Central Carolina Technical College

2022-2023
College Plan of Action

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INTRODUCTION

Planning at Central Carolina Technical College

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

Central Carolina Technical College improves lives through excellence in teaching, learning, and economic enhancement through workforce development.

Vision

Central Carolina Technical College will be the first choice for accessible, affordable, and relevant higher education, provided in an innovative, student-centered learning environment.

Values

Central Carolina recognizes the worth and potential of each student, and values the diversity of its student body, faculty, and staff. In its attitudes and principles, the College affirms the following values and beliefs in providing its programs and services: *Excellence, Integrity, & Innovation.*

Statement of Role and Scope

Central Carolina Technical College is a multi-disciplinary, public institution of higher education primarily serving the region of Clarendon, Lee, Kershaw, and Sumter counties in South Carolina by providing innovative programs that are designed to enhance the economic vitality and quality of life for all residents. The College confers associate degrees, diplomas, and certificates in the areas of business, public service, industrial and engineering technology, the health sciences, and the arts and sciences through multiple learning environments including traditional and distance learning instructional methods. In addition to excellence in teaching and learning, the College provides credit and continuing education programs and student support services to prepare students to enter the workforce, earn college credit before high school graduation, transfer to senior colleges and universities, and achieve their professional and personal goals.

<center>**2020-2025 Strategic Plan Integration**</center>

The 2020-2025 Strategic Plan serves as a comprehensive planning resource to support annual planning along with the College Mission, Vision, Values, Role and Scope. In anticipation of the conclusion of the previous 2015-2020 Strategic Plan, the College initiated the development of a new Strategic Plan in 2019 in collaboration with community stakeholders. The final 2020-2025 Strategic Plan was published and distributed in March 2020. This facilitated the integration of the new Strategic Plan into the annual planning processes. The goals, areas of impact, and initiatives identified in the 2020-2025 Strategic Plan are as follows:

Goal 1 – STUDENT SUCCESS: Central Carolina Technical College will foster an environment conducive to student success.

- Areas of Impact
  - Educating Students (including Workforce Development and Dual Enrollment Students)
  - Student Achievement
- Initiatives
  - Achieve comparable student success rates as like-sized colleges
  - Implement Enrollment Management and Marketing Plans
  - Enhance the CCTC Student Experience
  - Develop part-time program pathways

Goal 2 – INTERNAL & EXTERNAL COMMUNITY: Central Carolina Technical College will strengthen partnerships with its internal and external communities.

- Areas of Impact
  - Faculty and Staff
  - Partnerships
  - Marketing and Communications
- Initiatives
  - Renew hiring and training approach to strengthen and sustain the quality of faculty and staff talent
  - Develop a more robust institutional professional development program
  - Implement Enrollment Management and Marketing Plans
  - Collect feedback from local stakeholders to improve partnerships

Goal 3 – RESOURCES: Central Carolina Technical College will acquire optimal, sustainable resources to best position the College and strengthen its fiscal stability.

- Areas of Impact
  - Government Funding
  - CCTC Foundation
  - Grants
- Initiatives
  - Acquire comparable per capita local funding as other SCTCS colleges
  - Transform grounds and facilities to optimize services and enhance on-campus experience
  - Support the Major Gifts Campaign

CCTC 2022-2023 COLLEGE ANNUAL GOALS
July 1, 2022 through June 30, 2023
Annual Goals Aligned with the 2020-2025 CCTC Strategic Plan

As a result of comprehensive, college-wide planning and assessment, the College formulated, reviewed, and adopted the following 2022-2023 CCTC Annual Goals. These goals were submitted to faculty and staff for feedback, then finalized by the ELT for implementation in the 2022-2023 academic year.

Strategic Plan Area of Focus: Student Success

1. Implement a systematic and efficient approach to course scheduling to reduce time to completion and increase flexibility through multiple delivery methods.
2. Initiate the college's Comprehensive Retention Plan, to include such initiatives as development of guided pathways for all programs, a revised advising model, and increased focus on student support services.
3. Launch Achieving the Dream and Complete College America as institutional priorities and integrate strategies college-wide.

Strategic Plan Area of Focus: Internal & External Community

4. Attract, develop, and retain a qualified and diverse faculty and staff to support and deliver quality programs and services.
5. Implement a comprehensive communications plan targeting the enrollment of new students and the retention of current students.
6. Utilize marketing to ensure a consistent brand image for internal and external stakeholders.
7. Utilize feedback from external stakeholders to meet the needs of business and industry by enhancing academic programming, training, and educational partnerships to include apprenticeships.

Strategic Plan Area of Focus: Resources

8. Continue to implement the Academic and Facilities Master Plan by better aligning units and their functions, planning for the new Academic and Student Services building, and developing a long-term preventative maintenance plan.
9. Investigate development of short-term and long-term financial plans to include a review of employee compensation in comparison to like-sized colleges in the SC Technical College System.
10. Maximize the utilization of information technology resources across the college.

Approved by the CCTC Area Commission on May 19, 2022

2022-2023 COLLEGE PLAN OF ACTION BY DIVISION

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 Communication will be maintained with the College's Area Commission to support the accomplishment of the College's Mission, Strategic Plan, and Annual Goals.
1.2 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.
1.3 The College will identify and implement appropriate institutional strategies to support the accomplishment of the College's Mission, Strategic Plan, and Annual Goals.

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

Strategy
Represent the College as President while maintaining ongoing communication with the Area Commission
Monitor the progress of College's annual goals and progress toward the accomplishment of the 2020-2025 Strategic Plan
Launch Achieving the Dream and Complete College America as institutional priorities and integrate strategies college-wide

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: 1, 2
Supports College Annual Goal: 1, 2, 5, 6, 7
Supports Division Goal: N/A

Strategy
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
Maintain strong collaborative relationships with K-12 system to increase the number of high school seniors transitioning into the College, including via collaborative funding
Provide dual enrollment programming for service area high schools
Implement a comprehensive communications plan targeting the enrollment of new students and the retention of current students

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 identify and provide appropriate credit and noncredit programs of study to facilitate the College's Mission and serve the citizens of the College's service area.
3.2 The College will assess the appropriateness and effectiveness of existing credit and noncredit programs of study to support student success and the economic outlook the College's service area.

Supports College Strategic Goal: 1, 2
Supports College Annual Goal: 1, 2, 3, 5, 6, 7
Supports Division Goal: N/A

Strategy
Collaborate with the ELT to identify and provide appropriate programs of study
Review vitality of current programs of study through evaluation of key student success outcomes
Increase the number of work-ready employees by providing highly qualified graduates
Communicate business and industry needs for programs and training to academic and workforce development personnel
Provide noncredit training and continuing education courses with a focus on courses that lead to a credential or are online

Goal No. 4

4. Provide oversight leadership for academic and student support services that facilitate student success.

Expected Outcome for Goal No. 4

4.1 The College will provide access to comprehensive and appropriate academic and student support services regardless of location or mode of delivery.

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

Strategy
Collaborate with the Student Affairs Division to ensure quality programs and services for students at all College locations, including distance students
Improve course scheduling to reduce time to completion and increase flexibility through multiple delivery methods
Initiate the college's Comprehensive Retention Plan, to include such initiatives as development of guided pathways, a revised advising model, and increased focus on student support services

Goal No. 5

5. Provide oversight leadership for services that provide quality physical, financial, technological, 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: 2, 3
Supports College Annual Goal: All
Supports Division Goal: N/A

Strategy
Collaborate with the ELT to develop annual budget addressing institutional priorities and fiscal stability
Maintain optimum organizational structure to ensure effectiveness
Recognize exceptional employees; emphasize professional development to sustain faculty and staff talent
Investigate development of financial plans to include a review of employee compensation

Finalize plans for new Academic and Student Services building
Maximize utilization of the College's IT resources
Pursue grant opportunities to support College Mission
Support the initiatives of the CCTC Foundation to expand services for students and employees

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 equity, integrity, excellence, and innovation.

Goal No. 1

1. INSTRUCTIONAL EXCELLENCE – Departments will implement strategies to plan, manage, and evaluate instruction to support best practices and continuous improvement in teaching and learning.

Expected Outcome for Goal No. 1

1.1 Classroom instruction will be exemplary, including in distance learning courses.
1.2 Faculty and staff will have access to professional development.
1.3 Library resources will be adequate to support academic programs.
1.4 The Library will promote and provide training on the use of library resources.

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

Strategy
Maintain Instructional Design Standards including standards that provide equitable access for students with disabilities
Use classroom observations and student evaluation data to improve instruction
Provide opportunities for faculty development related to teaching, instruction, and equitable access
Provide library instruction in classes, promote the use of Libguides, and implement other activities to increase student access and utilization of library resources to include electronic resources
Review and revise Distance Learning Directive 6.15 to incorporate Instructional Design Standards

Goal No. 2

2. STUDENT SUCCESS – Departments will support activities that foster student success, retention, and program completion and address issues of equity and inclusion.

Expected Outcome for Goal No. 2

2.1 Departments will utilize data to improve student success, including in distance learning courses.
2.2 Course resources will be current and accessible in all delivery formats.

2.3 Retention rate will improve.

2.4 Graduation rate will improve.

2.5 Academic support services such as advising and tutoring for targeted subject area will be provided.

2.6 The Customer Relationship Management (CRM) retention module will be utilized to support student success.

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

Strategy
Provide necessary support for student success with a focus on equity and inclusion
Use trend of course success data to identify courses to target for improvement, including distance learning courses
Utilize disaggregated data to assess program retention and completion rates to identify areas for improvement (program viability outcomes)
Utilize the CRM retention module to support student success
Develop an integrated plan to improve the tutoring and academic support services offered by the College
Develop and implement a holistic advisement model

Goal No. 3

3. PROGRAM MANAGEMENT – Departments will ensure programs have vitality; meet accreditation and workforce requirements; and implement strategies to plan, manage, and evaluate departments to improve student success outcomes.

Expected Outcome for Goal No. 3

3.1 Program outcomes will be appropriate and assessed annually.

3.2 Currently accredited programs will maintain accreditation.

3.3 Programs will maintain adequate enrollment.

3.4 Continuing education and workforce training programs will be offered.

3.5 Dual Enrollment courses will be offered.

3.6 Academic managers will appropriately load instructional assignments.

3.7 All academic departments will answer "Yes" to 100% of the Academic Affairs Departmental Checklist items.

3.8 All administrative units within Academic Affairs will implement strategies for the purpose of continuous improvement.

Supports College Strategic Goal: 1, 2
Supports College Annual Goal: 1, 2, 4, 5, 6, 7
Supports Division Goal: N/A

Strategy
Use Program Outcomes Assessment Tables (POATs) to summarize program outcomes and identify areas for action
Hold Advisory Committees meetings, maintain minutes, administer survey, use input for improvement; evaluate membership
Review course scheduling to increase efficiency and student retention
Respond to requests for Dual Enrollment courses
Coordinate program recruitment and marketing activities in concert with recruiting and M&C staff
Complete Program Reviews for programs scheduled in 2022-2023
Maintain current level of program accreditation; collaborate with Institutional Effectiveness
Complete site visit for Paralegal program
Identify specific enrollment strategies for targeted programs: AUTO, CNC, CRJ, EDT, EVT/NRM, LEG, PHMT, HVAC
Increase Engineering Design Technology enrollment at Kershaw County Campus
Investigate Professional Studies programming at Kershaw County Campus
Develop and deliver customized training courses through Workforce Development
Evaluate current curriculum to ensure alignment to workforce and transfer needs
Ensure appropriate allocation of faculty for optimum academic loading to support student success
Complete all activities listed in the Academic Affairs Departmental Checklist for the purpose of continuous improvement
Implement planning and evaluation strategies for the purpose of continuous improvement

Goal No. 4

4. COLLEGE ADVANCEMENT – The Academic Affairs Division will support college-wide initiatives that advance the College and support the needs of its diverse stakeholders.

Expected Outcome for Goal No. 4

4.1 Institutional initiatives will be implemented.
4.2 New program offerings will be explored.
4.3 Academic Affairs Division will be in compliance with SACSCOC standards.
4.4 Grant opportunities will be explored and pursued.
4.5 The Academic and Facilities Master Plan will direct improvements to instructional facilities.
4.6 New industry partnerships will be explored.

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

Strategy
Investigate new programs to offer in the future
Analyze academic policies and practices to ensure compliance with SACSCOC
Explore new grant opportunities to support College Mission
Develop new partnerships with business and industry
Launch Achieving the Dream and Complete College America
Initiate the College's Comprehensive Retention Plan
Expand Evening College offerings
Support the College's annual goals related to resources through collaboration with the ELT
Reorganize School of Learning Resources and Distance Education to best suit College needs

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 for all class sections are compliant with Instructional Design Standards and available to students in D2L. (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)

<h1 style="text-align:center">STUDENT AFFAIRS
2022-2023 PLAN OF ACTION</h1>

Mission: Student Affairs advances the development of students through essential services and prepares them for a successful future.

Goal No. 1

1. Increase focus on student support services.

Expected Outcome for Goal No. 1

1.1 Student experience will be enhanced.
1.2 Retention and graduation rates will increase.
1.3 There will be an increased focus on diversity, equity and inclusion.
1.4 TRIO grant objectives will be met.

Supports College Strategic Goal: All
Supports College Annual Goal: 2, 3, 5, 10
Supports Division Annual Goal: N/A

Strategy
Explore online new student orientation platforms
Evaluate current new student orientation model and develop revised orientation focused on engaging students
Develop and facilitate events based on the Titan Wellness Wheel and explore delivery options (in-person vs virtual)
Build and launch SST Student Self-Referral channel in myCCTC
Promote SafeColleges/Vector Solutions to students; explore incentivized participation program
Work with inactive organizations to explore re-activation opportunities
Collaborate with faculty to increase connections between Counseling and Student Life Services and students in the classroom
Extend student-focused workshops to include DEI related topics
Host Graduation and Transfer Fair to promote graduation and transfer opportunities to current students
Investigate preferred name policy and procedures to utilize gender designation and personal pronoun fields in Banner
Investigate add/drop periods to determine if it's conducive to shorten to 3 days for all parts of term
Provide student support services and financial literacy training through Project Success/ECMC
Create and publish instructional videos on financial aid topics on website for prospective and current students
Provide services through TRIO SSS to achieve defined program outcomes: persistence rate of 65%, good academic standing rate of 80%, graduation rate of 20%, and transfer rate of 5%

Provide services through TRIO Veteran Upward Bound (VUB) to achieve defined outcomes: academic improvement rate of 70%, program retention/ completion rate of 65%, postsecondary enrollment rate of 50%, postsecondary completion rate of 15%
Design and launch a TRIO SSS Bridge Program for incoming participants
Provide tutoring services to TRIO SSS participants to reach good academic standing benchmark of 80%
Conduct college awareness activities to promote enrollment in post-secondary programs for veterans in TRIO VUB
Conduct extensive outreach to TRIO-eligible students to maximize enrollment in SSS and VUB
Update Title IX processes and materials to reflect regulatory updates
Develop and implement a clear and concise transition of students for services across departments
Investigate new testing opportunities and vendors to meet certification and licensure needs
Identify services and departments to be located in new Student Services building
Participate in planning for next projects within the Master Plan

Goal No. 2

2. Develop and launch a Strategic Enrollment Management (SEM) Plan and participate in Achieving the Dream (ATD) and Complete College America (CCA).

Expected Outcome for Goal No. 2

2.1 Data will be collected and analyzed for decision-making.
2.2 SEM Plan will be developed and strategies and timeline will align with ATD and CCA.
2.3 Processes and support services will be reviewed and changes will be made to improve services and reduce barriers for students.

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

Strategy
Implement organizational framework for SEM Plan and related SEM teams; conduct ongoing communication regarding SEM Plan and its progress
Use data gleaned through SEM process to identify strategic goals and develop action plans
Serve on ATD Core Team and work with coaches to identify areas of change
Identify best practices for student success through participation in CCA
Complete Administrative Unit Review for Counseling and Student Life Services
Complete department data reports at end of semester; analyze data, identify areas of improvement, implement necessary changes

Goal No. 3

3. Attract, develop, and retain a qualified and diverse staff to support and deliver quality services.

Expected Outcome for Goal No. 3

3.1 Communication between departments will be improved.
3.2 Staff will receive training to strengthen skills and diversity, equity, and inclusion principals and best practices.
3.3 Staff will be classified appropriately based on job duties.

Supports College Strategic Goal: All
Supports College Annual Goal: 3, 4, 9
Supports Division Annual Goal: N/A

Strategy
Conduct monthly meetings with admissions, marketing and financial aid
Collaborate on job-specific training and cross-training across and within departments to improve customer service
Complete TRIO Policies and Procedures manual
Provide professional development opportunities related to Diversity, Equity, and Inclusion; and training related to job duties
Conduct annual college-wide PDP to inform on enrollment services
Review employee classifications and salaries to better align functions with titles and to ensure competitive wages
Participate in the Diversity, Equity, and Inclusion project through the System Office
Collaborate with Academic Affairs to provide faculty training in CRM

Goal No. 4

4. Implement a comprehensive communications plan utilizing the CRM targeting the admission and enrollment of new students and the retention of current students.

Expected Outcome for Goal No. 4

4.1 Communication to prospects and current students will be improved.
4.2 Enrollment will increase.
4.3 College retention rate will increase.

Supports College Strategic Goal: All
Supports College Annual Goal: 2, 3, 5, 10
Supports Division Annual Goal: N/A

Strategy
Fully implement communication plans for new, transfer, readmitted, dual enrolled students, and nonresponsive incomplete applicants
Implement all SMS targeted communications to be used by various departments; establish procedure and responsibility for sending timed messages
Use Constant Contact to improve communications to current students
Re-recruit students removed during roster verification, withdrawn students, and stop-outs via personal call and email campaigns
Conduct outreach to students with Business Office holds to find alternate payment solutions
Target student loan recipients for continued enrollment to remain in deferment
Work with Marketing and Communications to update division webpages
Host specialized recruitment and registration events in collaboration with Academic Deans
Increase enrollment of first-time freshmen to 25%
Increase enrollment of active-duty military, dependents, and veterans by 10%
Increase enrollment at outreach campuses by 15%
Utilize CRM to achieve 90% conversion rate for applicant to admitted student

Goal No. 5

5. Utilize feedback from stakeholders to meet needs of partners and increase enrollment.

Expected Outcome for Goal No. 5

5.1 Communications with stakeholders will be improved.
5.2 Stakeholder's feedback will be used to improve services and communications.
5.3 Enrollment of high school graduates will increase.

Supports College Strategic Goal: 2
Supports College Annual Goal: 7
Supports Division Annual Goal: N/A

Strategy
Conduct monthly communications to HR managers and district staff to promote CCTC programs, services, and course offerings
Create detailed checklist for schools to request an event so events can be tailored to meet needs of schools
Increase recent high school graduate enrollment to 25%
Develop and implement AACRAO prescribed survey to determine reason applicants do not enroll
Achieve 95% or higher satisfaction rates on Programs and Services Survey

Goal No. 6

6. Maximize the utilization of information technology resources to optimize performance.

Expected Outcome for Goal No. 6

    6.1 Appropriate technology resources will be utilized.
    6.2 Technology needs will be identified and prioritized.

    Supports College Strategic Goal: 3
    Supports College Annual Goal: 10
    Supports Division Annual Goal: N/A

Strategy
Identify equipment needs of staff and work with ILT to secure appropriate resources
Utilize revised reporting, recruiter accountability, CRM calendar, Geopointe, and Travel Planner to develop a strong recruitment strategy to include
Utilize ENGAGE to track services and wait times for identified areas
Work with ILT to implement FERPA waiver form and process following SSB upgrade
Make improvements to RegisterBlast to simplify testing services registration
Work with ILT to automate graduation communications once SSB 9 is implemented
Increase graduation rate by focusing on improving administrative graduation report
Index Continuing Education transcripts
Investigate Banner Communications Management (BCM) as a tool to automate student communications regarding transcripts and graduation
Update all financial aid awarding rules in Banner for 22-23 aid year; identify needed changes for 23-24 aid year
Set up CRM daily and on demand reporting for identified staff
Utilize CRM and BLUMEN for recruitment and retention of participants enrolled in both SSS and VUB by sending email and text message recruitment campaigns during peak registration periods and at the beginning of each semester
Evaluate JAWS software usage and needs
Explore workflow for Student Life communications and processing

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. Attract, develop 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. 1

1.1 Strengthen and sustain the quality of faculty and staff talent.
1.2 Existing employees will be retained and prepared for promotional opportunities.
1.3 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.
1.4 EEO reports will show progress in achieving EEO goals.
1.5 Improvements will be made to processes and services.

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

Strategy
Collaborate with the ELT to implement a focused program on quality in hiring and training methods
Attract, develop, and retain a qualified and diverse faculty and staff to support and deliver quality programs and services
Investigate development of short-term and long-term financial plans to include a review of employee compensation in comparison to like-sized colleges in the SC Technical College System
Process HR class & comp actions as requested, following all applicable laws and regulations
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 and/or Percipio training system
Maximize employee recruitment sources to increase opportunity for a more diverse workforce
Provide flexibility and promotional opportunities for employees
Provide an employee wellness program
Continue the leadership program to involve selected faculty/staff in College initiatives, provide leadership training, and prepare them for future leadership opportunities
Maintain awareness of and communicate HR-related COVID-19 regulatory and state changes; manage COVID-19 processing

Goal No. 2

2. 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. 2

2.1 The College will operate within the approved budget; available resources are allocated to support the College's mission and Annual Plan of Action.
2.2 College employees will understand how to monitor their budgets, and make transfers and revisions as necessary.
2.3 The College will comply with state law and SC Energy Office requirements (if still applicable) to submit an energy plan and reduce energy consumption (if feasible).
2.4 The procurement process will be efficient; external and procurement audits will result in no major findings related to procurement or internal controls
2.5 The College's inventory and surplus property process will be managed in accordance with State requirements.

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

Strategy
Collaborate with Executive Leadership Team to review program vitality and make decisions on continuing or closing low enrollment programs and starting new programs
Complete annual audit report and Comprehensive Annual Financial Report (CAFR) for FY 22 and submit to Government Finance Officers Association (GFOA) for award
Monitor energy usage and utilize electronic energy management system to schedule HVAC and lower energy costs; prepare required annual reports
Abide by state procurement process and adhere to all federal and state procurement regulations
Perform annual inventory and review surplus fixed assets on a regular basis and reallocate or turn in as quickly as possible
Ensure federal COVID-19 relief funding is spent, accounted for, and reported appropriately and in a manner that benefits the College's budget as much as possible

Goal No. 3

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

Expected Outcome for Goal No. 3

3.1 Continue to implement the College Academic & Facilities Master Plan.
3.2 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.

3.3 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.

3.4 Capital projects will stay on schedule and within budget.

3.5 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.

3.6 Transform grounds and facilities to optimize services and enhance the on-campus experience.

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

Strategy
Continue to implement the Academic and Facilities Master Plan by better aligning units and their functions
Develop long-term preventative maintenance plan
Improve inspection documentation for all facilities
Continue to make changes to custodial services to improve employee satisfaction
Maintain, follow, and update a preventative maintenance (PM) program for all College facilities, equipment, and vehicles
Coordinate and manage small renovation projects as funds are available
Update and monitor the deferred maintenance (DM) plan; reduce DM needs as funding allows
Provide college-wide training on safety and security procedures, including an active shooter training and conducting periodic tornado and fire drills as required by College policy
Prepare an annual security report as required by law; revise current report as needed to meet all requirements and report current crime data
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
Investigate and plan for the procurement of a comprehensive, college-wide fire/security/limited access system if state funding is received

Goal No. 4

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

Expected Outcome for Goal No. 4

4.1 Print shop and mail room services are efficient and provided at a lower cost than outsourcing.

4.2 The Bookstore and vending services will provide quality products and services and operate at a profit, while still keeping costs low for students.

4.3 Food service will be provided by external vendors on main campus.

4.4 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: All
Supports College Annual Goal: All
Supports Division Goal: N/A

Strategy
Provide print shop and mail room services
Work with department chairs to investigate ways to reduce the cost of required materials for students
Monitor budgets throughout the year and prepare year-end financial reports for bookstore and vending
Work with local food vendors to provide lunch 4 days a week again beginning in the fall 2022 semester as classes return to in-person

Goal No. 5

5. 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. 5

5.1 Information and Learning Technologies will optimize the use of existing and planned investments in systems and technology.
5.2 Technology will be appropriate to support all CCTC stakeholders and replaced on a regular cycle to assure access to current technology.
5.3 Administrative and academic systems will be maintained at the current level (Banner, Oracle, Luminis, DegreeWorks).
5.4 Administrative systems will be used to improve efficiency and productivity.
5.5 Employees and College leadership have accurate and current reports when needed.
5.6 Funding sources will be adequate to support the growing and expanding needs of technology for all CCTC stakeholders.

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

Strategy
Maximize the utilization of information technology resources across the college
Continue to monitor and, maintain, and replace equipment campus-wide on a 3-5 year recurring schedule as resources allow in order to maintain current technology; Manage the Technology Fee account to ensure adequate funding exists to continue to support the College's 5-year technology replacement plan

Monitor Ellucian Solutions Manager (ESM) to ensure the Banner system will be current with releases from the vendor within one (1) point release Maintain the currency of Ellucian Banner subsystems and Oracle with respect to Banner functional requirements
Upgrade the existing Self-Service Banner (SSB) modules to Banner 9 versions where available; Implement requested changes to SSB functionality
Complete the automation of AD account provisioning for employee and students; identify a suitable vendor and complete move of College email from Google to Office 365
Complete the Multi-Factor Authentication (MFA) project
Update SSO to allow one sign-on for users to all resources
Complete the Modern Campus implementation, providing assistance with IT requirements

Goal No. 6

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

Expected Outcome for Goal No. 6

6.1 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.
6.2 Complete EPMS process annually for all staff, ensuring they support the annual plans of action.

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

Strategy
Review and revise College policies and procedures related to Business Affairs; revise employee manuals to reflect updates as needed
Maintain publications, public website, and myCCTC with current information
Review results from College surveys and other means of assessment to improve services
Perform an Administrative Unit Review and Assessment for the Human Resources and Security departments
Assess departmental outcome benchmarks for 22-23 and update outcome report with results
Prepare Employee Performance Management System (EPMS) documents for all employees by deadlines

INSTITUTIONAL ADVANCEMENT
2022-2023 PLAN OF ACTION

Mission: The mission of the Institutional Advancement Division is to effectively use the Central Carolina Technical College Foundation, the Alumni Partnership, marketing, communications, research, and planning in support of College goals and initiatives.

Goal No. 1

1. MARKETING & COMMUNICATIONS – Promote the College's mission and brand accurately through Marketing & Communications initiatives to both internal and external stakeholders.

Expected Outcome for Goal No. 1

1.1 The College's mission and brand will be communicated accurately through an annual integrated marketing plan.
1.2 Print and electronic resources, including the public website, will remain current and be provided in accessible formats.
1.3 Appropriate information for publication will be provided and media requests for information regarding the College's programs, services and events will be answered.
1.4 College events, facility openings, and annual ceremonies will be promoted, coordinated and implemented.

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

Strategy
Identify requirements of each division to develop the annual Marketing Plan in conjunction with budget; utilize focus group testing in development
Manage all advertising and promotional marketing to facilitate student recruitment, enrollment, engagement and retention
Secure and provide advertising through TV, radio, and in print media
Promote targeted academic programs
Review the website continuously to ensure appropriate, timely, and accurate information is provided
Coordinate with members of the media to communicate College news, events and successes
Maintain nondiscrimination statement on public website; update as necessary
Organize and support institutional events as appropriate
Utilize Emergency Notification System to notify College community of emergencies

Goal No. 2

2. COLLEGE ADVANCEMENT – Institutional initiatives that advance the College and support the needs of its internal and external stakeholders will be implemented.

Expected Outcome for Goal No. 2

    2.1 The College's accreditation process will be managed effectively through compliance with all standards and faculty credentials will be maintained.

    2.2 Accurate and timely internal and external reporting will be provided to facilitate the use of results for continuous improvement.

    2.3 Grant opportunities will be explored and pursued.

    2.4 College technology resource optimization will be supported.

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

Strategy
Communicate with the ELT to provide support for institutional initiatives
Evaluate adequacy of resources, including staffing, for SACSCOC reaffirmation
Review institutional policies and SACSCOC standards practices to ensure ongoing compliance; identify personnel for SACSCOC teams
Submit required institutional external reports
Facilitate efficient data gathering through surveys to provide accurate and timely data for sound decision making for internal departments
Explore new grant opportunities to support College mission
Support the implementation of College technology resources
Investigate best data visualization option for College

Goal No. 3

    3.   PARTNERSHIPS – Effectively use the CCTC Foundation and Alumni Partnership to ensure a strong base of ongoing financial support for the College and foster college-community partnerships.

Expected Outcome for Goal No. 3

    3.1 Increased awareness of the CCTC Foundation and related opportunities.

    3.2 The CCTC Foundation will grow in assets, awareness and opportunities.

    3.3 Alumni will benefit from Alumni Partnership offerings with a focus on enhancing their career opportunities.

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

Strategy
Promote Foundation scholarship program; investigate Banner/SIS integration
Offer annual development events
Improve Planned Giving Society participation; share info with local attorneys who advise clients
Attend professional development events including a CASE conference
Improve Foundation's data management system; utilize QuickBooks online to eliminate duplicate record keeping
Bring Foundation accounting in-house
Investigate and budget for Alumni finder service to target more alumni
Hold and promote targeted events for alumni
Recognize distinguished alumni via the Outstanding Alumni Partnership Award
Hire consultant group to conduct feasibility study for possible major gifts campaign

Goal No. 4

4. PLANNING – Manage the College's planning process to ensure a comprehensive, integrated planning and assessment system that supports teaching, learning, and continuous improvement.

Expected Outcome for Goal No. 4

4.1 The College's planning process will be managed effectively; progress reports regarding status of Strategic Plan and annual goals will be developed, and the planning process will be integrated into the College's workflow and budgeting processes.

4.2 The Institutional Advancement Division will implement strategies for the purpose of continuous improvement.

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

Strategy
Ensure annual reaffirmation of the College's mission by the Area Commission
Monitor the progress of the Strategic Plan and annual goals on a periodic basis
Manage and provide support for college-wide planning processes
Measure Administrative Unit Outcomes; complete Administrative Unit Review for Marketing and Communications
Monitor division needs including personnel, equipment, and space to ensure adequacy