accreditation for Human Services through the Council for Standards in Human Services Education
- Renewed accreditation for the Automotive Technology, Heating, Ventilation, Air Conditioning & Refrigeration, and Surgical Technology programs
- Completed program accreditation self-study for the Early Care & Education program

11. Evaluate grant-funded initiatives and explore additional resource opportunities to best position the college and strengthen financial stability.

- Received a \$10,000 gift from the Gene Haas Foundation to provide scholarships for students in a machining-based training program at CCTC
- Received a \$25,000 gift from McLeod Health to support the education of student nurses
- Received a \$2,000 grant from the Walmart Community Grants Team to support the CCTC SNAC pantry
- Awarded emergency financial aid grants provided by the Coronavirus Aid, Relief, and Economic Security (CARES) Act funds to all eligible students in March 2020

- Submitted grant proposals totaling almost \$4,000,000 to the US Department of Education (TRIO SSS; Strengthening Institutions), SC Department of Education (Perkins), SC Department of Health and Environmental Control (Recycling project), and Caterpillar Foundation (Freshman Focus Center/QEP)

12. Align and broaden the mission and goals of the CCTC Foundation with those of the college.

- Launched the first major gift campaign in the college's history with a kick-off event in all four counties
- Maintained the Alumni Partnership with over 1,000 members and expanded business partners & benefits
- Awarded 112 scholarships totaling over \$100,000 through donations from individuals and organizations
- Hosted the 9th annual CCTC Foundation Golf Tournament in October 2019 with award-winning WLTX news anchor J.R. Berry serving as the honorary chairman
- Welcomed a new member to the CCTC Foundation Board, M. Watson of Lee County
- Offered Alumni Career Services Workshop Series for alumni in need of help on their career path

2019-2020 COLLEGE ANNUAL EFFECTIVENESS REPORT BY DIVISION

PRESIDENT’S OFFICE
2019-2020 AER

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

Goal No. 1

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

Expected Outcome for Goal No. 1

- 1.1 The College will implement strategies to provide and identify adequate and appropriate programs of study and student services to facilitate the College’s Mission and serve the citizens of the College’s service area.
- 1.2 Communication will be maintained with the College’s Area Commission to support the accomplishment of the College’s Mission, Strategic Plan, and Annual Goals.
- 1.3 The College will manage data in an effective manner to make sound decisions; manage the regional accreditation process to continuously improve the institution; and implement sound planning processes.

Supports College Strategic Goal: All 2015-2020 Strategic Plan Goals
 Supports College Annual Goal: All 2019-2020 Annual Goals
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Represent the College as President while maintaining ongoing communication with the Area Commission	Participated in College events including: Active Shooter training, Awards Convocation, CCTC Academic Challenge, CCTC Community Cleanup Day, CCTC Foundation Board meetings, CCTC Foundation Gallery of Art & Expression, CCTC Foundation Golf Tournament, CCTC Leadership Academy, CCTC Tree of Honor Ceremony, Central Christmas Trees, CentralFest, CentralMania, Christmas Luncheon, Commencement, COL 105 faculty meeting, “Come See Me Day”, Duke Energy Storm School help at AMTTC, faculty and staff meetings, Fall 2019 Nursing class, FE Dubose Career Center Graduation, Human	Continue to represent the College as the President in all venues that support the Mission of the College

	<p>Services accreditation site visit, Management 101 class, Manufacturing Expos, Master Planning Visioning Session, Mechatronics Advisory Council, New Employee Orientation, New Student Orientation, Nursing 220 class, Nursing and all Health Sciences Pinnings, Phi Theta Kappa Induction Ceremony, President's Cabinet, Scholars Signing Day, and Youth Apprenticeship Employer Event.</p> <p>Participated in community events or met with community entities and businesses including: Amazon Community Relations, BD, Coca-Cola Bottling, Duke Energy Progress Regional Advisory Board Meeting, Farmer's Telephone Company, ICISI Group and Raytheon, Kershaw County Vocational Education Foundation, Friends of Pearl Fryar, Lineman Summit (numerous electric cooperatives and utilities companies present), Manning Rotary Club, McLeod Health, NAACP 36th Annual Freedom Fund Celebration, Prisma Health Tuomey Hospital, Sandhills Medical Foundation, Second Look Charities, SkillsUSA, <i>Sumter Item</i>, Sumter Touchdown Club Annual Banquet, Swan Lake Grand Reopening Ceremony, Sumter Utilities and Turner's Garage.</p> <p>Participated in government, K-12, and higher education events, including serving on multiple committees, to support the College throughout the year (further detailed in the body of this AER).</p> <p>Presented at the SC Association of Technical College Commissioners Board. Presented a plaque to Chairman Summers to recognize his hard work and dedication</p>	
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	<p>through 15 years of chairing the CCTC Area Commission.</p> <p>Documentation: Area Commission Reports</p>	
<p>Support compliance with regional accreditation standards; initiate process for SACSCOC Fifth-Year Report</p>	<p>Attended Southern Association of Colleges Commission on Colleges (SACSOC) annual conference in December 2019 with Vice President for Academic Affairs and the Director of Institutional Effectiveness & Research. Over 30 CCTC Directives were revised in 2019 to maintain compliance and up-to-date policy and procedure.</p> <p>Documentation: 2019 SACSCOC Conference Registration; 2019 Directives Review Chart</p>	<p>Ongoing evaluation of CCTC policies and procedures for continued compliance</p> <p>Collaborate with all divisions of the College to develop Fifth-Year Report</p>
<p>Implement and analyze final year of CCTC QEP</p>	<p>Monitored the development of the QEP through reports from the Steering Committee; COL105 success rates ranged from 95-98% and retention rates ranged from 81-92% in Year 5.</p> <p>Documentation: QEP Steering Committee Updates; 2019-2020 Course Success Reports</p>	<p>Collaborate with all divisions of the College to develop Fifth-Year Report including the QEP Report</p>
<p>Collaborate with the Vice President for Academic Affairs to develop personnel transition plan for last year of the QEP</p>	<p>Approved plan for QEP/Freshman Focus Personnel to transition into Advisement and Support Center (ASC). ASC staff will advise students in Associate in Arts, Associate in Science, and the new Pre-Nursing Preparatory Certificate. Personnel in the department will continue to have retention as a primary focus and will help with launching the Retention component of the CRM.</p> <p>Documentation: Organizational Chart</p>	<p>Integrate Advisement & Support Center in the Learning Resources, Institutional Effectiveness and Planning Division</p>
<p>Monitor the progress of College's annual goals and progress toward the accomplishment of the 2015-2020 Strategic Plan</p>	<p>The College's Mission, Vision, Values, and Role & Scope statements were revised by the ELT and approved by the CCTC Area Commission at the September 19, 2019 meeting. The revised</p>	<p>The results from the progress of the 2019-2020 CCTC Annual Goals were used in the development of the 2020-2021 CCTC Annual Goals by the ELT</p>

	<p>Mission and its accompanying statements were approved by the SC Commission on Higher Education on July 30, 2020. Conducted a review of the Annual Goals and the 2015-2020 Strategic Plan in May 2020. Specific progress and data were provided for each annual goal and for each major area of the 2015-2020 Strategic Plan.</p> <p>Documentation: Area Commission Meeting Minutes; CHE Approval Email; 2019-2020 CCTC Strategic Plan Progress Report; 2019-2020 CCTC Annual Goals</p>	
Finalize College’s 2020-2025 Strategic Plan	<p>Conducted four 2020-2025 Strategic Plan Sessions to gather direct feedback from community stakeholders and representatives in the College’s service area. Feedback from these sessions, along with feedback from employees and students gathered during the Academic and Facilities Master Planning process was used to develop the 2020-2025 Strategic Plan. The plan was distributed to CCTC full-time employees for feedback in May 2020, and finalized by the ELT in June 2020.</p> <p>Documentation: 2020-2025 Strategic Plan & Sessions</p>	Obtain approval of CCTC Area Commission for 2020-2025 Strategic Plan; publish and distribute to external stakeholders
Implement 2020-2030 Academic and Facilities Master Plan	<p>Conducted Master Planning Vision Meeting Sessions. The final Academic and Facilities Master Plan was submitted by architects to ELT on January 18, 2020. Project guiding principles included (1) creating a meaning sense of place and collegiate pride, (2) ensuring that CCTC remained relevant by adapting programs to better support the regions current and future education and workforce needs, (3) enriching the academic experience by providing an innovative, student-centered learning</p>	<p>Complete building 400/500 renovations resulting from Academic & Facilities Master Plan</p> <p>Begin phase I of the green space project resulting from the Academic & Facilities Master Plan</p>

	<p>environment, (4) better aligning people and space to support collaboration and increase efficiency, and (5) reinforcing community connections by improving accessibility, brand identity, and the visitor experience. Implementation of several of the recommended projects have been funded.</p> <p>Documentation: 2020-2030 Academic & Facilities Master Plan; FY 20 Capital Projects Budget</p>	
Submit Bachelors of Advanced Manufacturing Proposals	<p>Hosted meetings with officials from Sumter County to discuss support for Bachelor’s degree in Advanced Manufacturing. The required pre-submission proposal form was completed through collaboration with the Learning Resources and Planning Division in January 2020. It was determined that there is sufficient interest from local employers for this advanced degree. Startup costs are significant so extensive planning and fiscal support needs to be available before moving forward on the submission process.</p> <p>Documentation: Area Commission Reports; Pre-Submission Proposal</p>	Revisit pursuing Bachelors of Advanced Manufacturing when funding allows

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
Resources—Goal 8

Supports College Annual Goal: 7, 8, and 12
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
<p>Maintain strong collaborative relationships with local, state, and federal governing bodies and legislative delegations, to plan and implement initiatives to accomplish the College's Mission</p>	<p>The College's leadership met with the following government entities to facilitate partnerships to help the College accomplish its Mission: Apprenticeship Carolina, City of Camden, City of Sumter, Clarendon County, Clarendon County Council, Council of Higher Education University Council, Health Services District of Kershaw County, House Ways & Means Committee, Kershaw, Kershaw County, Kershaw County Council, Kershaw County Leadership Forum, Lee County, National League of Cities Small Cities Council, Presidents' Retreat in Aiken, Representative R. Norman, Representative W. Wheeler, SACSCOC Annual Conference, SC Association of Technical College Commissioners Board, SC Commission on Higher Education, SC Department of Education, SCDHEC, SC Legislative Oversight Committee, SC Presidents' Council, SC State Agency Head Human Resources Conference, SC State Board for Technical and Comprehensive Education, SC Technical College System President's Council (Chair), SC Technical College System Joint President/CBO Funding Formula Meeting, SC Technical Education Association Annual Conference, Sumter County, and various members of the legislative delegation.</p> <p>The College's leadership made presentations and/or collaborated with the following entities to address workforce development</p>	<p>College leadership will continue to meet with county, state, and federal legislative delegations to maintain partnerships with local governing bodies and communicate the needs and opportunities of the College to all stakeholders; the College President will focus efforts on the development of funding sources for the College through multiple avenues and organizations</p>

	<p>and opportunities available through the College: Clarendon County Manufacturing Expo, Clarendon Economic Development Forum, Kershaw County Chamber of Commerce, ReadySC Economic Development, SC Workforce Development Board Priority Populations Committee, Sumter County Chamber of Commerce, Sumter County State of the Chamber, Sumter Economic Development Board, Sumter Legislative Breakfast, and SC State Workforce Development Board.</p> <p>Documentation: Area Commission Reports</p>	
<p>Maintain strong collaborative relationships with K-12 system to increase the number of high school seniors transitioning into the College, including via collaborative funding</p>	<p>Coordinated with all school districts and private schools in the region. Met with all area superintendents. Renewed the Central Carolina Scholars program to offer free tuition to eligible students graduating in Lee, Clarendon, Sumter, and Kershaw counties for the next five years with all counties on board; a press conference was held in December 2019. Held Scholars Receptions. Hosted and provided welcoming remarks to faculty of Sumter High School. Participated in ceremony for Friends of Pearl Fryar scholarship award for students from Lee Central High School and Robert E. Lee Academy. Attended the grand opening of Woolard Technology Center. Hosted the 3rd CCTC Academic Challenge in November 2019 with 10 participating area high schools.</p> <p>Explored partnerships with other institutions of higher education including: Morris College, Northeastern Technical College, University of the South (Sewanee,</p>	<p>Continue to identify venues for collaboration with secondary partners; market the College's programs and services to secondary students; communicate with secondary school administrative personnel and counselors to seek partnership opportunities</p>

	<p>TN), Florence-Darlington Technical College.</p> <p>Documentation: Area Commission Reports</p>	
<p>Maintain and expand dual enrollment programs to meet K-12 system needs</p>	<p>Partnered with area career centers and high school leadership to expand opportunities for dual enrollment programs. Implemented SC Wins funds for dual enrolled students in technical programs. Hired a Dual Enrollment and Youth Apprenticeship Coordinator to develop pathways for technical academic programs. Offered dual enrollment courses to over 800 qualifying high school students from a total of 23 area high schools, independent high schools, and homeschool associations.</p> <p>Documentation: 2019-2020 CCTC Accountability Report; Area Commission Reports</p>	<p>Continue to seek ways to expand opportunities for access to higher education for area high school students</p>
<p>Facilitate marketing initiatives that maintain awareness and engagement of potential students and the community relative to the role of the College</p>	<p>Developed and distributed the first President’s Report. Provided filmed interviews to a contractor developing economic development films for the Central SC Alliance for both Kershaw County and Clarendon County. Filmed video for CCTC Foundation Major Gifts Campaign. Interviewed for WLTX News19 spotlight to promote CCTC. Participated in the Good Morning Sumter radio program. Hosted coordinating and exposure meeting with Camden Media. Partnered with BD to film 50th Anniversary video with focus on its strong relationship with CCTC. Hosted meeting with leadership at the <i>Sumter Item</i>. Addressed public concerns and highlighted CCTC’s response to COVID-19 through a <i>Sumter Item</i> ZOOM interview. Participated in CCTC Giving Day in with</p>	<p>Continue to use marketing initiatives that maintain awareness and communicate the role of the College as a first-choice option for postsecondary education and a facilitator of workforce development to potential students and the community</p>

	<p>Midlands Gives Day. Coordinated with communications team to implement a new weekly email update and marketing strategies for summer and fall enrollment.</p> <p>Documentation: Area Commission Reports</p>	
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Goal No. 3

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

Expected Outcome for Goal No. 3

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

Supports College Strategic Goal: Educating Students—Goals 1, 2, and 3
Partnerships—Goals 5 and 6
Workforce Development Continuing Education—Goal 7

Supports College Annual Goal: 1, 2, 4, 5, 7, 8, and 9

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
<p>Increase the number of work-ready employees by providing highly qualified graduates</p>	<p>Implemented several College initiatives that support workplace ready graduates including focusing on apprenticeships, reviewing program retention and completion trends, and collaborating with area career centers. Awarded 744 degrees, diplomas, and certificates to 609 graduates. Achieved a 91% college-wide placement rate for graduates placed directly in the workplace. Participated in the Perkins Comprehensive Local Needs Assessment process along with other agencies in the Santee-Lynches region to determine curriculum alignment with workforce needs. Offered 25 Career and Learning Services</p>	<p>Continue to evaluate program retention and program completion data to identify strategies to improve the College’s retention and graduation rates</p>

	workshops at the FE Dubose and Kershaw County Campuses. Documentation: 2019-2020 CCTC Accountability Report	
Communicate business and industry needs for programs and training to academic and workforce development personnel; provide noncredit training for the area's workforce	Provided training for 68 companies, a 17% increase from FY19. Workforce Development (WFD) and SC Environmental Training Center (SCETC) staff met and delivered training for companies and municipalities including: Clarendon County, City of Columbia, Water, Distribution & Collections, FE DuBose, BCWS, Invista, Trident Technical College, SCDHEC, Crown Healthcare, Suominen, Continental, BD, TRIO, CAT, Norman Williams, Eaton, WTC, Sumter Vocational Rehab, Eckerd, Cardinal Health, FE Dubose, Sumter Career Center, and Porters. Presented update to the Chief Continuing Education and Workforce Coordinators for SC. Participated in the SC Workforce Development Board Priority Populations Committee as regional representative. Documentation: 2019-2020 WFD/SCETC AER	Continue to communicate training needs from company representatives to the Academic Affairs and Workforce Development Divisions for training and program development
Expand noncredit training and continuing education courses with a focus on courses that lead to a credential or are online	Provided online training for 156 students, a 5% increase from FY19. WFD ran 43 scholarship courses that included a credential and trained 286 students (unduplicated), a 62% and 65% decrease respectively from FY 19. 170 academic students took courses through the scholarship program, a 35% increase from FY 18-19. Documentation: 2019-2020 WFD/SCETC AER	Explore more opportunities to offer continuing education and workforce training courses that lead to a credential and/or are online
Continue to develop apprenticeship opportunities	Academic youth apprenticeships strengthened by hiring a new Youth Apprenticeship Coordinator	Workforce Development staff will continue to work with employers to establish apprenticeship programs with

	<p>to develop pathways for technical academic programs. Hosted a Youth Apprenticeship Signing Day and a Youth Apprenticeship Information Night for students and parents for the 4-county service area. Attended Youth Apprenticeship Study Tour hosted at Trident Technical College. Partnered with top companies and industries to provide apprenticeships including CAT Hydraulics, Pure Power, City of Columbia, SCDHEC, and Continental. Continued partnership with BD and SKF (Kaydon) to provide youth apprenticeship programs for Mechatronics and Machine Tool Technology Dual Enrollment students. Workforce Development ran 26 apprenticeship courses and trained 366 apprentices. Offered apprenticeship occupations in: Maintenance Tech, Maintenance Technician, Water Treatment, Water Distribution, Wastewater Treatment, Wastewater Facility Inspector, and Education & Training.</p> <p>Documentation: 2019-2020 WFD/SCETC AER; 2019-2020 CCTC Accountability Report</p>	<p>support from the President's Office</p>
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Goal No. 4

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

Expected Outcome for Goal No. 4

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

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
<p>Support initiatives that address enrollment at College locations, with continued emphasis on the Lee County site</p>	<p>Enrolled 3,361 students in Fall 2019 in over 50 programs of study. Participated in ceremony for Friends of Pearl Fryar scholarship award for students from Lee Central High School and Robert E. Lee Academy. Met with Headmaster at Robert E. Lee Academy to discuss partnership and student opportunities. Met with plant manager of Coca-Cola Bottling in Bishopville, SC to discuss partnership and workforce development needs. Presided over and facilitated Lee County Strategic Planning Stakeholder Session and Major Gifts Campaign Kickoff.</p> <p>Documentation: Area Commission Reports</p>	<p>Continue to monitor enrollment; identify best practices to support Lee County site</p> <p>Promote SCWins (formerly SC Promise) Scholarship available for Lee County students</p> <p>Utilize Recruitment and Retention components of the CRM to address enrollment</p>
<p>Collaborate with the ELT to develop and offer appropriate programs of study</p>	<p>Conducted weekly ELT meetings with information exchanged among and between the institutional officers; new program of study ideas discussed; training opportunities with business and industry reviewed; student services programs, initiatives, and activities for relevancy reviewed; facility needs, utilization, and gaps discussed; and strategies developed to address issues appropriate to the accomplishment of the College's Mission. Developed 3 new courses starting Fall 2020 (MAT 013, RWR 032, and RWR 100) to reduce time to completion for students who place into developmental studies courses. Collaborated with the ELT to implement safety practices allowing small groups of students in technical programs that required face-to-face instruction to complete coursework including Nursing, Mechatronics, and Welding. Met with SC State Hospital Association and SC State Board of Nursing to</p>	<p>Offer four new programs of study for Fall 2020: (1) Microsoft Office Applications Specialist Certificate, (2) Child Care Assistant Certificate, and (3) Pre-Nursing Preparatory Certificate</p> <p>Monitor the student satisfaction of programs and services at all locations including online students</p>

	<p>coordinate clinical sites. Articulated transfer pathways for CCTC students to Lander University in three programs of study: Criminal Justice Technology, Human Services, and Paralegal. Articulated transfer pathways for CCTC students to Southern New Hampshire University in numerous programs. Acquired initial program accreditation for Human Services through the Council for Standards in Human Services Education. Renewed accreditation for the Automotive Technology, Heating, Ventilation, Air Conditioning & Refrigeration, and Surgical Technology programs.</p> <p>Documentation: 2019-2020 CCTC Accountability Report; Area Commission Reports</p>	
<p>Collaborate with the Academic Affairs and Student Affairs Divisions to ensure systematic and focused scheduling of courses at outreach locations to meet the needs of students</p>	<p>Supported Academic Affairs and Student Affairs initiatives to review, evaluate, and improve outreach scheduling. Due to COVID-19 mandated physical campus closure, face-to-face courses were converted to ZOOM or asynchronous online courses. Loaned laptops to 137 students through two grant programs; loaned laptops to 108 students and 99 faculty & staff through the User Support Services department in response COVID-19 needs.</p> <p>Documentation: 2019-2020 CCTC Accountability Report; Area Commission Reports</p>	<p>Continue to monitor course enrollment at all outreach locations and identify strategies to sustain all locations</p> <p>Implement new formats of distance learning such as ZOOM courses to meet the needs of students at all locations</p>
<p>Collaborate with the ELT to ensure quality programs and services for students at all College locations, including online students</p>	<p>Visited all campuses of the College in each county; collaborated with the VP for Student Affairs to ensure that programs and services are appropriate for all campus locations. Served the following number of unduplicated students per term in distance education courses: Fall 2019: 2,217; Spring 2020: 2,074; Summer 2020: 1,291.</p>	<p>Monitor the student satisfaction of programs and services at all locations including online students</p> <p>Utilize Recruitment and Retention components of the CRM to enhance programs and services</p>

	<p>Launched first phase of the college's new customer relationship management (CRM) tool. Implemented a new tool called UChat to assist students in acquiring information from Student Affairs personnel via a chat system on the website. Selected as Military Friendly School for ninth consecutive year. Implemented QLess system across campus locations and departments to address safe and efficient face-to-face student appointments and service in response to COVID-19. Numerous paper/manual processes converted to electronic processes to serve students during COVID-19 mandated physical campus closure. Numerous events converted to digital format to ensure safety of staff and students regarding COVID-19.</p> <p>Documentation: 2019-2020 Student Affairs AER; 2019-2020 CCTC Accountability Report</p>	
<p>Launch Customer Relationship Management (CRM) tool</p>	<p>Implemented CRM Recruitment Suite April 6, 2020. Following implementation, 7,433 emails sent with a 56.4% view rate; 325 applications received for Summer 2020, with 47.4% admitted; 719 applications received for Fall 2020, with 32.4% admitted. The following tools were used: CRM Titan Start Portal, Email Campaigns, Events, SchoolsApp, and SMS. Promoted Fall 2020 NSO Zoom sessions through Schools App component of the CRM. Conducted building and training for Retention component of the CRM.</p> <p>Documentation: 2019-2020 Student Affairs AER</p>	<p>Continue implementation of Customer Relationship Management (CRM) to improve communications</p> <p>Launch and utilize the retention component of the CRM to continue to connect students to appropriate services</p>

Goal No. 5

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

Expected Outcome for Goal No. 5

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

Supports College Strategic Goal: Faculty & Staff—Goal 4
Partnerships—Goals 5 and 6
Resources—Goal 8

Supports College Annual Goal: 6, 8 10, 11, 12 and 13

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Collaborate with ELT to develop annual budget addressing institutional priorities to strengthen financial position	<p>Participated in the SCTCS Joint President/CBO Formula Meeting with VP for Business Affairs. Engaged with internal and external participants and stakeholders to initiate an Economic Impact Analysis. Results demonstrated that CCTC had a total economic impact in the four county service area of \$1 billion in the past ten years. Acquired a millage rate in Kershaw County of 2.4 mils. Received approval from Area Commission to increase tuition by 3% based on preliminary budget information from state and a review of the possible expenditures in FY21. Met with the Commission on Higher Education Committee on Finance and Facilities. Collaborated with the ELT to develop a plan of action to address the financial impact of COVID-19 on the College to ensure ability to carry out the College’s Mission.</p> <p>Documentation: Area Commission Reports</p>	<p>Monitor budget to determine alignment with projected revenue and expenses; increase tuition by 3% for 2020-2021</p> <p>Pursue increased millage in Sumter and Clarendon Counties; achieve resource benchmarks within 2020-2025 Strategic Plan</p>
Support budgeting strategies to increase faculty and staff salaries	Interviewed all final candidates for permanent positions with the College to determine their	Continue to evaluate faculty and staff salaries for competitiveness

	<p>compatibility and to express expectations as representatives of the College. Pursued increased millage; CCTC ranks 13th out of 16 in county funding proportions which directly translates to lower resources in regards to faculty and staff salaries Participated in the SCTCS Joint President/CBO Formula Meeting. Implemented a Return to Work Plan in compliance with the governor’s mandates that allowed some employees to return and others to telecommute. Also implemented safety protocols for staff such as installing plexiglass dividers.</p> <p>Documentation: Area Commission Reports</p>	<p>Pursue increased millage in Sumter and Clarendon Counties; achieve resource benchmarks within 2020-2025 Strategic Plan</p>
<p>Recognize exceptional employees</p>	<p>Recognized D. Simmons – Pharmacy Technician Program Manager, as recipient of the E.C. “Red” Kneece Teaching Excellence Award in May 2019. Recognized D. Smith – Systems and Programming Manager, for outstanding service at the College in 2019. Recognized E. Broadway – Director of Safety and Security, W. Cunningham – Human Services Instructor, and F. David – Dual Enrollment Coordinator, for outstanding service at SCTEA in February 2020. Recognized P. Dinkins, Dean of Business and Public Services, for winning “Best Professor” in The Item’s 2020 “Best Of” competition. Recognized 9 employees through Employee Top Titan vlog entries.</p> <p>Documentation: CCTC Website; 2019-2020 CCTC Accountability Report</p>	<p>Continue to recognize exceptional employees Continue to offer CCTC Leadership Academy</p>
<p>Maintain optimum organizational structure to ensure effectiveness</p>	<p>Created the Institutional Advancement and External Relations Department by combining Public Relations and Development & Alumni. Approved transition for QEP/ Freshman</p>	<p>Continue to evaluate organizational structure for efficiency and realization of College and Division Missions</p>

	<p>Focus Center personnel to Advisement & Support Center personnel. Approved name changes for five academic divisions: College of Arts and Sciences (formerly General Education), College of Nursing and Health Sciences (formerly Health Sciences), College of Advanced Manufacturing and Engineering Technology (formerly Industrial and Engineering Technology), College of Business, Computer Science, and Public Services (formerly Business and Public Service), and Learning Resources, Planning and Institutional Effectiveness (formerly Learning Resources and Planning).</p> <p>Documentation: CCTC Organizational Chart; Area Commission Reports</p>	
<p>Identify and support areas of collaboration with other partners for grant opportunities</p>	<p>Received a \$2,000 grant from the Walmart Community Grants Team to support the CCTC SNAC pantry. Awarded emergency financial aid grants provided by the Coronavirus Aid, Relief, and Economic Security (CARES) Act funds to all eligible students in March 2020. Submitted grant proposals totaling almost \$4,000,000 to the US Department of Education (TRIO SSS; Strengthening Institutions), SC Department of Education (Perkins), SC Department of Health and Environmental Control (Recycling project), and Caterpillar Foundation (Freshman Focus Center/QEP).</p> <p>Documentation: 2019-2020 CCTC Accountability Report</p>	<p>Continue to identify collaborative opportunities to seek funding to support the Mission of the College</p>
<p>Provide support for increasing and expanding initiatives for the College's Foundation in order to offer more services to students</p>	<p>The CCTC Foundation awarded 112 scholarships totaling over \$100,000 through donations from individuals and organizations. The Alumni Partnership was</p>	<p>Support the initiatives of the Foundation through attendance at Foundation Board meetings, participation in Foundation</p>

	<p>maintained with over 1,000 members and expanded business partners & benefits.</p> <p>Received a \$10,000 gift from the Gene Haas Foundation to provide scholarships for students in a machining-based training program at CCTC.</p> <p>Received a \$25,000 gift from McLeod Health to support the education of student nurses.</p> <p>Hosted the 9th annual CCTC Foundation Golf Tournament in October 2019 with award-winning WLTX news anchor J.R. Berry serving as the honorary chair.</p> <p>Welcomed a new member to the CCTC Foundation Board, M. Watson of Lee County. Offered Alumni Career Services Workshop Series for alumni in need of help on their career path.</p> <p>Documentation: 2019-2020 CCTC Accountability Report</p>	<p>events, and promotion of the role of the Foundation</p>
<p>Support CCTC Foundation Employee and Major Gifts fundraising campaigns</p>	<p>Launched the first major gift campaign in the College's history in January 2020 with a kick-off event in all four counties.</p> <p>Launched the College's first ever Employee Giving Campaign which raised \$21,526.</p> <p>Documentation: Area Commission Reports</p>	<p>Continue to identify collaborative opportunities to seek funding to support the Mission of the College</p>
<p>Attend personal prospect visits per year with Director of External Relations and Communications</p>	<p>Attended three personal prospect visits with the Director of Institutional Advancement & External Relations. A fourth visit was canceled due to COVID-19.</p> <p>Documentation: Outlook Calendar</p>	
<p>Select plan for use of Pinewood site</p>	<p>Participated in the Final Consultant Presentation for the Pinewood/Rimini Development Proposal.</p> <p>Documentation: Area Commission Reports</p>	<p>This initiative was discontinued as a result of lack of funding as well as a lack of sufficient enrollment in the programs that would potentially use this site.</p>

ACADEMIC AFFAIRS
2019-2020 AER

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

Goal No. 1

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

Expected Outcome for Goal No. 1

- 1.1 Faculty and staff will have access to professional development.
- 1.2 Course resources will be current and accessible in all delivery formats.
- 1.3 Classroom instruction will be exemplary.
- 1.4 Library resources will be adequate to support academic programs.

Supports College Strategic Goal: 1, 2, 4
 Supports College Annual Goal: 1, 2, 5, 6, 10
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Provide opportunities for faculty development related to teaching and accreditation	<p>Funding for professional development in the Academic Affairs department totaled over \$37,000, which provided opportunities for faculty development, teaching, or accreditation from multiple sources including Perkins, the CCTC Foundation, and the College. Faculty have had opportunities for training and/or development at the NOHS conferences, the SCTEA conference, and numerous webinars.</p> <p>10 Academic Affairs employees participated in the College’s Leadership Academy</p> <p>NUR faculty have attended workshops to be educated on the requirements for ACEN Accreditation and for writing Standards to prepare for the ACEN Accreditation visit.</p>	Continue to encourage, provide, and fund opportunities for professional development in Academic Affairs.

	<p>CRJ faculty attended conference regarding forensic science to improve use of forensic lab instruction.</p> <p>ECD faculty attended NAEYC Annual Conference in Nov. 2019 to progress in NAEYC Self-Study Report for Accreditation.</p> <p>Arts and Sciences faculty attended the SC Council of Teachers of Mathematics (SCCTM) conference, the National Association of Biology Teachers (NABT) Conference, and the Southeastern College Learning Center Association (SECLCA) Conference.</p> <p>CPT faculty attended Pearson Publishing; Department Chair attended and presented at virtual conferences: RSA Conference; Black Hat & DEF CON 26; Security Professionals Conference; Cyber C Conference; and ISC2 Secure Summit.</p> <p>HUS faculty conferences American Society on Aging (ASA) and SOHS Conference were cancelled due to COVID19.</p> <p>The HVAC Excellence Instructor Certification Training was cancelled due to COVID19.</p> <p>Documentation: 2019-2020 Departmental AERs</p>	
<p>Provide opportunities for faculty to share best practices and new techniques</p>	<p>Informally shared in monthly department chair meetings. Full-time faculty members are allotted \$75.00 per year to join professional organizations.</p> <p>W. Cunningham presented on issues related to mental health and wellness to SC State Tech employees and SCTEA. Mental Health First Aid was conducted at United Ministries of Sumter. L.</p>	<p>Continue to provide opportunities for faculty to share best practices and new techniques. Incorporation of sharing best practices in faculty meetings is an effective method that will continue to be utilized.</p> <p>Continue to encourage faculty to join professional organizations and serve on community advisory boards.</p>

	<p>Nelligan coordinated a Field Supervisor Training and invited all agency supervisors to participate.</p> <p>The Massage Therapy program was able to share new technology and best practices using Whiteboard writing applications using Xp- Pen Graphic Pens and Writing Tablets and Portable Docucams.</p> <p>Documentation: 2019-2020 Academic Departmental AERs</p>	
<p>Recognize and reward teaching excellence</p>	<p>Recognized L. Gage – Humanities and Social Sciences Department Chair, as recipient of the E.C. “Red” Kneece Teaching Excellence Award in 2020. Recognized W. Cunningham – Human Services Instructor, for outstanding service at SCTEA in February 2020. Recognized P. Dinkins, Dean of Business and Public Services, for winning “Best Professor” in <i>The Item’s</i> 2020 “Best Of” competition.</p> <p>Documentation: 2019-2020 CCTC Accountability Report</p>	<p>The College will continue to recognize Top Titans as well as explore additional ways to reward teaching excellence.</p>
<p>Maintain web accessibility procedures that provide access to online resources for students with disabilities</p>	<p>Web accessibility was included on the Online Course Quality Standards and on the Course Checklist. Instructors were provided quick guides on how to check courses and documents. The Distance Education Department completed spot checks of online courses throughout the year and responded to any compliance issues reported by students or the ADA Coordinator.</p> <p>Student Resources and Faculty Resources areas available and updated on D2L homepage as well as linked through D2L Help navigation menu item.</p> <p>Documentation: 2019-2020 Distance Education AER</p>	<p>Investigate and implement updated standards for online courses, including standards related to accessibility.</p> <p>Continue to collaborate with the College’s ADA Coordinator to ensure all students have equitable access to online resources.</p>

<p>Investigate course scheduling software</p>	<p>VP for Academic Affairs and Dean of General Technology investigated multiple course scheduling software options. Met with representatives from CourseDog for a demonstration in January 2020. Determined that cost was not feasible at the time.</p> <p>Documentation: CourseDog Presentation Materials</p>	<p>Continue to investigate course scheduling software; collaborate with VP for Business Affairs to secure funding.</p>
<p>Work with ILT to review all classrooms and implement improvements as funds allow</p>	<p>Classroom technology was refreshed and retrofitted this period to accommodate virtual courses per the College’s COVID-19 response plan. ILT has nearly completed the inventory of all AV classroom equipment by age in an effort to prioritize AV upgrades (projectors, screens, audio) for these classrooms.</p> <p>In accordance with the College’s Technology Fee replacement schedule for classrooms and academic labs, 156 new workstations and monitors were installed in academic labs. Additionally, systems were recycled from newer to older lab environments and all teaching labs were refreshed with new desktop images.</p> <p>Documentation: ILT Staff Meeting Minutes & Project List</p>	<p>In light of course delivery method changes due to COVID-19 requirements, it will be necessary to revisit the collected data, update accordingly, and re-think what technology deployment should be standard for CCTC AV classrooms in the future.</p> <p>ILT will consult with a faculty panel to determine additional AV needs for classrooms.</p> <p>ILT will implement an AV equipment replacement schedule for AV classrooms that are not designated as computer labs.</p>
<p>Use classroom observations and student evaluation data to improve instruction</p>	<p>Department Chairs used results of student evaluations for each term to identify courses and/or instructors that needed further review and possible attention to pedagogy, including adjuncts. Each Department Chair conducted classroom evaluations for all faculty.</p> <p>Recommended improvement included:</p> <ul style="list-style-type: none"> • more class interaction • quicker email response • increase student engagement 	<p>Continue as part of instructor evaluation process to foster improvement of individual instructors.</p> <p>Increase instructor engagement in courses, especially in distance learning courses.</p>

	<p><i>COVID-19 pandemic impacted the number of classroom observations</i></p> <p>Documentation: 2019-2020 Academic Departmental AERs</p>	
Support academic programs by using faculty input to develop the Library collection	<p>The Head Librarian utilized the college email system, faculty meetings, deans meetings, and faculty orientations to promote library services to faculty. The library purchased 307 physical items to add to the collection, most of which were requested by faculty during the fall semester. The library provided access to Information Literacy tutorials for COL 105 instructors through CREDO.</p> <p>Documentation: L Drive Collection Folder</p>	The closure of the college due to COVID-19 interrupted collection development. Library staff will continue to promote library instruction to faculty including faculty teaching dual enrollment courses in order to support classroom instruction.

Goal No. 2

2. STUDENT SUCCESS – Academic departments will support activities that foster student success, retention, and graduation.

Expected Outcome 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.
- 2.6 The Library will promote and provide training on the use of library resources.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Use trend of course success data to identify courses to target for improvement	<p><u>Economics</u> Revised ECO210 and ECO211 to be better designed in D2L and make all materials available in D21 to avoid confusion or delayed access to Publisher materials</p> <p><u>Biology</u></p>	<p>MAT 101: Math Department will discuss strategies to implement during the 2020-21 academic year at the next department meeting.</p> <p>MAT 031: MAT 031 is no longer offered. Math</p>

	<p>BIO 210 success rates have shown significant fall-to-fall and spring-to-spring improvement:</p> <ul style="list-style-type: none"> • 45% 201810 to 86.5% 201910 • 47% 201820 to 74.8% 201920 <p><u>Paralegal</u> POAT and course success reports indicate need for improved instruction in document preparation portion of LEG 201 class and final project in LEG 230. While improvement in both courses was noted, continued use of document guides is needed.</p> <p><i>OVID-19 pandemic may have had significant impact on data during 201920 and 201930 terms.</i></p> <p>Documentation: 201810-201930 Course Success & Retention Reports</p>	<p>Department will utilize course success data to determine effectiveness of MAT 013.</p> <p>Implement improvements in LEG 201 and 230.</p>
<p>Implement plans for improvement in targeted courses: ANT 101, AOT 104, CRJ 101, MAT 101, MAT 111, PHI 101</p>	<p>Success rates were raised for the ANT, PHI, and MAT courses.</p> <ul style="list-style-type: none"> • 201810: PHI 101 40.0% • 201910: PHI 101 65.6% • 201810: ANT 101 71% • 201910: ANT 101 84.6% • 201820: MAT 110 47.33% • 201920: MAT 110 90.91% • 201810: MAT 111 45.45% • 201910: MAT 111 80.00% <p>Retention rates were raised in AOT 104.</p> <ul style="list-style-type: none"> • 201820: 59% • 201830: 59% • 201910: 83% • 201930: 81% <p>CRJ 101 has been altered to increase student interaction with faculty and fellow students. Course has incorporated guest speakers and field trips related to law enforcement to</p>	<p>Due to COVID-19's impact on enrollment, success, and retention rates across all parts of Academic Affairs, no individual course will be singled out for improvement. Instead, all instructors will be encouraged to increase instructor-initiated engagement and student support.</p>

	<p>increase student interest and enthusiasm in program.</p> <p>Documentation: 2019-20 Course Success and Retention Reports; Criminal Justice AER</p>	
<p>Identify online courses to target for action to improve retention and student success</p>	<p>A comparison of 31 courses with both online and face-to-face sections revealed:</p> <ul style="list-style-type: none"> • 26 online courses with lower retention rates than the face-to-face counterpart. Three online courses had a retention rate below the College’s actionable benchmark, which is less than 60%. • 23 online courses had lower Success Rates (A, B, C) than the face-to-face counterpart. Three courses fell below a 60% success rate. <p>Twelve courses showed an increase in the success rate from fall 2018 to fall 2019 in comparison to 15 courses that showed an increase in the success rate from fall 2017 to fall 2018.</p> <p>Documentation: Distance Education Report Fall 2019</p>	<p>Continued to monitor comparative success and retention in online courses.</p> <p>All instructors will be encouraged to increase instructor-initiated engagement and student support, especially in distance courses.</p>
<p>Initiate activities within each department focused on increasing retention</p>	<p>Instructors were encouraged to communicate regularly with online students. Zoom is being used college-wide to meet with students virtually. Instructors are using the technology outside of class times to offer virtual tutoring and office hour, as well.</p> <p>In the Math Department, several online instructors are utilizing WebEx. Other departments are using applications such as Remind 101 to keep students engaged and aware of course deadlines.</p> <p>Documentation: 2019-2020 Departmental AERs</p>	<p>Improving communication with online students is a college-wide initiative. Some success/retention strategies to implement for 2020-21:</p> <ul style="list-style-type: none"> • Have students create an action plan and help them achieve the plan • Continue to increase communication to students on an individual basis • Use reminder applications for assignment due dates

<p>Complete Midterm & Registration Verification QEP reports in a timely manner</p>	<p>The CCTC Syllabus Part A included the following about midterm grades: “Your course syllabus will state how the midterm grade will be determined. You should use this information to guide your activities for the rest of the semester. If you are performing lower than expected, consider tutoring at the Student Learning Center, increased or more focused study practices, or other activities suggested by your instructor.”</p> <p>Midterm Grades Reported:</p> <ul style="list-style-type: none"> • 201910: 99.9% • 201920: 99.7% • 201930: 100% <p>Documentation: Syllabus Part A; Argos Grade Report</p>	<p>Continue to promote the availability and purpose of midterm grades to students.</p>
<p>Promote the use of Degree Works with students to support graduation</p>	<p>DegreeWorks was promoted during New Student Orientation program breakout sessions. Students in COL 105 were introduced to DegreeWorks and used it to complete two advising assignments.</p> <p>Faculty promoted the use of DegreeWorks for course planning, degree auditing, and graduation planning.</p> <p>Documentation: NSO Agenda; COL 105 Syllabi</p>	<p>DegreeWorks will continue to be used, in conjunction with the QEP, to promote program completion.</p>
<p>Prepare Student Progress Plans for students in financial aid jeopardy</p>	<p>All advisors are complying with the requests to complete SPPs for students. Department Chairs, Program Managers, and Deans also participate in this process.</p> <p>Documentation: SPP Policy & Procedure</p>	<p>Continue to prepare SPPs for students in financial aid jeopardy. The online process will continue to be used.</p>
<p>Collaborate with ILT and Student Records to support the administrative graduation process</p>	<p>The Administrative Graduation Report was not functional for several weeks following the Banner 9 upgrade. This was corrected by ILT and is being utilized in the previous strategy.</p>	<p>Continue to work with ILT to tweak this report so it is pulling correct data in an efficient manner. Investigate the possibility of pulling the data directly out of DegreeWorks.</p>

	Documentation: Argos/AA013 Report																									
Increase instructor-initiated communication with students in online courses	<p>Worked extensively on improving the ease of navigation and student assistance in online courses. Courses are redesigned for better organization and clarity. Master courses were developed by Department Chair and full-time faculty for adjuncts to ensure consistency.</p> <p>Documentation: 2019-2020 Academic Departmental AERs</p>	Continue to find ways to promote online course orientation and design online courses for ease of navigation and clear communication. Find ways to provide better assistance for students who need help. Explore better use of videos in improving online courses and providing student help.																								
Promote enrollment of first-time students in COL 105 Freshman Seminar during their <u>first</u> semester at CCTC	<p>The percentage of FTF taking COL 105 during the first semester is provided in the chart below.</p> <table border="1"> <thead> <tr> <th>AY</th> <th>Fall</th> <th>Spring</th> <th>Summer</th> </tr> </thead> <tbody> <tr> <td>2015*</td> <td>42%</td> <td>39%</td> <td>33%</td> </tr> <tr> <td>2016</td> <td>75%</td> <td>64%</td> <td>59%</td> </tr> <tr> <td>2017</td> <td>72%</td> <td>66%</td> <td>54%</td> </tr> <tr> <td>2018</td> <td>71%</td> <td>64%</td> <td>41%</td> </tr> <tr> <td>2019</td> <td>75%</td> <td>58%</td> <td>32%</td> </tr> </tbody> </table> <p>*Only select programs required COL 105</p> <p>Documentation: Argos Report AA QEP 06</p>	AY	Fall	Spring	Summer	2015*	42%	39%	33%	2016	75%	64%	59%	2017	72%	66%	54%	2018	71%	64%	41%	2019	75%	58%	32%	Continue to advise first-year students to take COL105 in their first semester.
AY	Fall	Spring	Summer																							
2015*	42%	39%	33%																							
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2017	72%	66%	54%																							
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2019	75%	58%	32%																							
Provide library instruction in classes, promote the use of Libguides, and implement other activities to increase student access and utilization of library resources	<p>LibGuides were created to assist students with curbside pickup, Holiday Reading, Summer Reading, and English Literature. MLA, Dual Enrollment and the APA LibGuides were updated.</p> <p>18 Library Instruction Sessions were taught to 255 students; 32 class visits to the library were given to 639 students; and 7 NoodleTools workshops were provided.</p> <p>Documentation: L Drive Library Instruction Folder</p>	<p>Library staff will continue to create, maintain and promote LibGuides as the electronic library and online library support resource in order to increase student access and utilization.</p> <p>Library will continue to offer library instruction sessions along with visits and tours, however, instruction will be encouraged through Zoom and class size limits for physical visits will be reduced due to COVID-19 concerns.</p>																								

Goal No. 3

- 3. PROGRAM ADMINISTRATION – Academic departments will ensure programs have vitality and meet accreditation and workforce requirements.

Expected Outcome 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.
- 3.4 Departments will complete program reviews on a 5-year schedule.
- 3.5 Programs will maintain adequate enrollment.
- 3.6 Dual Enrollment and Early College courses will be offered.
- 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.
- 3.9 Continuing education and workforce training programs will be offered.

Supports College Strategic Goal: 1, 5, 6, 7
 Supports College Annual Goal: 1, 2, 7, 8, 9, 11,
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Use Program Outcomes Assessment Tables (POATs) to summarize program outcomes and identify areas for action	<p>Faculty and Department Chairs/Program Managers compiled POATs for their respective departments to reflect the level of attainment of learning outcomes. These were reviewed for improvement, and changes and results compared to previous years to identify trends.</p> <p>COVID-19 greatly affected both the measurement and results of numerous program outcomes. For example, in one program, an outcome had a three-year average of 94% student achievement. In 2019, only 63% of students achieved the outcome. In other programs, measures were unable to be assessed due to safety measures preventing in-person attendance.</p> <p>Documentation: 2019-2020 POATs</p>	Resume measurement of program outcomes as normal during the next academic year to identify areas for action.
Hold Advisory Committees meetings, maintain minutes, use input for improvement	Academic departments conducted 24 advisory committee meetings, recorded minutes of the meetings, and submitted these to the	Feedback from advisory committee members was used to make curriculum changes and to maintain relevancy of the

	<p>respective deans and VP for Academic Affairs.</p> <p>Documentation: 2019-2020 Advisory Meeting Minutes</p>	<p>curriculum with changes in technology and workforce trends.</p> <p>Human Services curriculum changes were made for 202010 to include the addition of HUS 208 to HUS AAS program, and deletion of SPC 205.</p>
<p>Maintain current level of program accreditation; collaborate with Institutional Effectiveness</p>	<p>All programs currently accredited maintained their accreditation status and made reports in a timely manner.</p> <ul style="list-style-type: none"> • Acquired initial program accreditation for Human Services through the Council for Standards in Human Services Education • Renewed accreditation for the Automotive Technology, Heating, Ventilation, Air Conditioning & Refrigeration, and Surgical Technology programs • Completed program accreditation self-study for the Early Care & Education program <p>Documentation: Departmental Program Accreditation</p>	<p>Conduct accreditation visits for Nursing and Early Childcare Development</p> <p>Collaborate with all divisions of the College to develop Fifth-Year Report</p>
<p>Attain program accreditation for Human Services program</p>	<p>CSHSE conducted accreditation site visit in January 22, 2020. The Human Services AAS was formally accredited by the Council for Standards in Human Services Education in March 2020.</p> <p>Documentation: 2019-2020 Human Services AER</p>	<p>Accreditation validates that national standards set forth by CSHSE have been met to provide excellent and quality Human Services education.</p>
<p>Complete Program Reviews for programs scheduled in 2019-2020</p>	<p>The following programs completed program reviews during the academic year:</p> <ul style="list-style-type: none"> • Automotive • Mechatronics • General Education • General Technology • Human Services • Medical Assisting • Pharmacy Technician 	<p>Complete 2020-2021 Program Reviews: Early Care and Education, CNC and Machine Tool Technology, Management, and Engineering Design Technology.</p> <p>Implement program changes approved by Curriculum Committee.</p>

	<p>Program managers also presented curriculum changes for the following programs: ESBM, ACCT, OMTC, MGMT, BACH, AACH, SURT, and NRTN.</p> <p>Documentation: 2019-2020 Departmental AERs; IE Share Drive</p>	
<p>Identify specific enrollment strategies for targeted programs: AUTO, CNC, CRJ, AOT, EVT</p>	<p>Auto and CNC made visits to the Sumter and Lee County Career centers and F.E. Dubose to recruit students.</p> <p>CRJ faculty participated in several events with PR associated with attracting prospective students including visits to Sumter and Camden high schools, F.E. DuBose, North Central Middle, and other activities coordinated by PR.</p> <p>CPT Department Chair and Dean of Business and Public Service met with Recruitment to discuss opportunities for CPT faculty to be involved in recruiting activities. Information banners have been created for CPT and AOT programs; Program and Career Guide has been updated to reflect program changes.</p> <p>EVT continues to work well with WFD program. WFD assists heavily in recruiting students into ENVR, WWRO, WTRO, and ENHS programs.</p> <p>Documentation: 2019-2020 Departmental AERs</p>	<p>Due to COVID-19 was not able to follow up with students as usual. Continue to recruit at all Career centers and participate in recruiting events in 2020-2021.</p>
<p>Increase Engineering Design and Mechatronics enrollment specifically at Kershaw County Campus</p>	<p>Enrollment for the Engineering Design Program in Kershaw was not adequate; made visits to all Kershaw schools to recruit students.</p> <p>Mechatronics is offering Pathways for High Schools students into the Mechatronics Program. Will also continue to work with industries to offer Apprenticeships and</p>	<p>Due to COVID-19 was not able to follow up with students as usual. Continue to recruit at all Kershaw schools and participate in college recruiting events in 2020-2021.</p>

	<p>Internship to students in the Mechatronics Program.</p> <p>Documentation: 2019-2020 ENT School and Industry Visits</p>	
<p>Coordinate recruitment and marketing activities at the program level in concert with recruiting and PR staff</p>	<p>Due to COVID-19 was not able to follow up with students as usual. Will continue to recruit at all Kershaw schools and participate in college recruiting events in 2020-2021.</p> <p>Documentation: N/A</p>	<p>Include in 2020-2021 POA.</p>
<p>Respond to requests for Dual Enrollment, Early College courses, and county career centers</p>	<p>All Dual Enrollment and Early College requests were met and staffed with predominantly full-time faculty. All courses, including Dual Enrollment, were switched to virtual offerings due to COVID-19 through collaboration with all school districts.</p> <p>Technical programs are actively seeking articulation with Woolard Technology Center and Sumter Career Center.</p> <p>Documentation: 2019-2020 Course Schedule</p>	<p>Dual Enrollment and Early College courses will continue to be scheduled, developed, offered, and taught in area high schools when requested</p> <p>Develop a skill list for classes listed for articulation, discuss with WTC instructors how we teach those skills, and support WTC as they move toward articulation.</p>
<p>Support articulation efforts at all service-area county career centers</p>	<p>Early Care and Education sought funding for FE Dubose students to complete CPR and first aid training. Proficiency testing administered at Woolard Technology Center in fall and spring and at FE Dubose in fall. Proficiency testing postponed in the spring due to the COVID-19 public school shutdown.</p> <p>Proficiency tests for Mechatronics and Welding will be offered.</p> <p>Initial WTC articulation agreement for CRJ 101 adopted in 201910, with goal to expand to both CRJ 101 and CRJ 115 during 2020.</p> <p>Documentation: 2019-2020 Departmental AERs</p>	<p>Continue to offer proficiency testing for mechatronics and welding.</p> <p>Add expanded WTC articulation agreement to 2020 POA.</p>

Explore partnerships between academic programs and Workforce Development	<p>Academic youth apprenticeships strengthened by hiring a new Youth Apprenticeship Coordinator who is developing youth apprenticeship pathways for technical academic programs.</p> <p>170 academic students took courses through the scholarship program. This is a 35% increase from FY 18-19.</p> <p>Documentation: 2019-2020 CCTC Accountability Report</p>	<p>WFD & SCETC staff will continue to work with employers to establish academic apprenticeship programs.</p> <p>Continue to explore additional ways for academic programs and workforce development to partner.</p>
Develop and deliver customized training courses through Workforce Development	<p>Delivered 68 contract and 56 open enrollment courses. Respectively, 57 and 84 courses were held in FY 18-19. Overall, this is a 17% increase and 50% decrease respectively from FY 18-19.</p> <p>Documentation: 2019-2020 Workforce Development AER</p>	Continue to offer training to meet the needs of local business and industry.

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 Outcome for Goal No. 4

- 4.1 Grants will be properly implemented.
- 4.2 Work collaboratively to develop a plan for utilizing the designated land in Pinewood.
- 4.3 The Academic and Facilities Master Plan will direct improvements to instructional facilities.
- 4.4 Personnel will be appropriately placed.

Supports College Strategic Goal: 4, 8
 Supports College Annual Goal: 1, 2, 6, 11, 12, 13
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Explore new grant opportunities to support academic programs	<p>2019-2020 grant submissions to support academic programs:</p> <ul style="list-style-type: none"> • Caterpillar 19/20: support hire of personnel in the Freshman Focus Center, awarded • SC DHEC Recycling Grant: train and education employees 	Continue to explore opportunities to support academic programs through grant funding.

	<p>and students about recycling, awarded</p> <ul style="list-style-type: none"> • Perkins 19/20: fund various academic and support programs at CCTC, awarded • US Dept. of Ed: Strengthening Institutions Programs, denied • TRIO SSS: provide support, personnel, and resources for the SSS TRiO Program, awarded • Workforce Development: Apprenticeship Carolina Expanded 2020, denied • Columbus State Community College: NSF-ATE Network Hub, denied <p>Documentation: Planning Drive Grants Folder</p>	
Complete final impact report for CONNECT	<p>The final Project Performance Activity Report for the CONNECT grant was completed and submitted to the USDA Rural Utilities Services program officer. In Fall 2019, 170 enrollments in 13 CONNECT courses, followed by 112 enrollments in 9 course sections in Spring 2020. The College also used the CONNECT system to offer a Stroke Awareness Community Education event at four campuses (Main, FE Dubose, Health Sciences, and Kershaw) on October 14, 2019.</p> <p>Documentation: Final CONNECT Report</p>	Complete.
Utilize Perkins Reserve funding to support Career & Technical Education (CTE) dual enrollment	<p>Perkins reserve funding was used to support the hire of additional personnel to advise CTE dual enrollment students</p> <p>Documentation: Perkins Reserve Budget</p>	Continue to utilize Perkins Reserve to support CTE students in dual enrollment.
Collaborate with ELT to monitor the acquisition of the designated land in Pinewood	<p>This initiative was discontinued as a result of lack of funding as well as a lack of sufficient enrollment in the programs that would potentially use this site.</p>	Initiative discontinued.

	Documentation: Area Commission Reports	
Implement recommendations for classroom improvements from Academic & Facilities Master Plan as funds allow	Federal relief grant monies (CARES funds) were used to purchase equipment for classrooms to be reconfigured to allow simultaneous in-person and virtual instruction. Documentation: ILT Invoices	Continue to improve classrooms to support innovation and best practices in teaching and learning.
Develop personnel transitional plan for last year of the QEP	QEP Coordinator will transition back to full-time faculty. COL 105 Coordinator will continue present job duties. Approved plan for QEP/Freshman Focus Personnel to transition into Advisement and Support Center (ASC). ASC staff will advise students in Associate in Arts, Associate in Science, and the new Pre-Nursing Preparatory Certificate. Personnel in the department will continue to have retention as a primary focus and will help with launching the Retention component of the CRM. Documentation: CCTC Organizational Chart	Integrate Advisement & Support Center in the Learning Resources, Institutional Effectiveness and Planning Division.

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 Outcome for Goal No. 5

- 5.1 New program offerings will be explored.
- 5.2 Academic Affairs Division will be in compliance with SACSCOC standards and prepared for Fifth-Year reporting.
- 5.3 QEP implementation and data collection/reporting will be completed for Year 5.
- 5.4 New industry partnerships will be explored.
- 5.5 Apprenticeship programs will increase in number and diversity.
- 5.6 Expanded support for higher education transfers will be implemented and promoted.
- 5.7 Necessary steps for the B.A.S degree in Advanced Manufacturing will be coordinated.
- 5.8 The 2020-2025 Strategic Plan will be developed.
- 5.9 The Customer Relationship Management (CRM) retention module will be developed.
- 5.10 The Library will move to the new Shared Library System Platform (SLSP) by June 2020.

Supports College Strategic Goal: 3, 5, 6, 7
 Supports College Annual Goal: All

Supports Division Goal:

N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Investigate new programs to offer in the future	<p>Developed 3 new programs of study for implementation in Fall 2020: Microsoft Office Applications Specialist Certificate, Child Care Assistant Certificate, and Pre-Nursing Preparatory Certificate.</p> <p>Documentation: 2020-2021 Catalog</p>	These three certificates will be offered beginning in Fall 2020.
Analyze academic policies and practices to ensure compliance with SACSCOC	<p>The Director of Institutional Effectiveness and Research along with the Vice President for Academic Affairs monitors activities that are influenced by SACSCOC accreditation requirements and responds accordingly. CCTC Directives under Academic Affairs that were revised:</p> <ul style="list-style-type: none"> • 6.23 Transfer and Advanced Standing • 6.95 Student Transcripts and Academic Records Information • 6.02 Standards of Academic Progress and Academic Honors • 6.06 Auditing Credit Courses • 6.47 Academic Residency <p>Documentation: 2019 & 2020 Directive Review Charts</p>	Continue to ensure that CCTC policies under Academic Affairs comply with SACSCOC standards.
Remain current with SACSCOC policies and updates through conferences and literature	<p>The President, VP for Academic Affairs, and SACSCOC Liaison attended the SACSCOC Annual Conference and used the feedback for the preparation of the Fifth-Year Interim Report.</p> <p>Documentation: Annual Conference Notes</p>	Continued monitoring of communications from SACSCOC for continued compliance and updates to staff will ensure currency. The Fifth-Year Interim Report will be submitted in September 2021.
Collaborate with all divisions of the College to initiate development of the Fifth-Year Report; develop timeline	<p>Collaborated with members of the ELT to ensure that all members of the College are prepared to provide data for the Fifth-Year report.</p> <p>A timeline was submitted to the ELT by the College's SACSCOC</p>	Continue to collaborate with all divisions of the College to finalize the Fifth-Year Report.

	<p>Liaison in March 2020. Spring 2021 is the target date for drafts of all standards to be loaded into Compliance Assist, then reviewed. Summer 2021 is the target for final reviews and packaging for submission to SACSCOC.</p> <p>Documentation: SACSCOC Fifth-Year Interim Report Timeline</p>	
<p>Implement Year 5 of the QEP and produce annual report; draft QEP report for SACSCOC</p>	<p>Completed Year 5 of the QEP Report Card, which will be used to complete the final QEP Impact Report.</p> <p>The Impact Report has been drafted and has an anticipated completion time of November 2020.</p> <p>Documentation: Year 5 QEP Report Card; 2019-2020 QEP AER</p>	<p>Complete QEP Impact Report.</p>
<p>Develop new partnerships with business and industry leaders</p>	<p>WFD staff met and delivered training for Crown Healthcare, Suominen, Continental, BD, TRIO, CAT, Norman Williams, Eaton, WTC, Sumter Voc Rehab, Eckerd, Cardinal Health, FE Dubose, Sumter Career Center, and Porters.</p> <p>Documentation: 2019-2020 Workforce Development AER</p>	<p>Continue to maintain communication among WFD and the employers, to ensure the needs of local business and industry are met.</p>
<p>Expand apprenticeship opportunities</p>	<p>Academic youth apprenticeships strengthened by hiring a new Youth Apprenticeship Coordinator who is developing youth apprenticeship pathways for technical academic programs.</p> <p>Educational components were developed for BD and SCDHEC. The Division ran 26 apprenticeship courses and trained 366 apprentices.</p> <p>The WFD/SCETC staff met with Continental, BD, Suominen, Eaton, CAT Hydraulics, Baker’s Sweets, Enersys, City of Columbia, SCDHEC, and SKF about apprenticeships.</p>	<p>The Division did not register any new occupations. Contributing factors include the SCAI Apprenticeship grant no longer being active and COVID-19. The Division did hire a new Youth Apprenticeship Coordinator.</p>

	Documentation: 2019-2020 Workforce Development AER	
Expand admission agreement opportunities at 4-year institutions	Articulated transfer pathways for CCTC students to Southern New Hampshire University for the following programs of study: Accounting, Associate in Arts, Associate in Science, Computer Technology, Environmental Engineering, Human Services, Management, Natural Resource Management, and Nursing Documentation: SNHU Transfer Agreements	Continue to seek additional admission agreement opportunities at 4-year institutions.
Promote new education pathway with USC-Columbia	Joint PR effort including CCTC and UofSC – Columbia scheduled for January 2020. However, due to personnel changes at UofSC and COVID-19, PR effort never took place. Documentation: N/A	Reinitiate joint PR effort with CCTC and UofSC – Columbia to advertise and market the education pathway.
Coordinate the necessary steps to offer Bachelor Degree in Advanced Manufacturing	Hosted meetings with officials from Sumter County to discuss support for Bachelor’s degree in Advanced Manufacturing. The required pre-submission proposal form was completed through collaboration with the Learning Resources and Planning Division in January 2020. It was determined that there is sufficient interest from local employers for this advanced degree. Startup costs are significant so extensive planning and fiscal support needs to be available before moving forward on the submission process. Documentation: Area Commission Reports; Pre-Submission Proposal	Revisit pursuing Bachelors of Advanced Manufacturing when funding allows.
Participate in the 2020-2025 Strategic Planning process	Conducted four 2020-2025 Strategic Plan Sessions to gather direct feedback from community stakeholders and representatives in the College’s service area. Feedback from these sessions, along with feedback from employees and	Obtain approval of CCTC Area Commission for 2020-2025 Strategic Plan; publish plan and distribute to external stakeholders.

	<p>students gathered during the Academic and Facilities Master Planning process was used to develop the 2020-2025 Strategic Plan. The plan was distributed to CCTC full-time employees for feedback in May 2020, and finalized by the ELT in June 2020.</p> <p>Documentation: Planning Drive 2020-2025 Strategic Plan Folder; Email</p>	
Support the development of the CRM retention module	<p>Did not implement the retention suite of the CRM. Building and training was conducted.</p> <p>Documentation: CRM Retention Suite Build</p>	Implement CRM Retention Suite.
Complete migration to the new Shared Libraries System Platform, including training, testing, and implementation	<p>Library staff worked with the systems librarian to complete the migration of the CCTC catalog for migration to the new Shared Libraries System Platform. Library staff along with systems librarian went through many hours of testing and fixing errors, including repairing the 001 field of over 1,000 records. CCTC ranked sixteen out of fifty-three colleges for records matched/contributed to the Network Zone for the new ILS.</p> <p>Library staff attended weekly meetings with PASCAL and ExLibris staff. The Head Librarian and Library Specialist achieved an international level of training earning Alma Certification. Library staff completed testing of patron uploads and library bibliography records.</p> <p>Documentation: 2019-2020 Library AER</p>	Complete.

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 Outcome 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: All
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
All academic departments will demonstrate planning, management, and evaluation for the purpose of continuous improvement by successfully completing activities listed in the Academic Affairs Departmental Checklist	Academic departments in the division successfully completed activities listed in the 2019-2020 Academic Affairs Departmental Checklist. Documentation: 2019-2020 Departmental AERs	Continue to require all academic units to demonstrate planning for continuous improvement.
All administrative units will demonstrate planning, management and evaluation for the purpose of continuous improvement by successfully completing appropriate assessments and planning documents	Administrative departments in the division successfully completed applicable activities listed in the 2019-2020 Academic Affairs Departmental Checklist. Documentation: 2019-2020 Departmental AERs	Continue to require all administrative units to demonstrate planning for continuous improvement.
Review the policies and practices for optimum academic loading for departmental faculty and department chairs to ensure appropriate allocation of courses to support student success	Reviewed academic loading with ELT to determine most effective use of College resources. The COVID-19 pandemic and resulting decrease in enrollment did not allow the College to make any changes in 2019-2020. Documentation: 2019-2020 College Enrollment and Budget	Review loading for 2020-2021 to ensure equity and quality instruction.

Academic Affairs Departmental Checklist

- Y N N/A 1. Departments completed and evaluated their previous plan of action and made recommendations for continuous improvement. (Documentation: Department Annual Effectiveness Report and Plan of Action)
- Y N N/A 2. Departmental plans of actions are linked to strategic plans. (Documentation: Department 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 Research and Institutional Effectiveness; analyses on file in departments)

STUDENT AFFAIRS
2019-2020 AER

Purpose/Mission: Student Affairs strives to provide professional and exceptional customer service to all students in a friendly atmosphere to facilitate personal and professional growth of students. We are committed to the success of students by offering services through Recruitment and Admissions, Student Engagement, Student Records, Career and Learning Services, TRIO Programs, and Financial Aid and Veterans' Affairs 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. Finalize the 2020-2030 Academic and Facilities Master Plan and identify strategies to optimize service offerings and facilities.

Expected Outcome for Goal No. 1

- 1.1 Academic and Facilities Master Plan completed.
- 1.2 Improvements for Student Affairs units identified.
- 1.3 Improved efficiencies, course offerings, and services.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Assist with the completion of Academic and Facilities Master Plan; make improvements to units and outreach course scheduling	Assisted with the completion of the Academic and Facilities Master Plan by working closely with Executive Leadership Team. Documentation: Academic and Facilities Master Plan	Implement the Academic and Facilities Master Plan
Identify best location for Student Affairs units and relocate if feasible to improve efficiencies and services	Identified appropriate space for Student Affairs support units. Will relocate following renovations in 2020-2021 academic year. Documentation: Academic and Facilities Master Plan	Relocate units as designated in plan
Collaborate with Academic Affairs to determine appropriate programs of study to grow enrollment	Continued to recruit for all programs of study; however, focused additional recruitment efforts on industrial programs located at the Kershaw County Campus. Provided specialized financial aid for students enrolled in these programs. All three	Continue to recruit for academic programs

	<p>programs met minimum enrollment requirements for the academic year.</p> <p>Documentation: Enrollment Records</p>	
Collaborate with Academic Affairs to offer CONNECT classes at outreach locations	<p>Offered 25 CONNECT courses for outreach locations. Duplicated headcount in CONNECT courses was 195.</p> <p>Documentation: Semester Schedules</p>	No longer using CONNECT classes; outreach students will have access to courses via Zoom

Goal No. 2

2. Continue to implement retention strategies through student services and the Quality Enhancement Plan (QEP) to increase retention for first-time, full-time freshmen and improve program completion.

Expected Outcome for Goal No. 2

- 2.1 Personal and psychological student issues addressed to improve retention.
- 2.2 Retention component of CRM implemented.
- 2.3 QEP supported by Student Affairs staff and services.
- 2.4 College's retention rate increased by 2%.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Provide personal contact to special program participants, including veterans, to ensure engagement; contact high-need students weekly	<p>Provided ongoing contacts through emails to Special Populations Program participants, ADA students receiving accommodations, and student organization officers to ensure engagement.</p> <p>Completed phone call and email campaigns to introduce and facilitate communication with targeted student groups like VA, LIFE, FWS and SC Promise students.</p> <p>Documentation: Emails; Call Logs; Argos Reports</p>	<p>Continue providing personal outreach to special program participants</p> <p>Utilize Schools App for additional communications</p>

<p>Implement retention component of Customer Relationship Management (CRM) tool</p>	<p>Did not implement the retention suite of the CRM. Building and training was conducted.</p> <p>Documentation: CRM Retention Suite Build</p>	<p>Implement CRM Retention Suite</p>
<p>Assist students with personal, social, and psychological issues through the Behavioral Intervention Team (BIT) and community resources</p>	<p>Provided counseling to 33 students with personal, social, and psychological issues through Behavioral Intervention Team; connected students to community resources.</p> <p>Documentation: BIT Referral Emails</p>	<p>Expand Behavioral Intervention Team counseling to include referrals from student population</p>
<p>Identify specific retention activities to be implemented by Student Affairs staff as a result of attendance at the Retention Institute</p>	<p>Provided outreach to students upon return from Academic Suspension to ensure awareness of resources necessary for success; ensured ADA students connected to services via electronic documents and processes to positively impact academic success. Created virtual NSO with resource links; began work on virtual mental health training.</p> <p>Documentation: Emails; ADA Documents; Website; D2L Courses</p>	<p>Utilize the retention component of the CRM to continue to connect students to appropriate services</p> <p>Finalize virtual mental health training for students</p>
<p>Promote services and events using the CRM tool; implement text messaging</p>	<p>The following tools were used: CRM Titan Start Portal, Email Campaigns, Events, SchoolsApp, and SMS.</p> <p>Promoted Fall 2020 NSO Zoom sessions through Schools App component of the CRM.</p> <p>Documentation: CRM Communications to Students</p>	<p>Promote services and events using CRM tools</p>
<p>Increase retention of high-need, STEM, and AA male students through strategies implemented in the PBI Grant Program</p>	<p>Increased fall to spring retention rate of AA males in STEM to 78%. Increased percentage of full-time, associate degree students from 23% in Fall 2014 to 27% for Fall 2020.</p> <p>Documentation: PBI Annual Performance Report</p>	<p>PBI program ends September 30, 2020; retention activities will be carried out by other areas of the college</p>

Rebrand Student Learning Center and increase student usage to improve course retention	Rebranded SLC to Titan Learning Center (TLC). Created logo, posters, flyers, and buttons to promote new brand. Documentation: Posters; Flyers; TLC Sign-In Systems & Reporting	Centralized TLC will be closed and decentralized to academic departments
Offer a test prep session each semester for prospective students in the Student Learning Center	Did not complete. Testing Center promoted placement test resources through the Testing Center. Documentation: Testing Resources	Continue to connect prospective and current students to testing resources
Provide interventions through TRIO Student Support Services (SSS) to achieve program retention rate of 65%	Retention rate is 95%, 30% over Department of Education mandated rate. Documentation: Annual Performance Report	Continue to achieve grant initiatives, goals and objectives to meet or exceed rate set by the Department of Education
Provide interventions through TRIO Veteran Upward Bound (VUB) to sustain program enrollment at 125 participants	Successful in recruiting and retaining 130 participants in the program, which is 4% over Department of Education mandated rate. Documentation: Annual Performance Report	Continue to achieve grant initiatives, goals and objectives to meet or exceed rate set by the Department of Education
Collaborate with TRIO VUB stakeholders to ensure veterans are aware of external resources	Conducted informational meeting for veterans to share community resources. Face-to-face meeting for stakeholders cancelled due to COVID-19. Distributed report containing numbers and services along with proposed improvement strategies to better serve veterans. Transition Counselor shared updates with stakeholders during regular visits throughout the year. Documentation: Veteran Sign-In Log; Emails to Stakeholders	Continue to ensure veterans are aware of external agency resources
Collaborate with Academic Affairs on QEP initiatives and	Served on QEP Steering Committee and provided data to	Completed

assist with completion of Fifth-Year Report	assist with completion of the Fifth-Year Report. Documentation: QEP Report	
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Goal No. 3

3. Connect prospects and students to support services that address their diverse needs to enhance the educational experiences and support program completion.

Expected Outcome for Goal No. 3

- 3.1 Students connected through student organizations, events, and programs.
- 3.2 Financial and personal needs of students addressed through specialized programs and resources.
- 3.3 Conversion and participation rates increased.
- 3.4 Program completion rates demonstrate improvement.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Implement automated awarding of SC WINS, SC Promise, and Scholars to ensure funding for students	Automation process has proven to be an ongoing challenge. Multiple consultants utilized in attempts to complete. Current phase is close to a final implementation. Documentation: Emails; Forms; Website	Once automation is complete, awarding and packaging notifications will be issued to students faster to improve enrollment and retention
Host eight financial aid workshops to improve understanding on various topics to include: financial literacy; scholarships, state, and federal aid; Veterans' Affairs (VA) certification process; work study; and satisfactory progress	Only completed 4 face-to-face workshops on main campus and at Kershaw campus prior to COVID-19 shut down of physical campus. Topics were loan counseling, SAP and scholarships. Documentation: Emails; Feedback Forms; Sign-In Sheets	Develop meeting agendas for 20-21 academic year based on current events
Reduce Cohort Default Rate (CDR) by 3% for 2017 cohort through debt management activities	Final CDR reported for 2017 cohort was 18.0% compared to the 2016 cohort rate of 18.6%. COVID-19 CARES Act allowed all defaulted students to return to current status which limited communication with students.	Continue to work with Inceptia to reduce CDR

	<p>Billing for March through July was discounted as much as 85%.</p> <p>Documentation: Emails; Data Reports; Inceptia Reports</p>	
<p>Seek approval from Department of Education for baccalaureate implementation</p>	<p>Did not move forward with approvals and implementation of manufacturing baccalaureate degree. Program is on hold due to budget constraints caused by COVID-19.</p> <p>Documentation: N/A</p>	<p>Seek approval for new degree program once budget allows for implementation</p>
<p>Implement Customer Relationship Management (CRM) tool to improve communications and conversion rates</p>	<p>Implemented CRM Recruitment Suite April 6, 2020. Following implementation, 7,433 emails sent with a 56.4% view rate; 325 applications received for Summer 2020, with 47.4% admitted; 719 applications received for Fall 2020, with 32.4% admitted.</p> <p>Documentation: CRM Applicant Report</p>	<p>Continue implementation of Customer Relationship Management (CRM) to improve communications and establish conversion rates for future terms</p>
<p>Investigate Preferred Name policy for students</p>	<p>This project is on hold until after the Self-Service Banner (SSB) upgrade as it involves configuration changes to the SSB class rosters.</p> <p>Documentation: N/A</p>	<p>Include in 2020-2021 Plan of Action</p>
<p>Identify additional exams and resources to be offered through testing centers and market appropriately</p>	<p>Offered 11 Certiport certification exams; implemented Residual ACT; began investigating PearsonVue exams; provided test taking strategies to prospects and students.</p> <p>Documentation: RegisterBlast Report; Test-Taking Strategies Document</p>	<p>Collaborate with Information Technology Department Chair on full implementation of PearsonVue exams</p>
<p>Conduct student survey to determine appropriate events to be hosted at all campuses</p>	<p>Conducted Student Life Survey October 2019 to determine appropriate events to be hosted at all campuses. Received 67 responses; requests included more festivals, events for students over 50, workshops, job placement events, more games</p>	<p>Implement virtual and face-to-face events with a focus on requested events within budget constraints</p>

	<p>and sports, guest speakers, and inclusion events for LBGTQ students.</p> <p>Documentation: Student Life Survey Results</p>	
<p>Conduct separate specialized trainings for club officers and club advisors to address needs of both groups</p>	<p>Conducted 3 specialized trainings for club officers and advisors to include Student Life best practices and detailed outline of job duties.</p> <p>Documentation: Training Materials; Calendar Invitation; Sign-In Sheets</p>	<p>Create virtual trainings for Student Life organization officers and advisors to improve participation and attendance</p>
<p>Create online and face-to-face interactive Title IX, ADA, Special Populations, and diversity workshops for students</p>	<p>Created online Special Populations Program semester orientations; conducted 6 face-to-face ADA events, and 1 diversity workshop.</p> <p>Documentation: Sign-In Sheets; Flyers; Counselor Records</p>	<p>Implement Mental Health Awareness and Coping Skills training to help faculty and staff address the needs of distressed students during pandemic</p>
<p>Increase conversion of paper pending applicants by 4% until the online application process is fully implemented through the CRM</p>	<p>19.1% increase for AY 19/20.</p> <p>78.6% conversion rate for AY 19/20 pending applicants compared to a 66% conversion rate for AY 18/19.</p> <p>Documentation: Admissions Info by Term Report, Master Pending App Conversion Rate Report</p>	<p>Completed</p> <p>No longer accepting paper applications beginning April 6, 2020; tracking included with online application</p>
<p>Convert 80% Admitted Not Registered and 65% Readmitted Not Registered applicants to registered</p>	<p>Goals not met for 80% conversion rate for admitted not registered and 65% readmitted not registered.</p> <p>AY 19/20 75.2% conversion of Admitted Not Registered compared to 76% for AY 18/19.</p> <p>AY 19/20 52.9% conversion of Readmitted Not Registered compared to 62% for AY 18/19.</p> <p>Documentation: SA AD 002 & SA AD 006 Argos Reports;</p>	<p>Convert 80% Admitted Not Registered, and 65% Readmitted Not Registered applicants to registered</p> <p>Fully utilize CRM communication tools to improve communication to prospects</p>

	Master Readmitted & Admitted Conversion Rate Report	
Increase conversion rate of web applicants by 10% until the online application process is fully implemented through the CRM	<p>Goal of 10% increase not met. 0.9% increase for AY 19/20. Web applicant conversion rate increased to 45.9% in comparison to the AY 18/19 web applicant conversion rate of 45%.</p> <p>Documentation: Admissions Info by Term Report; CRM Application List View; Master Pending App Conversion Rate Report</p>	Achieve a conversion rate of 70% for online applications using communication tools within the CRM
Increase participation in Titan Tuesday by 20%	<p>12.1% participation increase for AY 19/20. A total of 37 participants for AY 19/20, resulting in an 85% conversion rate and a 100% Satisfaction Rate. AY 18/19 had a total of 33 participants resulting in an 81% conversion rate and a 98% Satisfaction Rate.</p> <p>Documentation: Project Titan Tuesday Tracking Report</p>	<p>Increase participation in Titan Tuesday by 20%</p> <p>Achieve 85% admissions conversion rate and 75% enrolled conversion rate</p>
Increase campus visits by 20%	<p>AY 19/20, 213 students, of which 207 were elementary and middle school students, participated in a total of 16 Campus Visit Experiences. The remaining 5 high school/adult participants were all admitted. AY 18/19, a total of 167 individuals participated in a total of 19 Campus Visit Experiences.</p> <p>11 Virtual Campus Visits held with 10 attending and 5 admitted.</p> <p>Documentation: Campus Visit Data Report</p>	Increase face to face and virtual campus visits of students eligible to enroll by 20%
Create comprehensive communication flow for all prospects using CRM	Inquiry, pending and admitted emails built in CRM and scheduled for automation. A total of 20 email broadcast campaigns built, resulting in 437 broadcasts. 7,433 emails sent with a 56.4% view rate from April 6, 2020, to	Build counselor template emails, standard contact information, and workflow

	<p>June 30, 2020. A total of 222 SMS messages were sent.</p> <p>Documentation: CRM Recruitment Suite Email Builder</p>	
Determine and implement best intake process using CRM	<p>Engaged in numerous meetings to determine best use of CRM for intake process. Built components as needed.</p> <p>Documentation: CRM</p>	Continue to utilize the CRM for intake
Coordinate Student Emergency Fund committee meetings once per semester to review process, make necessary changes, and grow fund for students	<p>Conducted two Student Emergency Fund committee meetings; raised \$291.00; funds transferred to the CCTC Foundation.</p> <p>Documentation: Meeting Minutes; Banner Account</p>	Students requesting emergency funds will be referred to the CCTC Foundation Office
Evaluate all student organizations to determine which organizations remain active; conduct ongoing wellness checks	<p>Evaluated all student organizations using a wellness checklist; combined four organizations with similar purpose; disbanded one organization.</p> <p>Documentation: Wellness Checklist; Emails</p>	Continue to support student organizations and assess wellness annually
Host Student Life events to include Welcome Week activities, New Student Orientations, and annual Awards Convocation	<p>Coordinated 60 Student Life events to include Spring 2020 Welcome Week, NSO, and an Annual Awards Convocation.</p> <p>Documentation: Flyers; Sign-In Sheets; Emails</p>	Implement virtual Student Life activities and events to increase participation in Student Life
Host specialized financial aid events such as LIFE Scholarship Recognition, College Goal, Constitution Day, and veteran-specific events	<p>Held 7 College Goal events at various high schools between October and February through CHE. All other CHE scheduled events cancelled due to COVID-19 outbreak. Also held Constitution Day event on September 17th and VUB Forum presentation to educate students about SAP and Financial Aid in general.</p>	Continue to host specialized events

	Documentation: Emails, Sign-In Sheets, Data Reports, Flyers, Social Media Postings	
Collaborate with Business Office on refund policy for VA recipients using VA and internal audits	Weekly communication with Business Office to remedy charges and refunds. Documentation: Emails; Data Reports; Argos Reports	Completed; no compliance issues reported; new policy in place
Coordinate with ILT to upgrade the TRIO SSS computer labs	TRIO SSS computer labs are now on the ILT Department's rotation list to receive upgraded desktop computers. Documentation: Emails	Upgrade to the TRIO SSS computer lab will facilitate students' ability to complete classwork
Offer laptop lending through PBI program	137 laptops issued to students during year. Highest usage since 2015. Conducted monthly inspections and worked with User Support to troubleshoot issues. Completed inventory control of items. Documentation: Laptop Lending Data Report; Emails to Students; Check-In Reports	Laptop Lending program completed due to end of PBI grant program
Coordinate with outreach campuses to recruit more participants for TRIO Student Support Services and Veteran Upward Bound programs	Both counselors and assistant directors made visits each month to outreach campuses in an effort to recruit more participants. Currently, TRIO VUB has 130 participants and SSS has 165 participants; DOE mandates 125 for VUB and 165 for SSS. Documentation: Blumen Database; Outlook Calendar; Participant Records	Continue to coordinate with outreach campuses in an effort to recruit participants for both programs
Continue to educate TRIO students on cognitive and non-cognitive skills, track participation and achievement of student learning outcomes	Fifteen in-person, three on-line, and five Zoom cognitive and non-cognitive skill workshops were developed and implemented throughout the 2019-2020 academic year. Documentation: List of TRIO Workshops	Continue to educate student population on cognitive and non-cognitive skills and track participation and achievement of student learning outcomes in these workshops
Create Frequently Asked Questions area on website or in CRM for departments	Updated FA and VA fact sheet and forms used on website to improve service.	Continue to provide updated information as needed

	<p>FAQs for Student Records compiled but not yet posted on website.</p> <p>FAQs created by both TRIO programs and placed on website.</p> <p>Did not complete FAQs for Student Engagement department; department disbanded.</p> <p>FAQs built in TitanStart Portal.</p> <p>Webpage edits in process for all departments due to website upgrade.</p> <p>Career Services collaborated with CRM project manager to identify best integration points in CRM.</p> <p>Documentation: Forms; Tools on Website; Emails; CRM</p>	<p>Determine best way to present department information on new website or in CRM</p>
<p>Create a graduation page on public website or in myCCTC</p>	<p>A new web page was not created. A graduation page containing general information already exists on the public website.</p> <p>Documentation: College Website</p>	<p>Request a “graduation channel” in myCCTC. Channel can be used to link to specific information regarding the graduation process and commencement information</p>
<p>Provide college visits and cultural activities for TRIO students</p>	<p>Offered four college visits with four cultural event visits for students in both TRIO SSS and VUB. Institutions of higher learning visited were Benedict, Coastal Carolina, Limestone, and SCAD (Savannah College of Art and Design).</p> <p>Documentation: College Visits; Cultural Events Sign-In Logs</p>	<p>Continue to provide for college tours and cultural events to meet or exceed transfer rate of 5% and to ensure students are exposed to cultural activities</p>
<p>Provide transcript evaluation services to pending transfer students by building pending transfer credit in Banner and communicating number of pending credits to student</p>	<p>Evaluated 17% of transcripts received by pending students prior to student admitted to the college. Pending students were contacted to inform them of pending credit and were encouraged to complete the admissions process.</p>	<p>Continue to increase the number of transcript evaluations for pending students in an effort to increase enrollment of transfer students</p>

	Documentation: Registrar Drive / AER-AOU Documents	
Develop and implement a process to enable students to complete/update the FERPA waiver online and a method for simple retrieval of FERPA release by faculty/staff	Project on hold until after SSB upgrade. After upgrade, staff will work with ILT to develop a process similar to the address change form in myCCTC and also look at storing additional information using Banner's supplemental data engine (SDE) which will allow for simple retrieval of FERPA waiver information. Documentation: N/A	The pending SSB upgrade includes a new student information form where faculty/staff will be able to view whether a student has a FERPA waiver on file and will be developed to also display the student's third-party designees.
Increase campus-wide involvement with Career & Learning Services programs, events, and workshops	Completed 87 class presentations and workshops. Met with faculty to discuss program outreach and promotions. Collaborated with faculty and staff to facilitate Health Sciences Career Fair, FWS Career Fair, College Transfer Fair, Business & Public Service Job Fair, and Graduation & College Transfer Fair. Documentation: Workshop Evals; Emails; Event Flyers	Will continue to meet with faculty to coordinate implementation of career services in courses

Goal No. 4

- 4. Support program completion and expand and promote transfer opportunities for college graduates.

Expected Outcome for Goal No. 4

- 4.1 Student services will support program completion and transfer.
- 4.2 College's graduation rate will increase by 2%.
- 4.3 Graduation processes improved and promoted.
- 4.4 Transfer opportunities promoted to new and current students.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Provide services and college visits through TRIO Student	Achieved transfer rate of 13%, an 8% increase from previous year.	Continue to provide college visits to better educate students on transfer opportunities

Support Services to achieve program transfer rate of 5%	Documentation: Annual Performance Report	
Provide services through TRIO Student Support Services to achieve program graduation rate of 15%	Achieved graduation rate of 24%, a 9% increase from previous year. Documentation: Annual Performance Report	Continue monitoring and advising students' progress toward graduation
Host Graduation and Transfer Fair to promote graduation and transfer opportunities to current students	The Graduation and Transfer Fair was cancelled due to COVID-19. Information regarding graduation and transfer opportunities was provided to students via email and myCCTC postings. Documentation: Staff Emails; myCCTC	Continue offering as one large event, if possible, and investigate creative ways to provide the information in a virtual format should the need to cancel a face-to-face event occurs again in the future
Increase graduation and transfer rates of high-need, STEM, and AA male students through PBI grant program initiatives	Hosted first fall College Transfer Fair with 100 students and 25 institutions attending. Collaborated with Records department for joint program Spring Graduation & College Transfer Fair (41 schools registered before cancellation); cancelled due to COVID-19. Launched online resource page of registered schools and hosted virtual Titan Transfer Talks via Zoom (2 schools / 8 students registered during COVID-19). Documentation: Event Sign-In Sheets; Program Information; Flyers	Completed PBI program initiatives due to grant end; staff will continue to assist with graduation and transfer initiatives
Automate graduation communications to ensure timely responses to students	Determined during Banner consulting that automated Banner communication plans will not work for graduation communications. Mail merge in Microsoft Word are currently being used to send emails, letters, and postcards at different times during the graduation process. Documentation: Staff Emails	Investigate other methods outside of Banner to automate communication
Work with ILT to improve the administrative graduation process; investigate possibility of pulling data directly out of DegreeWorks	No changes made to the administrative graduation process.	Work with ILT after DegreeWorks upgrade on developing a process to run batch audits on students who are

	Documentation: N/A	close to 100% program completion
Develop a process and communication plan to increase percentage of graduation applications submitted before program completion, thus reducing number of students needing to be administratively graduated	Students close to completion were identified on the administrative graduation report and contacted if they had not yet applied for graduation. Faculty advisors were also sent a list of graduation applicants periodically so they could contact their advisees who had not yet applied for graduation. Documentation: Staff Emails; Registrar Drive / Graduation	Continue to find innovative strategies to increase the number of students applying for graduation before program completion
Improve tracking method and communication plan for inactive students within one semester of program completion	Inactive students located using the administrative graduation report. Students were contacted and encouraged to contact their advisors regarding remaining program requirements and were also encouraged to register. Documentation: Staff Emails; Registrar Drive/Graduation	Continue to contact students and encourage program completion at CCTC or have official transcript sent if courses were completed at another institution

Goal No. 5

5. Attract and retain qualified staff to support and deliver quality services.

Expected Outcome for Goal No. 5

- 5.1 Qualified personnel hired, trained, and retained to ensure quality delivery of programs and services.
- 5.2 Staff participate in professional development opportunities directly tied to job duties.
- 5.3 Quality services provided.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Review staffing levels and workloads to identify gaps and weaknesses; make organizational changes as needed; provide professional development tied to duties	Reviewed staffing and workloads in Student Engagement department. Department no longer exists; staff positions redistributed to other departments as appropriate.	Continue to review staffing levels and make changes as needed Transition Career and Learning Services and components of Student Engagement to Counseling

	<p>Converted one counselor position into floating counselor; converted Lee County administrative position into position to serve two campuses rather than one; eliminated two contract positions due to low enrollment and reduced work needs.</p> <p>Reviewed TRIO Programs staffing levels and workloads and updated Assistant Directors' planning stages.</p> <p>Opted to not fill MHS College & Career Coach position due to close of grant timeline. Adjusted staffing and Career Services Coordinator visited MHS and FE Dubose weekly to maintain and create career services presence.</p> <p>Supported various staff members' attendance at professional development events.</p> <p>Documentation: Position Descriptions; Planning Stage Documents; Professional Development Records; Organizational Chart</p>	<p>and Outreach Services Department</p> <p>Attach Testing Services component from Student Engagement to Student Records to create Student Records and Testing Department</p>
<p>Cross-train Financial Aid staff to serve as back up for other staff positions</p>	<p>Staff cross-trained with identified duties and backup responsibilities.</p> <p>Documentation: Emails; Data Reports</p>	<p>Continue to cross-train staff</p>
<p>Collect Student Services feedback cards at all locations to determine effectiveness of customer service; identify training needs based on feedback</p>	<p>Comment cards collected and data used to recognize level of service and areas of improvement. Electronic system developed for Career and Learning Services feedback. Feedback from all sources provided to staff members.</p> <p>Documentation: Comment Cards; Emails</p>	<p>Continue to utilize feedback cards</p>
<p>Achieve 90% or higher satisfaction rates on Programs and Services Survey</p>	<p>Recruitment and Admissions achieved 96.7% overall satisfaction rate.</p>	<p>Continue to utilize program and services surveys and department surveys to determine effectiveness</p>

	<p>Financial Aid achieved 93.9% overall satisfaction rate.</p> <p>Student Records achieved 96% or higher satisfaction rates in all areas.</p> <p>Student Engagement achieved 97% overall satisfaction rate.</p> <p>TRIO SSS achieved 94% satisfaction rate. TRIO VUB achieved 98% satisfaction rate.</p> <p>Career and Learning Services achieved 94% satisfaction rate for workshop offerings and 99.3% satisfaction with Career Services.</p> <p>Documentation: Programs and Services Survey; Department Surveys</p>	
Host work-study fair to promote student worker opportunities on campus	<p>Collaborated with Financial Aid FWS Coordinator to host FWS Job Fair and promote on-campus job opportunities to students. 26 student interviews were completed by 12 departments.</p> <p>Documentation: Flyers; Sign-In Sheets</p>	Re-evaluate event viability
Provide appropriate training for Behavioral Intervention Team members, faculty, and staff; provide training opportunity for BIT Team to become Mental Health First Aid certified	<p>Coordinated Mental Health First Aid Training for 7 Behavioral Intervention Team members, <i>Be Aware</i> training in Fall 2019, and conducted presentation for faculty in Spring 2020.</p> <p>Documentation: Mental Health First Aid Training; PowerPoint; CentralMania Agenda</p>	Continue to provide training to BIT members
Fully implement Student Ambassador Program and conduct two leadership trainings for ambassadors	<p>Student Ambassador Program was not fully implemented due to low student interest.</p> <p>Documentation: Emails; Ambassador Program Application</p>	Utilize existing student organization members and work-study students as when needed
Fund STEM lab assistants for 2019-2020 through PBI grant	Funded three lab assistants outlined in PBI grant, extended	PBI grant closing; funding not available in the future

	<p>funding to cover Summer 2020 IET Lab Assistant wages to support student learning labs.</p> <p>Documentation: Contracts, Budget Reconciliation</p>	
<p>Conduct annual review of Title IX process and procedures with Title IX team</p>	<p>Reviewed Title IX processes, collaborated with System Office regarding new Title IX policies, updated resources on website, and completed trainings.</p> <p>Documentation: Website Information; Revised Title IX Policy; Title IX Documents</p>	<p>Continue to monitor federal regulations regarding Title IX and make changes to trainings, policies, and procedures when needed</p>

Goal No. 6

- 6. Maintain strong working partnerships with secondary school systems and the community through recruitment, testing services, Central Carolina Scholars, and PBI program activities to increase the college-going rate of high school graduates.

Expected Outcome for Goal No. 6

- 6.1 College readiness activities provided to secondary students.
- 6.2 Communications and school visits occur between CCTC, parents, counselors, and secondary students.
- 6.3 College-going rate of high school graduates increased to 30%.
- 6.4 College and Career Center at Lee Central High School will assist students with transitioning to college.
- 6.5 Awareness of college programs and services improved.
- 6.6 Enrollment of military affiliated students increased.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
<p>Coordinate Disability Services workshop for guidance counselors and students to promote services, resources, and accommodations to students with disabilities</p>	<p>Conducted workshop in November 2019 with the SC Department of Education for students and guidance counselors on how to request accommodations, available programs of study, and available services and resources.</p> <p>Documentation: Training Materials</p>	<p>Reach out individually to guidance counselors who work with ADA students to provide improved service during the admissions process</p>

<p>Conduct extensive recruitment activities in local high schools to ensure recent high school graduate enrollment of 30%</p>	<p>Achieved high school graduate enrollment rate of 17.9% compared to 19.6% in previous year.</p> <p>Recruitment conducted 116 total recruitment activities at high schools to include Titan Days, College Application Days, high school Titan Tuesdays, Educational-Opportunity Visits, and classroom visits.</p> <p>Coordinated a visit of Sumter High School faculty working cooperatively with Student Affairs staff and Academic Affairs deans and faculty. Sumter High School faculty were exposed to 53 of the 54 programs of study offered at the college, as well as Workforce Development.</p> <p>Scholars conducted recruitment activities and on-campus events such as Central Carolina Scholars Day at area high schools, Scholars Receptions, Scholars Classroom Presentations, Scholars Presentations during FAFSA Nights, and Awards Day Presentations to 1,040 students.</p> <p>Scholars Receptions held in Clarendon, Kershaw, Lee, and Sumter Counties, with 131 total participants. For Fall 2020, 42 were admitted, and 30 enrolled.</p> <p>Come See Me Day conducted March 12, 2020, with 368 total participants and Satisfaction Rate of 90.6%. 5.1% increase compared to 350 AY18/19.</p> <p>Documentation: Contact Cards; Sign-In Sheets; Agenda; All Scholars Report; Recruitment Calendar</p>	<p>Conduct extensive recruitment activities through multiple modalities for local high schools to ensure recent high school graduate enrollment of 30%</p>
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<p>Improve processes and implement a plan to increase Central Carolina Scholars contacts, completion, and transfer by 5%; enrollment by 10%</p>	<p>Enrolled 217 of the Scholars 2019 Cohort compared to 273 of the Scholars 2018 Cohort, resulting in a 20.5% decrease.</p> <p>AY 19/20, 55 students completed and 19 transferred to other institutions (74 total) compared to 92 in AY18/19, resulting in a 19.6% decrease.</p> <p>Documentation: Argos SA SCH 003 Scholars Enrolled Report; Clearinghouse Data</p>	<p>Utilize CRM Recruitment Suite to increase Central Carolina Scholars enrollment by 10%</p> <p>Implement CRM Retention Suite to increase Central Carolina Scholars contacts, completion, and transfer by 5%</p>
<p>Increase student attendance at Titan SPARK enrollment event by 50%</p>	<p>Titan SPARK! events developed in partnership with Academics and other partners for Clarendon, Kershaw, and Sumter counties for March, April, and June. Events canceled due to COVID-19.</p> <p>Event revisited and developed as a virtual event to start July 2, 2020.</p> <p>Documentation: Titan SPARK Promotional Materials</p>	<p>Increase student attendance at Titan SPARK! enrollment event by 50%</p>
<p>Maintain monthly communications to district staff via email updates and event promotions; revise school counselor webpages</p>	<p>1,769 communications via email phone calls, and visits to district staff regarding updates and event promotion.</p> <p>Documentation: Recruitment Calendar; Emails</p>	<p>Maintain communications to district staff using multiple modalities to provide updates and promote events</p>
<p>Conduct specialized activities and communications via High School Engagement Team</p>	<p>Conducted Summer Melt campaign; 1,084 students contacted by mail and email; 118 postcards sent to students to “Shadow a Titan.”</p> <p>Participated in an ad hoc Enrollment Communications Team to better coordinate marketing and messaging to increase enrollment.</p> <p>Documentation: Mailing; Email; High School Engagement Team Minutes</p>	<p>High School Engagement Team has been disbanded</p> <p>Transition some responsibilities for activities and communications with high school students and faculty to recruiters</p>

<p>Conduct financial aid presentations and FSA ID events at area high schools</p>	<p>Conducted 7 high school and FSA ID events at Sumter, Crestwood, Lakewood, Scotts Branch, Lee Central, Camden and Lugoff Elgin High Schools.</p> <p>Documentation: Sign-In Sheets; Emails</p>	<p>Develop meeting agendas for 20-21 academic year based on current events</p>
<p>Provide college and career exploration activities and transition assistance to students at Lee Central and Manning High Schools College and Career Centers</p>	<p>College and Career Coaches assisted 582 students with college applications, financial aid applications, scholarship information, and college placement testing.</p> <p>Documentation: Sign-In Sheets; Data Reports</p>	<p>Centers closed Summer 2020 due to PBI grant end</p>
<p>Increase the college going rate of full-time associate degree students, including STEM, high-need and AA male students through services provided by PBI Competitive Grant program</p>	<p>Provided Career Services (CLS) and Titan Learning Center (TLC) brochures for recruiters. Collaborated with Recruitment and Admissions to implement Accuplacer testing at Lee Central High School (LCHS) and Manning High School (MHS). College and Career Coaches collaborated with recruiters at LCHS and MHS to provide information about the admissions process and services and resources. 78 students at MHS and LCHS completed Accuplacer testing.</p> <p>Documentation: Brochures; Monthly Reports</p>	<p>Review and update CLS brochures, develop additional marketing materials, and attend various functions to market Career Services and CCTC</p> <p>Identify methods and strategies to market to Adult Education students</p>
<p>Partner with counties for iMagine CCTC! and assist with staffing</p>	<p>Provided college materials in 325 iMAGINE CCTC! bags for Clarendon County Expo. Kershaw County and Sumter-Lee County Expos canceled due to COVID-19.</p> <p>Documentation: Recruitment Calendar</p>	<p>Completed</p>
<p>Provide funding for career exploration events for secondary students</p>	<p>Funded 13 career exploratory trips and Come See Me Day transportation for secondary students: \$4,993.99.</p>	<p>Centers will be closed as of Summer 2020 and funding will no longer be available</p>

	Documentation: CLS Budget	
Design and host an annual college-wide enrollment event targeting the public	<p>Titan SPARK! events developed in partnership with Academic Affairs and other partners for Clarendon, Kershaw, and Sumter counties for March, April, and June. Events canceled due to COVID-19.</p> <p>Event revisited and developed as a virtual event to start July 2, 2020.</p> <p>Documentation: Event Materials; Event Registrations</p>	Host Titan SPARK! college-wide enrollment events and other enrollment events targeting the public
Increase community awareness of the college through participation in community events and service on boards and committees	<p>Staff participated in several community events to include: Winter Wonderland, Swan Con, RLI Lee County Interagency Group, Sumter Chamber of Commerce Education Committee, Sumter Cradle to Career Initiative, RE Davis Student Mentor Program, financial literacy at Scotts' Branch High School, e-STEAM, Camden Firefest, Bethune Chicken Strut, Summerton Health Fair, Pee Dee Reentry Job Expo, Sumter Optimist Club, ABLE SC Disability Employment Fair, South Sumter Resource Center Housing Fair, and We Care Fair.</p> <p>Staff members served on United Way Kershaw County Board, Sumter Mental Health Board, Sumter Veterans Council Board, Kershaw County Chamber of Commerce Board, Kershaw IMPACT committee, and SCTEA.</p> <p>Documentation: Emails; Publicity Documents; Staff Calendars; Registrations</p>	Continue to be available for community career programming and service to promote college mission
Promote College Central to employers to increase business registrations by 25%	Created employer registration awareness postcard and sent to 700+ Sumter Chamber of Commerce members, promoting	Continue to collaborate with area Chambers of Commerce to encourage CCTC recruitment pipelines and employer

	CCN. SC Tech System launched consortium of schools to increase employer engagement resulting in 56% increase in job postings. COVID-19 impacted employer outreach initiatives. Did not achieve goal; achieved 5% decrease in employer registrations. Documentation: CCN Reports	registrations. Monitor area unemployment and employer needs via chamber meetings and discussions.
Host Clarendon County Job Fair	Clarendon County Job Fair was cancelled due to COVID-19. Documentation: Cancellation Email	Form committee to coordinate the Clarendon County Job Fair to be held in 2021
Host Main Campus Job Fair for Business and Public Service Division	Hosted Business & Public Service Job Fair (103 students / 23 employers) and Health Sciences Career Fair (143 students / 41 employers). Clarendon County Job Fair cancelled due to COVID-19. Documentation: Event Sign-In Sheets; Flyers	Continue to encourage participation and collaboration from academic programs; meet with program managers to identify need for fairs Explore virtual fair operations and management
Increase marketing to military-affiliated students and participation in military sponsored events to increase enrollment at Base Education Center	Increased marketing efforts to military-affiliated students to include two marketing campaigns in December 2019; participated in three Base Education fairs. Documentation: Flyers; Emails	Continue to work with Public Relations to effectively market CCTC to the military community

Goal No. 7

7. Execute opportunities identified through the planning process and use of technology to align the Academic and Facilities Master Plan, Strategic Plan, and SACSCOC accreditation with a focus on the 2021 Fifth-Year Report.

Expected Outcome for Goal No. 7

- 7.1 Data collected and analyzed for decision making.
- 7.2 Areas of improvement identified.
- 7.3 Planning documents completed.
- 7.4 Accurate records maintained.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Participate in the 2020-2025 Strategic Planning process	<p>Participated in the Strategic Planning Process. Identified appropriate goals, initiatives, measures, and benchmarks.</p> <p>Documentation: 2020-2025 Strategic Plan</p>	Continue to participate in planning process and implement initiatives
Participate in the planning process to ensure integration of services, departments, and divisions	<p>Staff participated in all college planning meetings.</p> <p>Participated in CentralMania planning Committee, Return to Work Committee, Curriculum Committee, QLess Implementation Committee, Spark Event Committee, and CRM Implementation Team. SPARK event required committee to completely overhaul entire event from a face-to-face format to an online ZOOM application with multiple events and “rooms” to address different topics of discussion for students.</p> <p>TRIO worked with Career Services in the planning and process including “Creating the Perfect Resume” and a workshop on Type Focus/Career Portfolio Management to ensure that graduating SSS participants received additional skills before graduating.</p> <p>Documentation: Emails; Minutes; Sign-In Sheets; Blumen Database; Career Services Sign-In Logs</p>	Continue to participate in planning processes at the college
Use CRM reports to analyze enrollment trends and identify areas for improvement	<p>CRM Recruitment Suite implemented April 6, 2020. Began building reports in May.</p> <p>Documentation: CRM</p>	Utilize built reports to identify enrollment trends and areas for improvement

Complete department data reports at end of semester; analyze data, identify areas of improvement, implement necessary changes	Data reports submitted by all departments following each semester. Identified ways to improve data collection in some areas. Documentation: Data Reports	Continue to complete and analyze data reports for continuous improvement
Complete Administrative Unit Reviews for Career and Learning Services and Student Engagement	Completed AURs for both units. Documentation: AURs	Continue to use results for improvements
Measure Administrative Unit Outcomes	Completed and submitted Administrative Unit Outcomes report for all departments. Documentation: AUOs	Implement changes where necessary
Conduct Biennial Review for Department of Education	Completed Biennial Review in conjunction with Safety and Security and Human Resources departments. Documentation: Biennial Review	Conduct review again in 2022
Review records retention schedules and make changes if needed in order to comply with regulations; purge records in accordance with retention schedule	The retention schedule for applicants not yet admitted to the college was reviewed/ revised. Student Records purged 3 boxes (3 cubic feet) of records during the academic year. Documentation: Registrar Drive; AER; AUO	Continue to review and follow record retention schedules and purge accordingly
Complete indexing project for Continuing Education records to ensure accurate record keeping	Did not complete. However, Student Records staff quality checked the scanning/ indexing of 60% of the old undergraduate paper transcripts. Documentation: N/A	Follow up with ILT on projected timeline for scanning of CE transcripts Process transcripts; to be scanned by Business Affairs staff and Student Records staff will index the transcripts
Work with ILT to ensure all processes work correctly after patches/upgrades are installed including e-Transcripts and Financial Aid	Financial Aid staff worked on process to identify SC Wins students eligible for book allocation and to ensure correct amounts are reflecting in Bookstore POS system. Student Records and Admissions tested Banner upgrades and worked with ILT to correct issues following upgrades.	Continue testing upgrades and patches Test SC WINS rules with ILT and consultant to complete process during fall semester of 20-21 academic year Continue testing e-transcripts processing

	Documentation: Argos Reports; Emails; Data Reports; Help Tickets	
Explore additional technology resources for possible implementation	<p>Worked with ILT to implement CRM components, including Axiom for data integration.</p> <p>Implemented QLess system across campus locations and departments to address safe and efficient face-to-face student appointments and service in response to COVID-19.</p> <p>Implemented installation of scanners at Financial Aid and Admissions front counters to capture and scan documents immediately. Once scanned they are sent to appropriate counselor.</p> <p>Explored Compansol to integrate Banner data to Blumen but determined not possible at this time.</p> <p>Utilized Zoom to meet virtually with prospects and students, proctor exams, and host special events.</p> <p>Documentation: QLess; CRM Compansol Service Ticket; Zoom Recordings</p>	Continue to explore technology tools to improve efficiency and accuracy

Goal No. 8

- 8. Evaluate grant-funded initiatives and determine feasibility of continuing services; explore resource opportunities for additional funding.

Expected Outcome for Goal No. 8

- 8.1 Existing grant programs evaluated.
- 8.2 Recommendation made regarding continuation of PBI initiatives.
- 8.3 Applications submitted for appropriate grants.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
<p>Complete performance reports for grant programs; identify gaps and implement changes for improvement</p>	<p>Completed APR for 18-19 PBI grant; 19-20 APR due in Fall 2020. Completing internal reporting to close out data reporting.</p> <p><u>SSS:</u></p> <ul style="list-style-type: none"> • Persistence DOE rate is 65%; achieved 95% • Good Academic Standing DOE rate is 80%; achieved 84% • 2-Year Graduation DOE rate is 15%; achieved 24% • 2-Year Transfer DOE rate is 5%; achieved 13% <p><u>VUB:</u></p> <ul style="list-style-type: none"> • Funded to Serve 125; achieved additional 4% • Eligibility Criteria DOE rate is 66.67%; achieved 76.15% • Retention DOE rate is 65%; achieved 99.21% <p>Documentation: Annual Performance Reports</p>	<p>Continue to ensure grant initiatives are implemented, submit reports on time, and continue to follow sound budgeting practices</p>
<p>Develop transitional plan for last year of PBI grant based on effectiveness and value of Career and Learning Services components</p>	<p>Developing transitional plan for TLC, Career Services, and College & Career Centers in LCHS and MHS. Close high school centers by end of June. Communicating with Academic Affairs to embed tutoring into faculty services. Transitioned to BrainFuse for online tutoring services. Working with VP of Student Affairs for future planning of CLS.</p> <p>Documentation: Planning Emails</p>	<p>Assess grant tracking procedures to be adopted after grant period</p>
<p>Submit TRIO Student Support Services grant proposal</p>	<p>Submitted TRIO SSS grant application January 2020.</p> <p>Documentation: Grant Application</p>	<p>Implement awarded grant</p>

<p>Identify additional grant opportunities for funding of Student Affairs initiatives</p>	<p>Submitted proposal and received TRIO Student Support Services grant.</p> <p>Documentation: Grant Application; Grant Award Notification</p>	<p>Continue to seek grant funding opportunities</p>
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BUSINESS AFFAIRS
2019-2020 AER

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

Goal No. 1

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

Expected Outcome for Goal No. 1

- 1.1 Business Affairs related directives and manuals are current and compliant with federal, state, and local laws and regulations.
- 1.2 Audit reports are accurate and contain no major findings.
- 1.3 Accurate reports and forms are submitted prior to deadlines.
- 1.4 Employees and students are able to use the website and myCCTC as a source for current and accurate information and forms.
- 1.5 Data is provided in a timely and accurate manner that supports sound decision-making.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Review and revise College policies and procedures related to Business Affairs	Directives were reviewed and revised as needed according to the review schedule Documentation: Business Affairs Directives and Review Schedule	All FY 21 directives will be reviewed and updated as needed and according to the established schedule
Complete accurate internal and external reports and submit on a timely basis	Most reports completely accurately and timely (ex: financial reports; IPEDS; EEO report; Annual Security Report; CPIP; Annual Energy Progress Report) Documentation: Business Affairs Reports	Continue to utilize and update schedule of reports to ensure deadlines not missed; identify ways to automate more reports
Maintain publications, public website, and myCCTC with current information	Publications, public website, and myCCTC kept current. Ex: job postings; tuition rates; transparency report; student tax information, etc. Documentation: CCTC public website, publications, and myCCTC	Continue to look for ways to improve communication of website information for students, employees, and others
Complete annual audit report and Comprehensive Annual	The CAFR and financial statements for FY 19 were	The FY 20 audit will be completed by the deadline of

Financial Report (CAFR) for FY 19 and submit to Government Finance Officers Association (GFOA) for award	completed on time and the Certificate of Achievement for Excellence in Financial Reporting was received for the FY 19 report.; for the 2 nd year in a row, the College received no comments or recommendations on the FY 19 CAFR Documentation: FY 19 CCTC Audit Report and CAFR	9/30/20 and the FY 20 CAFR will be completed by the deadline of 12/31/20
Review and update (if needed) all employee manuals issued by Business Affairs	The following manuals were updated: ES&H Manual, Annual Security Report Documentation: Business Affairs manuals	The Procurement Manual and the Purchasing (credit) Card Manual will be updated in FY 21; all other manuals will be reviewed and updated if needed
Hire and work with a Banner consultant for HR to review and update business processes and provide Banner training to all HR staff; identify ways to automate and increase accuracy, timeliness and consistency with reports	Schedule conflicts and the shutdown from COVID-19 did not permit a visit with the consultant this year Documentation: 2019-20 HR AER	The budget has been carried forward and this is being rescheduled in FY 21

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 Outcome for Goal No. 2

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

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Process HR class & comp actions as requested, following all applicable laws and regulations	No HR audits were conducted in FY 20; the FY 19 financial statement audit contained no findings	Continue to process class and comp actions accurately and in accordance with all applicable laws and regulations

	Documentation: FY 19 Audited Financial Statements	
Advise employees on HR issues and manage employee relations issues	<p>Worked closely with supervisors to work through employee relations matters</p> <p>Held Supervisor Meet Up to keep supervisors connected and encouraged; created and conducted “Peer to Supervisor” training to assist new supervisors who are changing roles and help them anticipate and deal with the unique challenges they may face</p> <p>Documentation: 2019-20 HR AER</p>	Continue to encourage supervisors and employees to contact HR for advise and input; provide supervisor training to assist with common issues
Provide professional development and training opportunities for employees in the areas of New Employee Orientation, budget, Banner, supervision, safety and security, HR, and wellness; utilize Skillsoft training system	<p>New employee orientation conducted; new Supervisor’s training conducted</p> <p>Recommended Skillsoft courses; supervisors assigned Skillsoft training to employees to address specific issues</p> <p>Employees participated in state Associate Public Manager (APM), CCTC Leadership Academy, SCTCS Leadership Academy, and Benefits Fair</p> <p>Conducted other training including purchasing card training, Campus Security Authority training, and annual online training in multiple areas</p> <p>Documentation: 2019-20 Business Affairs Dept. AERs</p>	Continue to provide training to employees as needed, in a format consistent with the existing COVID-19 environment
Maximize employee recruitment sources to increase opportunity for a more diverse workforce	<p>Connected with Call Me Mister Program; EEO goal attainment was 90%</p> <p>Documentation: 2019 EEO Report; 2019-20 HR AER</p>	Continue to focus on increasing diversity, especially in the categories showing deficiencies on the EEO report; continue to build on relationship with Call Me Mister program as a source for minority male faculty
Provide flexibility and promotional opportunities for employees	Employees utilized the flexible schedules, which were useful during the COVID-19 outbreak;	Continue to provide flex schedules and promotional opportunities; continue to

	<p>Six (6) employees promoted and three received additional duties and responsibilities</p> <p>Participated in the state APM program and Leadership Summit in addition to the CCTC Leadership Academy</p> <p>Documentation: HR Employee Records And Hiring Reports</p>	<p>participate in state, local and College leadership programs</p>
<p>Provide an employee wellness program</p>	<p>A motivated team of employees began a project to revamp the College's wellness program; events had to be canceled due to COVID-19; the existing program provided discounts on gym memberships and reimbursements</p> <p>Documentation: Wellness Program Records</p>	<p>Continue existing program benefits and reschedule new events as soon as possible when the pandemic subsides</p>
<p>Continue the leadership program to involve selected faculty/staff in College initiatives, provide leadership training, and prepare them for future leadership opportunities</p>	<p>Year 2 of the CCTC Leadership Academy was revised and improved based on feedback from year 1 participants; the program had 25 graduates, including 6 who attended levels 1 & 2; one participant was promoted to department chair during the year</p> <p>Documentation: Leadership Program Committee Records</p>	<p>Revise and improve FY 21 program based on results and feedback from FY 20 (year 2) program</p>

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

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Offer periodic New Employee Orientation and budget training to teach employees to monitor and adjust budgets	<p>NEO was provided at the start of each semester; individual training was provided in FY 20 to 14 new budget managers</p> <p>Documentation: HR and Accounting Office Records</p>	Continue to provide training as needed; continue to review and revise process of providing information to new employees
Prepare, distribute/review, and analyze monthly or periodic financial reports; monitor online reports as necessary	<p>Various financial reports were prepared monthly or periodically and analyzed; budget information made available through myCCTC and is up-to-date; the State transparency report was updated and posted to the web before the 15th of each month</p> <p>Documentation: 2019-20 Accounting AER and Records</p>	Continue to monitor financial reports to determine if any budget actions need to be taken
Monitor energy usage and utilize electronic energy management system to schedule HVAC and lower energy costs; prepare required annual reports	<p>Year-end reports show a consistent energy usage in most buildings; the College has continued to monitor energy usage and utilize the energy management system to schedule HVAC; required reports were submitted before deadline; Duke Energy rebates were received for a lighting upgrade project</p> <p>Documentation: CCTC Energy Reports</p>	Continue to monitor energy usage and utilize the energy management system for scheduling HVAC; Upgrade the College's energy management system in FY 21
Reduce expenditure budgets to reflect reduced tuition revenue if enrollment decreases	<p>Enrollment decreased approximately 5% from FY 19 to FY 20 and budgets were adjusted as needed</p> <p>Documentation: FY 20 Budget</p>	Continue to closely monitor budgets and develop options for lowering expenses as enrollment is expected to continue to decline as a result of the pandemic
Work with Academic Affairs to review enrollment and other elements of program vitality to make decisions on continuing or closing low enrollment programs and starting new programs	<p>The departmental cost analysis was updated for FY 18 and FY 19, along with other components of the program analysis including enrollment, graduation, employment and other data; this information was summarized and</p>	Continue to use the results of this study to make decisions on changes to or elimination of programs

	<p>is currently being used to make decisions on academic programs</p> <p>Documentation: Departmental Cost Analysis for FY 18 & FY 19; Program Analysis</p>	
<p>Abide by state procurement process and adhere to all federal and state procurement regulations</p>	<p>Provided purchasing training and guidelines to all employees; utilized the purchasing card where possible to make the process more efficient and still adhere to regulations</p> <p>No audit findings related to procurement</p> <p>Documentation: Accounting Training Records; Procurement And Purchasing Card Manuals; Annual Audit Report</p>	<p>Continue to stay abreast of new procurement regulations and update manuals and provide training as needed</p>
<p>Perform annual inventory and review surplus fixed assets on a regular basis and reallocate or turn in as quickly as possible</p>	<p>A 100% physical inventory was completed for FY 20; surplus property was reallocated or turned in during the year, but COVID-19 did cause a shutdown of turn-ins beginning in March; 189 line items were turned in during the fiscal year</p> <p>Documentation: FY 20 Property and Inventory control AER</p>	<p>Continue to follow state and College processes for inventory and surplus</p>

Goal No. 4

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

Expected Outcome for Goal No. 4

- 4.1 College facilities and equipment (including vehicles) will be maintained adequately, and deferred maintenance will be monitored. At least 95% of students will be satisfied with facilities on the annual programs and services student survey.
- 4.2 Facilities and grounds will be maintained at a high level of cleanliness and attractiveness. At least 90% of employees will be satisfied with custodial services on the annual employee survey
- 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. At least 97% of students will be satisfied with security services on the annual programs and services student survey.
- 4.5 A plan for obtaining funding and utilizing the Pinewood site will be developed.

Supports College Strategic Goal: 1, 2, 8
 Supports College Annual Goal: 10, 11
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
<p>Conduct weekly and monthly inspections of all facilities and grounds, and make corrections as needed</p>	<p>Weekly and monthly inspections of all facilities and grounds are made</p> <p>The marquee is now maintained by the grounds staff; two full time grounds positions have been added to the grounds crew and additional grounds equipment was purchased</p> <p>Documentation: Physical Plant Inspection Reports; Budget Reports</p>	<p>Continue to make inspections consistently, and work on improving documentation</p>
<p>Make changes recommended by the custodial consultant group, Core Management Services, where feasible</p>	<p>Changes implemented include increase in salaries to the local market averages, adding two additional custodial staff positions, changes to custodial shifts, and the purchase and use of Smart Inspect software for supervisors' use</p> <p>Documentation: Core Management Group report; Budget Reports; Custodial Inspection Reports</p>	<p>Continue to implement recommendations for the Core Management Report as feasible</p>
<p>Maintain, follow, and update a preventative maintenance (PM) program for all College facilities, equipment, and vehicles</p>	<p>A Preventative maintenance (PM) program for College facilities, equipment, and vehicles is in place</p> <p>Some of the work completed during the COVID-19 shutdown includes cleaning of M400, M500, and M600 chillers; and cleaning and filter changes for the units on buildings M100, M200, M300, and NRM campus</p> <p>Documentation: Physical Plant PM Schedule</p>	<p>Continue to review the PM schedule and determine the best way to insure the paperwork is completed and updated on a monthly basis</p>
<p>Coordinate and manage small renovation projects as funds are available</p>	<p>Some of the projects completed include:</p> <ul style="list-style-type: none"> • Replacing the flooring in the Presidents suite, rooms M135 and M125, offices in M200, and front lobby of M100 	<p>Continue to coordinate and manage small renovation projects as funds are available; inspect all buildings and prioritize work for FY 21 based on budget</p>

	<ul style="list-style-type: none"> • Replacing HVAC units #8 on the M700 building and SS32 on building M100 • Renovated the kitchen in M400 <p>Documentation: FY 20 Capital Projects Reports</p>	
Work with mechanical engineer to design and plan two replacement air handling units to serve building M600	Plans for the replacement of the M600 AHUs are complete; the project was bid and should be complete by January 2021	Continue to work with engineers and contractor to ensure project is completed in a quality manner on schedule
	Documentation: M600 AHU Replacement Project Documents	
Coordinate and work with college-wide team to finalize the Academic and Facilities Master Plan to evaluate existing facilities and utilize space in the most efficient and effective way, as well as plan for new facilities	The Academic and Facilities Master Plan is complete; the College is actively implementing several of the recommended projects	Continue to implement recommendations as budget allows
	Documentation: Final Academic and Facilities Master Plan Report; FY 20 Capital Projects Budget	
Update and monitor the deferred maintenance (DM) plan; reduce DM needs as funding allows	Funds were added to the DM budget at the end of FY 19; the M600 AHU project is being funded from the DM budget	Continue to update and monitor the DM plan and reduce DM as funds allow; add to the budget for DM as funds allow
	Documentation: FY 19-20 Capital Projects Budget	
Provide college-wide training on safety and security procedures, including an active shooter training and conducting periodic tornado and fire drills as required by College policy	Annual safety and security training was conducted online with a 100% completion rate; Active Shooter training was conducted in February 2020 in conjunction with SLED; fire drills were conducted in Spring 2020 and tornado drills were conducted in Fall 2019; Campus Security Authority (CSA) training was provided to all CSAs	Continue to update online training program to reflect changes in CCTC policy and procedures; active shooter training will be provided again in March 2021 for all employees as COVID-19 conditions allow
	Documentation: Safety & Security AER; Training Records; Tornado/Fire Drill Records	
Prepare an annual security report as required by law; revise current report as needed to meet	The 2019 ASR was completed by the deadline of 10/1/19, emailed to all faculty, staff, and students, and updated on the College's website;	Continue to update the ASR as well as a daily crime log to meet all DOE Clery requirements

all requirements and report current crime data	the daily crime log was kept up-to-date on the College's website Documentation: ASR; College Website; 2019-20 Safety & Security ASR	
Maintain the Emergency Notification System (ENS) so that data for students and employees is kept current and complete and procedures are in place to activate in a timely manner in case of an emergency	The ENS database is updated continuously to ensure all employees and students' emergency contact information is uploaded into the ENS system; the system was tested during ELT and ENS team internal drills. Documentation: 2019-20 Safety & Security AER and ENS Records and Database	Work closely with Human Resources Department to ensure that all contact forms are filled out and returned in a timely manner Continue to work closely with IT to have a fillable contact form on Self Service Banner and myCCTC available to employees and students for ease of updating their contact information

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 Outcome 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, while still keeping costs low for students.
- 5.3 Food service will be provided by external vendors on main campus.
- 5.4 At least 95% of students, faculty, and staff will be satisfied with Auxiliary Services customer service as measured by annual surveys.

Supports College Strategic Goal: 8
 Supports College Annual Goal: 3, 4
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Continue to provide print shop and mail room services using one full time employee	The College continued to employ one full time employee for the print shop and mail room; all bookstore employees are trained to work in the mail room, and the Director of Auxiliary Services is trained to operate the print shop when needed	Continue to ensure employees are cross trained in order to cover all Auxiliary services in the event of an absence or vacancy

	Documentation: 2019-20 Auxiliary Services AER	
Work with department chairs to investigate ways to reduce the cost of required materials for students	Meetings have been held to determine opportunities for expanding inclusive access courses; inclusive access gives students all the materials needed for class from day one of instruction at a price at or below any other delivery method Documentation: 2019-20 Auxiliary Services AER	Continue to look for ways to expand inclusive access and other methods to reduce costs for students
Monitor budgets throughout the year and prepare year-end financial reports for bookstore and vending	Auxiliary services contributed \$222,337 to the College budget in FY 20, down from \$374,033 in FY 19; much of the decrease can be attributed to the COVID-19 shutdown Documentation: Year-end Financial Statements	Expand online sales
Work with local food vendors to continue to provide lunch 4 days a week, and breakfast as many days as possible	The College solicited bids for food service, but did not receive any bids Documentation: 2019-20 AER; Procurement Files	Once all students are allowed back on campus (as a result of COVID-19), the College will attempt to have local vendors providing lunch four days a week again
Market and continue to expand bookstore offerings in the bookstore at the Kershaw County Campus	The bookstore at the Kershaw campus sold books, merchandise and supplies to students at that campus Documentation: 2019-20 Auxiliary Services AER	Continue to expand the selection of merchandise as students show interest

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 Outcome 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 will be functional 98% of available time.

- 6.3 ILT will plan for reasonable protection of information resources and systems from illegal access and use.
- 6.4 Technology will be appropriate to support all CCTC stakeholders and replaced on a regular cycle to assure access to current technology.
- 6.5 Provide a centralized single point of contact for all User Support Services (USS).
- 6.6 Provide technology training to employees and students as needed.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
<p>Maintain Banner system current with upgrades and patches released by vendor</p>	<p>The College’s Banner ERP system was consistently patched this period to within the benchmark of one (1) point release on all modules with the following exceptions:</p> <p>General, Finance, Accounts Receivable, Human Resources, Position Control and Financial Aid are two (2) to three (3) point releases behind; these modules are slightly behind due to the inability to test effectively during the March-June COVID-19 shutdown of the College facilities</p> <p>Additionally, the department completed major upgrades of the auxiliary Ellucian products <i>Workflow</i> and <i>EMC Application Xtender</i> imaging to bring them to current release levels</p> <p>Documentation: Banner Module Releases/Patches Applied vs. Releases/Patches Available, ILT Patch Management Procedure; 2019-20 ILT AER</p>	<p>Applications Development and Support will continue to monitor the currency of Banner modules as per the Patch Management Procedure to ensure our vendor is maintaining currency within the benchmark of one (1) point release</p> <p>Banner Self-Service upgrades have commenced with new Banner SSB 9.x servers already deployed; ILT is reviewing feature sets of SSB 9.x against existing 8.x deployments and will then work with affected departments to review and finalize a configuration and customization list to address any deltas in functionality requirements</p> <p>A DegreeWorks 5.x upgrade is mandated by the end of December 2020 to maintain functionality due to vendor-deprecated middleware used in the current DegreeWorks 4.x version</p>
<p>Maintain and replace equipment and classroom technology on a 5-year recurring schedule as resources allow in order to keep current with technology</p>	<p>Thirty-one (31) desktops, thirteen (13) laptops, and forty-six (46) monitors were purchased for replacement of older faculty/staff equipment</p> <p>With the physical college building closures, employees working remotely, and being mindful of</p>	<p>Complete the deployment of remaining hardware for this cycle</p> <p>Providing budget is available, plan, acquire, and deploy a new refresh cycle for faculty/staff workstations in subsequent years</p>

	<p>COVID-19 social distancing precautions, the department has been deploying the employee equipment when employees have been available in their offices and as time permits</p> <p>Documentation: ILT Staff Meeting Minutes & Project List</p>	
<p>Monitor and manage the backup and recovery system for major systems, programs, and data</p>	<p>ILT is continuing to expand its backup and recovery point objectives and is now archiving both raw data and application server images for rapid recovery in the event a server becomes unresponsive or otherwise damaged; further enhancements will be made to expand the recovery options for critical and secondary enterprise systems</p> <p>Documentation: ILT Staff Meeting Minutes & Project List</p>	<p>ILT will continue daily monitoring of the College backup and recovery solution and conduct periodic tests to ensure its viability in an emergency situation</p> <p>ILT will continue to evaluate new capabilities within the College’s new backup and recovery solution to better protect critical information assets</p>
<p>Collaborate with the Information Security Team to initiate implementation of the SCTCS Information Security Framework of twelve (12) processes and create associated procedure documents/guides as necessary</p>	<p>The membership of the internal CCTC Information Security Team was established last period with an eye toward reviewing the Annual Data Set Inventory, Data Classification, and Risk Assessment Procedures</p> <p>Due to an unusually heavy ILT project load during this period and the interruption of on-site activities and additional technology requirements during the COVID-19 pandemic, little progress has been made toward the policy-side implementation of InfoSec processes and procedures</p> <p>However, this period, the department successfully implemented a majority of the numerous required security controls and InfoSec monitoring that will meet the requirements of these policies when they can be localized and adopted</p>	<p>Upon completion of the Information Security Program and Risk Assessment Procedure updates, ILT will administer the Annual Data Set Inventory, Data Classification, and Risk Assessment Procedure across all College academic and administrative departments</p> <p>The results of the annual internal assessment as well as the triennial external assessment will be used to formulate the College’s annual Information Security Plan to include an updated InfoSec gap analysis with respect to SCTCS policy 4-4-105 and set goals and budget requirements for identified InfoSec initiatives</p>

	<p>Documentation: ILT Information Security Program & Annual Information Security Plan</p>	
<p>Develop User Support Services staff skills through educational opportunities within the college, external training, and professional certification utilizing available ILT PDP funding</p>	<p>USS continues to grow customer service and technical skills whenever possible</p> <p>Additionally, USS continued using the integrated call monitoring solution this period to provide USS management and employees the opportunity to review call behavior and statistics in a periodic peer-review session</p> <p>The USS call center phone system was redesigned to match the capabilities of the College’s switchboard providing a more professional, queue-based interface for support call handling</p> <p>This has led to improvements directly reported by customers of USS as end-of-ticket surveys with an average satisfaction level of 99% this period</p> <p>Documentation: USS Quarterly Call Peer-Review Minutes; ILT Staff Meeting Minutes & Project List</p>	<p>Peer-review sessions to review call behavior and statistics will be conducted by USS management each quarter</p> <p>ILT would like to engage the College’s resources within the Computer Technology Department to provide specific preparatory training pursuant to A+ and Network+ certifications to bolster USS staff’s technical capabilities leading to quicker issue resolution and less tickets escalated to Desktop Support or Systems Managers</p>
<p>Institutionalize the approved Change Management Process and conduct project reviews via email distribution with scheduled quarterly and as-needed face-to-face meetings of the CAB</p>	<p>During the evaluation process of a new ticketing and ITIL-compliant change control solution, it was decided to delay this implementation to permit time to fully implement the new software solution for tracking and managing change requests in an ITIL-compliant fashion that meets the ITIL framework requirements set forth in the CCTC Change Management Process</p> <p>Documentation: ILT Staff Meeting Minutes & Project List</p>	<p>The new ticketing and ITIL change control management solution will begin implementation for ILT later in 2020</p> <p>Once the new solution is in place, the CCTC Change Management Process will be updated to include this solution as a central component for CCTC Enterprise Systems Change Control which will subsequently be enacted at the College</p>
<p>Assess the results of the 2019 Programs and Services survey and make adjustments to assure</p>	<p>The average rating of ILT programs and services on the 2020 Student Evaluation of Programs</p>	<p>While the results of the evaluation for ILT programs and services was above the</p>

<p>a student satisfaction level of 95% or higher with ILT services</p>	<p>and Services was 95.8%, an increase of 1.1% from the previous year of 94.7%</p> <p>The CCTCgo mobile application received an increased rating of 88.5% this period with D2L integration still remaining the top requested functionality enhancement</p> <p>Documentation: 2020 Student Evaluation of Programs & Services</p>	<p>benchmark, the department will continue to investigate modifications to programs and services that will appeal to student perceptions of technology resources</p> <p>A new platform release of the CCTCgo mobile application is planned by the end of July 2020 which is scheduled to include the much requested native integrations with D2L for course lists, content, news, assignments, and individual course assignment grade information</p>
<p>Expand and upgrade network, server, and other equipment that is not sufficient for current needs or out of service</p>	<p>ILT completed the installation of fifty-one (51) replacement workgroup switches that were at or nearing end-of-life across multiple campus buildings and sites</p> <p>Due to requirements for the forthcoming Exchange 2016 upgrade, one of these servers was repurposed for a new, upgraded primary domain controller as a prerequisite; the other controller is still scheduled for delivery to HSC later in 2020</p> <p>Remaining storage is being evaluated for deployment as individual network file shares for employees in order to transition the storage of College data from local workstations to network shares which can be backed up and recovered if necessary</p> <p>However, recent developments in educational-use cloud-storage that is GLBA, FERPA, and PII compliant may provide a more cost effective and agile solution for personal storage, while providing the same level of backup and recovery protection at a fraction of the cost of using the College's remaining on-premise SAN storage</p>	<p>The core switch in the CCTC data center and the large-format workgroup switch at AMTCC will be due for replacement within the next couple of years</p> <p>Another server will be ordered for AMTTC next period</p> <p>Complete the deployment of the utility server for HSC and evaluate the need for additional upgraded hardware for this purpose</p> <p>Evaluate the cost effectiveness of using on- premise SAN storage for this purpose against recently available EDU compliant cloud-storage, which may provide a better value and more options for our employees in the long run</p>

	Documentation: ILT Staff Meeting Minutes & Project List	
Serve on the implementation team for TargetX CRM, providing assistance with IT requirements to ensure a successful deployment; meet weekly with Target X and CCTC project management to coordinate implementation efforts and provide IT resources as needed to meet project plan timeframes	<p>ILT has spent considerable time working with both the CRM recruitment and retention teams identifying data integration opportunity and analyzing and normalizing data among our various disparate systems such as TargetX, Banner, Accuplacer, D2L, and DegreeWorks</p> <p>No automated integration has yet been moved to production as we are continuing to identify areas of reconfiguration necessary within the CRM to accommodate these data elements but significant progress has been made to ready these environments for eventual automated integration</p> <p style="text-align: center;">Documentation: TargetX CRM Project Plan; Schedules; Minutes of Meetings</p>	<p>ILT will continue to work with both recruitment and retention teams as well as vendors and contractors engaged in this activity until satisfactory integration is achieved</p> <p>We expect to have test scores, Banner, D2L, and DegreeWorks retention data integrations completed sometime during the fall of 2020</p> <p>This will be an ongoing process of identifying and integrating data as necessary to fully leverage the capabilities of the CRM and address business process needs for both recruitment and retention</p>
Address substandard wireless performance for CCTC facilities by analyzing current and preferred wireless capabilities, developing use cases with facility occupants, and modernizing wireless technology within facilities to meet the College’s present and near-future needs	<p>ILT deployed new cloud-based wireless controllers and a new student and employee-use configuration that requires authentication using a myCCTC credential</p> <p>ILT has completed upgrades for Lee County Site, Natural Resources Management, and F.E. DuBose vastly increasing the range and density capabilities of the older Wi-Fi Access Points (APs)</p> <p style="text-align: center;">Documentation: ILT Staff Meeting Minutes & Project List</p>	<p>The Wi-Fi retrofit plan will be managed and implemented as specified using the following priority table:</p> <p><u>Group 1 – FY20</u> Lee County Site Natural Resource Management Center (NRMC) F.E. DuBose Campus</p> <p><u>Group 2 – FY 21</u> Health Sciences Center Legal Studies Center Kershaw County Campus Advanced Manufacturing Technology Training Center (AMTTC)</p> <p><u>Group 3 – FY 22</u> Main Campus buildings</p>

Goal No. 7

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

Expected Outcome for Goal No. 7

- 7.1 Publish divisional and departmental plans of action, annual effectiveness reports, unit reviews, 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 Academic & Facilities Master Plan.
- 7.4 Comply with the Information Security Plan requirements.
- 7.5 Begin preparations for the SACSCOC 5th Year Interim Report
- 7.6 Maintain and update a multi-year strategic technology plan.
- 7.7 Support the QEP with sufficient resources.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Develop and complete plans of action for the division and departments by deadlines	Divisional and departmental plans of action completed on time for all areas Documentation: Planning Share Drive	Plans of action are monitored during the year and an effectiveness report is prepared at the end of the year
Review results from College surveys and other means of assessment to improve services	All applicable surveys, evaluations, and reports were reviewed for feedback on Business Affairs Division services as documented in this AER Documentation: Planning and IE Share Drives	Most results were positive but negative comments were reviewed and assessed, and will be improved upon in the coming year
Participate in development of the 2020-2025 Strategic Plan for the College	Business Affairs staff and the VP participated in multiple focus group meeting with external partners Documentation: Planning and IE Share Drives	The 2020-2025 Strategic Plan will be finalized in the first quarter of FY 21 and implemented beginning with the FY 21 Plans of Action
Perform an Administrative Unit Review and Assessment for the Auxiliary Services & HR departments	AURs were conducted for the Auxiliary Services, HR, and Safety/Security departments and reports completed Documentation: Planning Share Drive	Results of the AUR being used in FY 20 AER and FY 21 POA; the Physical Plant and Property/Inventory Control departments will complete AURs in FY 21
Use the results of the TechQual+ survey and Student survey along with input from existing user groups to update a	A three-year continuous technology plan was developed for the College which delineates technology needs and projects, estimates budget requirements, and	ILT will update this three-year plan annually with input from faculty, staff, and students through the use of assessment tools and focus group input

multi-year strategic technology plan	provides a forecast of which fiscal year the project is scheduled for implementation Documentation: CCTC ILT Technology Plan FY20-FY22	(Banner, Deans Council, and Digital Community)
Assess progress of POA objectives and compile an annual effectiveness report showing outcomes and use of results	Divisional and departmental effectiveness reports were completed showing outcomes and use of results Documentation: Planning Share Drive	Effectiveness reports are used in developing the following year's plans of actions
Assess departmental outcome benchmarks for 19-20 and update outcome report with results	Departmental outcome benchmarks for 19-20 were assessed and the outcome reports were updated with results Documentation: Planning Share Drive	Results are used in developing the following year's plans of actions
Prepare Employee Performance Management System (EPMS) documents for all employees by deadlines	EPMS documents prepared and submitted for all Business Affairs employees by deadline Documentation: HR Records	Objectives and success criteria for individual employees are tied to departmental plans of action
Ensure that the College capital plan and budget reflect the priorities of the Academic & Facilities Master Plan as resources allow	The new Academic and Facilities Master Plan was used in developing the annual capital plan and budget Documentation: Academic & Facilities Master Plan; Capital Projects Budget	The Academic & Facilities Master Plan will be reviewed annually and adjusted if needed, and used as a basis for planning large capital projects
Update and monitor the Information Security Plan	The membership of the internal CCTC Information Security Team was established last period with an eye toward reviewing the Annual Data Set Inventory, Data Classification, and Risk Assessment Procedures Due to an unusually heavy ILT project load during this period and the interruption of on-site activities and additional technology requirements during the COVID-19 pandemic, little progress has been made toward the policy-side implementation of InfoSec processes and procedures.	Upon completion of the Information Security Program and Risk Assessment Procedure updates, ILT will administer the Annual Data Set Inventory, Data Classification, and Risk Assessment Procedure across all College academic and administrative departments. The results of the annual internal assessment as well as the triennial external assessment will be used to formulate the College's annual Information Security Plan to include an updated InfoSec gap analysis

	<p>However, this period, the department successfully implemented a majority of the numerous required security controls and InfoSec monitoring that will meet the requirements of these policies when they can be localized and adopted</p> <p>Documentation: ILT Information Security Program & Annual Information Security Plan</p>	<p>with respect to SCTCS policy 4-4-105 and set goals and budget requirements for identified InfoSec initiatives</p>
<p>Update and monitor the identity theft program</p>	<p>Completed as part of the Information Security Plan</p> <p>Documentation: ILT Information Security Program & Annual Information Security Plan</p>	<p>This will not be a separate strategy in the future as it is part of the Information Security Plan</p>
<p>Support the QEP project with resources as needed</p>	<p>The QEP project was completed in the summer of 2020; the COL105 course and elements of the advising model have been institutionalized</p> <p>Documentation: QEP Steering Share Drive</p>	<p>A final QEP report will be submitted to SACSCOC as part of the College's Fifth-Year Report</p>
<p>Review SACSCOC 5th Year report requirements and begin writing drafts of any applicable standards</p>	<p>Business Affairs requirements were reviewed and documented during FY 20</p> <p>Documentation: VP for Business Affairs Files</p>	<p>Drafts will be written for all applicable standards in FY 21</p>