Central Carolina Technical College

2018-2019
College Plan of Action

2018-2019 College Plan of Action

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INTRODUCTION
Planning at Central Carolina Technical College

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

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

Mission Statement

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

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

2015-2020 Strategic Plan Integration

With the conclusion of the 2010-2015 Strategic Plan in 2015, the College initiated the development of the 2015-2020 Strategic Plan in October 2014 with the distribution of the final plan in July 2015. This facilitated the integration of the new 2015-2020 Strategic Plan into the annual planning processes for 2015-2016. The areas of focus and supporting goals identified in the 2015-2020 Strategic Plan are as follows:

Area of Focus 1:   Educating Students
CCTC provides accessible, affordable postsecondary education in a positive learning environment to students in its four-county service area. CCTC's programs effectively prepare students to enter the workforce or to transfer to four-year colleges.
Goal 1: The College will foster an environment conducive to student success.
Goal 2: The College will expand its accessibility and program offerings.
Goal 3: The College will strengthen students' pathways to four-year colleges.

Area of Focus 2:   Faculty and Staff
CCTC's strongest resource is the people serving the College as faculty and staff members. CCTC offers its faculty and staff benefits, flexible work schedules, and professional development training. CCTC will continue to seek to identify additional resources to support the teaching and learning environment to retain and attract qualified, professional, and engaged faculty and staff.
Goal 4: The College will attract and retain quality faculty and staff.

Area of Focus 3:   Partnerships
CCTC must maintain beneficial partnerships to accomplish its Mission and to better serve the constituents in the College's service area.
Goal 5: The College will strengthen its role with K-12 institutions and become a first-choice option for high school students.
Goal 6: The College will identify and maintain community, legislative, workforce, and higher education partnerships to accomplish its Mission.

Area of Focus 4:   Workforce Development/Continuing Education
CCTC's educational noncredit programs partner with local businesses and industry to provide immediate and long-term, effective, hands-on training for their workforce in Clarendon, Kershaw, Lee, and Sumter counties. The College works to attract and retain new businesses and to anticipate the future workforce needs of the business community.
Goal 7: The College will expand the continuing education training and educational programs' scope and effectiveness within the community.

Area of Focus 5:   Resources
CCTC will seek ways to increase its revenue flow through internal and external means. The College must also find ways to increase enrollment while keeping tuition reasonable.
Goal 8: The College will practice effective stewardship of its resources and seek new avenues of funding.

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

College Vision

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

College Values

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

Excellence   *Integrity*   *Innovation*

Statement of Role and Scope

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

- **GRADUATES:** The College is committed to graduating students who will be productive members of society with strong values and ethics; who will have employability skills, including oral and written communication skills, critical thinking, problem solving, analytical, scientific, and computational skills; who can utilize and adapt to new technology and accept and initiate change; and who have an appreciation for cultural diversity, are self-directed and self-disciplined, and have the ability to function cooperatively.

- **STUDENTS:** The College seeks to provide for its students an affordable, quality post-secondary education while maintaining an open door admissions policy. Students will have the opportunity to succeed regardless of educational preparation through developmental programs and services as well as to pursue vocational and personal growth needs in an environment embracing rapidly changing technologies.

- **EMPLOYERS:** The College is dedicated to providing employers with skilled work-ready employees and to serving as an avenue for on-going specialized training with access to the latest technologies and educational services so that existing and new employers will find the area attractive for their workforce.

- **COMMUNITY:** The College seeks to serve the community by providing access to education wherever, whenever, and however necessary to meet community and individual needs for affordable education opportunities leading to an improved quality of life.

- **K-12 STUDENTS:** The College will provide opportunities for K-12 students to experience career exploration and planning, have access to a seamless progression toward a career or higher education and have an opportunity to accelerate their learning for employability and/or advanced placement through faculty/staff collaboration.

- **OTHER EDUCATIONAL INSTITUTIONS:** The College will endeavor to have a high utilization of resources through partnerships with other institutions who will be collaborative partners working to expand education programs while minimizing duplication.

Review of Accomplishments of the 2017-2018 College Annual Goals

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

CCTC 2017-2018 COLLEGE ANNUAL GOALS
July 1, 2017 through June 30, 2018
Annual Goals Aligned with the 2015-2020 CCTC Strategic Plan Goals

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

   - Developed new program of study for implementation in Fall 2018: Human Resource Specialist Certificate
   - Conducted academic program reviews for 8 programs of study
   - Conducted 22 advisory committee meetings to ensure linkages between instruction and workforce needs
   - Upgraded student technology resources in computer labs and classrooms
   - Maintained support services at off-site locations and expanded to include an ongoing evaluation of learning resources by the Librarian
   - Implemented a new fully online process for Student Progress Plan creation and submission
   - Incorporated exit counseling into the withdrawal process in Spring 2018 to help ensure students are educated about the consequences of withdrawing
   - Implemented a new online CCTC Foundation scholarship application process
   - Created an online anonymous tip form to allow students to securely and confidentially communicate with Safety and Security about any concerns

- Loaned laptops and tablets to 42 students through two grant programs
- Provided instructional environment resulting in student certifications as follows:
  - <u>Machining & CNC Certifications</u> – National Institute for Metalworking Skills Certificates: 41
  - <u>Welding Certifications</u> – NCCER Core Curriculum Certifications: 18
  - <u>HVAC Certifications</u> – HVAC Excellence Employment Ready Certifications: 44
  - <u>Health Sciences Certifications</u> – 100% of Surgical Technology August 2017 graduates passed the CST examination on first attempt; 100% of Massage Therapy August 2017 graduates passed the MBLEX examination on first attempt; 100% of Pharmacy Technology August 2017 graduates passed the ASHP examination on first attempt; 94% of Medical Assisting August 2017 graduates passed the AAMA examination on first attempt; and 97% of Associate Degree Nursing May and August 2017 graduates passed the NCLEX examination on first attempt; 100% of Nursing Aide students passed the NNAAP examination on the first attempt
- Launched CCTCgo, the College's mobile application available on Apple and Android devices in September 2017
- Initiated process for the student information system upgrade to Banner 9
- Received USDA Rural Utilities Services Distance and Learning Telemedicine grant to develop CONNECT courses which allow a course to be taught simultaneously in multiple locations through synchronous video
- Served the following number of unduplicated students per term in distance education courses: Fall 2016: 2,306; Spring 2017: 2,128; Summer 2017: 1,346
- Created replacement parts for Caterpillar Inc. through the work of seven Engineering Design Graphics students utilizing 3D printing
- Made over 17,000 contacts with students through the support of the Freshman Advisors including contacts made via email, phone, and during class visits and technology training sessions
- Implemented faculty portion of Register Blast for course exam submission
- Began implementation of Accuplacer Next Generation placement exam

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

- Increased the Fall-to-Fall retention rate of first-time, full-time students from 53% (FY17) to 59% (FY18)
- Implemented Year 3 of the College's QEP, Smart Choices for Success, focused on retention and program completion of first-time freshmen
- Provided support services through TRIO Student Support Services, Special Populations Program, and the PBI Program to improve student retention
- Increased the retention of high-need, STEM, and African-American male students through the strategies implemented in the PBI grant program

- Conducted 4 college visits and provided opportunity for 28 STEM and MIM students to attend the National Men of Color Summit; the National Student Leadership Conference; USC Leadership and Diversity Conference; and the BOEING Plant Dreamers Tour through the PBI and TRIO Student Support Services grant program
- Offered 78 sections of COL-105: Freshman Seminar, a course focused on increasing academic skills for success and enhanced advising to support the retention and program completion of first-time students

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

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

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

   - Enrolled 3,631 students in Fall 2017 in over 50 programs of study for a 2.37% increase in enrollment
   - Debuted CentralGO, a vlog featuring events, programs, faculty, staff and students at the College
   - Conducted targeted recruitment of high school students which resulted in a 20.4% enrollment of high school graduates immediately following graduation
   - Increased Central Carolina Scholars program enrollment by 5% from FY17 to FY18
   - Recognized as #7 Nursing program in the state of South Carolina by www.RegisteredNursing.org
   - Revised all admissions print and electronic communications to improve admissions process
   - Implemented Instant Admissions Days to expedite admissions process for prospective students

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

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

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

   - Hired qualified faculty and staff members with appropriate credentials and experience to support the College's Mission
   - Provided flexible schedules for employees to accommodate employee and institutional needs
   - Added 7 faculty positions and lost 2, for a net increase of 5 faculty positions; also added 13 staff positions
   - Promoted 10 faculty and staff members from within the institution to positions of greater responsibility
   - Provided $800 lump sum bonus to all qualified employees in April 2018
   - Recognized Tiffany Wilson – Director for Financial Aid and Veterans' Affairs, for outstanding service at the College in October 2017
   - Recognized Farrell Jones – Systems Manager, Bert Hancock – Mechatronics Program Manager, and Natasha Covington – Career and Learning Services Administrative Assistant, for outstanding service at SCTEA in February 2018
   - Conducted New Faculty Orientation and Adjunct Faculty Orientation each semester
   - Conducted Online Certification for faculty scheduled to teach online courses each semester
   - Offered 50 professional development program offerings to support the teaching and learning environment, including diverse training opportunities and required training
   - Received $40,688 in professional development funds from 2017-2018 Perkins grant to support teaching and learning across the institution
   - Provided $30,564 in College funds for professional development activities for faculty and staff

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

   - Partnered with all four counties to offer an ongoing Central Carolina Scholars Program for qualifying high school seniors who graduated in June 2017 to enter CCTC in Fall 2017 with full tuition assistance
   - Partnered with Clarendon School District 2 and Lee County School District to implement Early College programs
   - Hosted Central Carolina Scholars Signing Day on April 21, 2018
   - Maintained Central Carolina Scholars and Central Carolina Connect blog to increase communications with high school counselors, students, and parents
   - Held 32 Scholars presentations, 38 Scholars high school visits, 78 high school recruitment visits, and 22 career/education fairs for 170 events offered by the Recruitment Office in Fall 2017 and Spring 2018

- Offered the School Counselors' Summer Institute for 13 secondary counselors in July 2017
- Hosted the Counselors' Breakfast for 58 secondary guidance counselors, Adult Education teachers, and Career Center staff in January 2018, increasing attendance by 11.5% from FY17 to FY18
- Offered dual enrollment courses to over 700 qualifying high school students from 19 high schools and 5 homeschool associations
- Hosted the 1st CCTC Academic Challenge in November 2017 with 12 participating area high schools
- Hosted the 2017 Winter Wonderland Event for 230 Alice Drive Elementary students which collected 580 food items to be donated to local food pantries including the CCTC SNAC food pantry

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

- Worked collaboratively with local economic development agencies
- Collaborated with local government agencies and school boards to secure funding for Scholars program
- Hosted 330 area 8th grade students and parents as well as regional manufacturing and technology firms at the Advanced Manufacturing Technology Training Center for the 2018 Sumter Economic Development Board's Manufacturers & Technology Expo to increase early STEM exposure in March 2018
- Hosted the 7th annual CCTC Foundation Golf Tournament in October 2017 with support from 88 sponsors
- Hosted the 36th Annual SC Technical College Welding Skills Competition in April 2018; CCTC welding students placed first in Categories 2, 3, and 5
- Conducted a joint safety training with the Sumter County Sheriff's Office focused on "Run, Hide, Fight" in February 2018
- Collaborated with local and regional government officials to secure additional funding for the Kershaw County Campus expansion
- Hosted the Annual Legislative Breakfast at the College's Health Sciences Center in October 2017
- Attended multiple events in Kershaw County to demonstrate the College's commitment to supporting education and economic development in Kershaw County
- Collaborated with Sumter School District to offer the STEM 10 program designed to start high school students in a mechatronics program and then graduate high school with a college certificate
- Worked with industry and SC Works to design an internship program (WorkFirst) specifically for the Machine Tool and HVAC programs
- Met with various members of the legislative delegation to discuss projects of importance for the economic development of the College's service area

9. **Provide increased internship and apprenticeship opportunities for credit and noncredit programs; and**
10. **Investigate opportunities for expansion of continuing education and workforce training in an online environment**

- Maintained ongoing communication with business and industry partnerships in service area to support the recruitment, expansion, and continuing workforce development needs
- Met with economic development agencies in four-county service area to review workforce needs
- Partnered with top companies and industries to provide apprenticeships including BD, Eaton, CAT Hydraulics, BCA, Baker's Sweets, Oak Mitsui, CCBCC, Carolina Filters, Martech, Thompson, Pure Power, Powell Valves, Hengst, Carolina Ag Power, Haier, OEM Auto Color Specialists, Rusty's Diesel, Scott Will Toyota, Lee Co. Correctional, ReWa, City of Rock Hill, Town of Dillon, CMD, Chester Wastewater, and SCDHEC
- Offered apprenticeship occupations including Machine Tool (Youth); PEC Customer Maintenance Tech; Water Treatment Operator; Electrician, Construction Craft (Youth); Water, Wastewater, Distribution; Wastewater; Maintenance Technician; Water Treatment, Water Distribution; Wastewater Treatment; Wastewater Facility Inspector; Auto Body; Auto Body Repair, Auto Mechanic; Diesel Mechanic
- Offered certification courses to 156 credit students through a scholarship program
- Increased new apprenticeships by 58% and new apprenticeship occupations by 32%

11. **Provide appropriate physical facilities and resources to support the teaching and learning environment with a focus on expansion of instructional and student support facilities in Kershaw County; update the College's Facilities Master Plan.**

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

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

- Maintained integrated institution-wide processes for collecting, analyzing, and reporting data which ensures an effective and timely reporting to support decision-making and improve overall institutional effectiveness
- Facilitated use of results for continuous improvement through institutional planning reports such as the Plan of Action, Annual Effectiveness Report, and Administrative Unit Review
- Conducted Academic Program Reviews for scheduled programs of study; presented findings to the Curriculum Committee; and used results for academic department continuous improvement
- Compiled Program Outcome Assessment Tables for all academic departments with individual course performance and student achievement; integrated results for continuous improvement and reported through the Program Outcomes Assessment Tables; assessed course success and retention in all modes of delivery through the Student and Course Success Team
- Received over 1.8M in grant funds from US Department of Agriculture Rural Utilities Services (Distance Learning and Telemedicine), Caterpillar Foundation (Support for Freshman Students), SC Department of Education (Perkins), and US Department of Education (TRIO Veterans Upward Bound)
- Received the maximum number of recertification years for the Pharmacy Technician program's accreditation through the American Association of Health-System Pharmacists (ASHP)

2018-2019 COLLEGE ANNUAL GOALS
July 1, 2018 through June 30, 2019
Annual Goals Aligned with the 2015-2020 CCTC Strategic Plan

As a result of comprehensive, college-wide planning and assessment, the College formulated, reviewed, and adopted the following 2018-2019 CCTC Annual Goals. These goals were approved by the CCTC Area Commission at its March 2018 meeting for implementation in the 2018-2019 academic year.

Strategic Plan Area of Focus: Educating Students

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

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

2. 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 Plan (Reference Strategic Plan Goal 1)

Measurement/Outcomes: Apply retention strategies in academic and student support programs for an increase in first-time, full-time freshmen retention by 2% and integrate strategies of the College's Quality Enhancement Plan to improve retention and program completion

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

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

4. Develop and implement a plan to increase program and course offerings at the Kershaw Campus, resulting in increased enrollment at that location (Reference Strategic Plan Goals 1, 2, 5, and 8)

   Measurement/Outcomes: Offer at least three new programs in Kershaw beginning Fall 2018 and increase enrollment at this location by at least 20% (FTE from Fall 2017 to Fall 2018)

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

   Measurement/Outcomes: The College's graduation rate will increase by 2% for the period of July 1, 2018, through June 30, 2019; and provide, promote and increase transfer opportunities to additional colleges and universities

Strategic Plan Area of Focus: Faculty and Staff

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

   Measurement/Outcomes: Assess academic and support areas to ensure appropriate personnel to deliver quality programs and services; establish a leadership program to involve selected faculty/staff in College initiatives, provide leadership training, and prepare them for future leadership opportunities

Strategic Plan Area of Focus: Partnerships

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

    Measurement/Outcomes: Offer dual enrollment courses in area high schools to a minimum of 600 students; identify collaborative opportunities for seamless transition between high school and college; maintain collaboration with secondary partners to support the Central Carolina Scholars Program; and increase percentage of existing high school graduates entering CCTC directly after graduation to 20% annually

8. Maintain and expand 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 (Reference Strategic Plan Goal 6)

    Measurement/Outcomes: Implement a comprehensive communications and marketing strategy to increase awareness and understanding of the College's role in the higher education community and its impact on the economic development of the region

Strategic Plan Area of Focus: Workforce Development/Continuing Education

9. Provide increased internship and apprenticeship opportunities for credit and noncredit programs and investigate opportunities for expansion of online and traditional continuing education and workforce training programs that lead to professional credentials (Reference Strategic Plan Goal 7)

    Measurement/Outcomes: Collaborate with workforce partners to increase the number of internships and apprenticeships available to credit and noncredit students by 5% and determine which training programs may be appropriate for online delivery

Strategic Plan Area of Focus: Resources

10. Provide appropriate physical facilities and resources to support the teaching and learning environment with a focus on evaluating existing facilities and creating an Academic and Facilities Master Plan to utilize space in the most efficient and effective way (Reference Strategic Plan Goal 8)

    Measurement/Outcomes: Provide resources for all programs and services to support the educational environment; collaborate internally and use external consultants if necessary to create an Academic and Facilities Master Plan

11. Work with the Pinewood Development Authority to develop a plan for utilizing the designated land in Pinewood for relocation of the College's Environmental and Natural Resources programs (Reference Strategic Plan Goal 8)

    Measurement/Outcomes: Develop implementation plan to include potential funding sources (2-5 year plan)

12. Utilize data for sound decision making and the application of appropriate management practices of institutional effectiveness to monitor program enrollment, departmental cost analysis, course success, student performance, administrative unit effectiveness, and to position the College to apply for relevant grant opportunities (Reference Strategic Plan Goal 1)

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

13. Work collaboratively with the CCTC Foundation to launch a major fundraising campaign that will further support the College's needs (Reference Strategic Plan Goal 8)

    Measurement/Outcomes: The CCTC Foundation will launch a major fundraising campaign in 2018-2019 with a fundraising goal recommended by the College's Area Commission

Approved by the CCTC Area Commission in March 2018

2018-2019 COLLEGE PLAN OF ACTION BY DIVISION

PRESIDENT'S OFFICE
2018-2019 PLAN OF ACTION

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

Goal No. 1

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

Expected Outcome for Goal No. 1

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

Supports College Strategic Goal: All 2015-2020 Strategic Plan Goals
Supports College Annual Goal: All 2018-2019 Annual Goals
Supports Division Goal: N/A

Strategy
Represent the College as President while maintaining ongoing communication with the Area Commission
Collaborate with and coordinate supporting strategies for the ELT to develop programs of study and provide quality student services
Explore requirements to offer Bachelors of Advanced Manufacturing
Support compliance with regional accreditation standards
Collaborate with the QEP Team for the continued implementation of QEP
Monitor the progress of College's annual goals and progress toward the accomplishment of the 2015-2020 Strategic Plan
Initiate planning process for the College's 2020-2025 Strategic Plan

Goal No. 2

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

Expected Outcome for Goal No. 2

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

Supports College Strategic Goal:	Partnerships—Goals 5, 6
Supports College Annual Goal:	7, 8
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
Communicate with potential business and industry prospects through economic development agencies to support industry recruitment
Maintain strong collaborative relationships with K-12 system to increase the number of high school seniors transitioning into the College, including via collaborative funding
Maintain and expand dual enrollment programs to meet K-12 system needs
Facilitate marketing initiatives that maintain awareness and engagement of potential students and the community relative to the role of the College in postsecondary education
Support utilization of the programs and services of the Public Relations Department to internal and external audiences

Goal No. 3

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

Expected Outcome for Goal No. 3

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

    3.2 The College will provide noncredit programs and services in an effective and efficient manner to serve the College's constituents.

Supports College Strategic Goal:	Educating Students—Goals 1, 2, 3
	Workforce Development Continuing Education—Goal 7
Supports College Annual Goal:	1, 2, 3, 4, 5, 7, 8, 9
Supports Division Goal:	N/A

Strategy
Communicate business and industry needs for programs and training to academic and workforce development personnel
Support efforts to increase the number of graduates of programs of study to increase the number of workplace-ready employees for business and industry
Collaborate with economic development agencies, readySC, and business and industry to provide noncredit training for the area's workforce

Expand noncredit training and continuing education courses with a focus on courses that lead to a credential or are online
Continue to develop apprenticeship opportunities for business and industry

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

Strategy
Support initiatives that ensure quality programs and services for students at all College locations, including online students
Collaborate with the Academic Affairs and Student Affairs Divisions to ensure systematic and focused scheduling of courses at outreach locations to meet the needs of students
Support initiatives that address enrollment at College locations, with continued emphasis on the on the Lee County site
Expand program and course offerings at Kershaw County Campus, resulting in increased campus enrollment

Goal No. 5

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

Expected Outcome for Goal No. 5

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

Supports College Strategic Goal: Faculty & Staff—Goal 4
    Resources—Goal 8
Supports College Annual Goal: 6, 10, 11, 12, 13
Supports Division Goal: N/A

Strategy
Collaborate with ELT to develop annual budget addressing institutional priorities to strengthen financial position
Support budgeting strategies to increase faculty and staff salaries
Recognize exceptional employees

Maintain optimum organizational structure to ensure effectiveness
Identify and support areas of collaboration with other partners for grant opportunities
Develop 2020-2030 Academic and facilities Master Plan
Work collaboratively with Pinewood Development Authority to develop plan for utilizing the site
Provide support for increasing and expanding initiatives for the College's Foundation in order to offer more services to students
Work collaboratively with the CCTC Foundation to launch a major fundraising campaign

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

Goal No. 1

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

Expected Outcome for Goal No. 1

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

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

Strategy
Provide opportunities for faculty development related to teaching and accreditation
Implement a training program for deans and department chairs/program managers to support effective and efficient academic management
Provide opportunities for faculty to share best practices and new techniques
Maintain web accessibility procedures that provide access to online resources for students with disabilities
Recognize and reward teaching excellence
Work with ILT to review all classrooms and implement improvements as funds allow
Use classroom observations and student evaluation data to improve instruction
Complete revision of Student Evaluation of Instruction including fully online delivery

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.

Supports College Strategic Goal:	1, 2, 3, 4
Supports College Annual Goal:	1, 2, 5, 12
Supports Division Goal:	N/A

Strategy
Use trend of course success data to identify courses to target for improvement; program managers and department chairs will develop and implement plans for improvement in specific courses
Compare online and F2F counterparts to identify online courses to target for action to improve retention and student success
Communicate with students regarding the availability and purpose of midterm grades
Initiate activities within each department focused on increasing retention
Promote the use of Degree Works with students to support graduation
Faculty will prepare Student Progress Plans for students in financial aid jeopardy
Explore the development of a process for tracking and administratively graduating students upon program completion
Increase instructor-initiated communication with students in online courses
Continue to implement process to ensure first time students to enroll in COL 105 Freshman Seminar during their <u>first</u> semester at CCTC

Goal No. 3

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 Dual Enrollment and Early College courses will be offered.
3.6 Career center courses will be articulated for selected programs of study.
3.7 Partnerships between credit and non-credit divisions will be explored.
3.8 Continuing education and workforce training program offerings will expand.
3.9 Program offerings at the Kershaw County Campus will expand.

Supports College Strategic Goal:	1, 5, 6, 7
Supports College Annual Goal:	1, 4, 7, 9, 10, 12
Supports Division Goal:	N/A

Strategy
Use Program Outcomes Assessment Tables (POATs) to summarize program outcomes and identify areas for action
Hold Advisory Committees meetings, maintain minutes, use input for improvement
Maintain current level of program accreditation
Participate in the Human Services and HVAC accreditation processes
Complete Program Reviews for programs scheduled in 2018-2019
Respond to requests for Dual Enrollment and Early College courses

Identify specific enrollment strategies for programs that do not demonstrate adequate enrollment to sustain the program; specifically Automotive Technology, Pharmacy Technology, HVAC, and Computerized Numeric Control (CNC)
Coordinate recruitment and marketing activities at the program level in concert with recruiting and PR staff
Explore partnerships between academic programs and the Workforce Development
Determine which training programs may be appropriate for online delivery
Support articulation effort for Mechatronics and Welding programs at county career centers, with focus on the new ATEC campus
Support articulation effort for Early Child Care and Criminal Justice programs at county career centers
Support articulation effect for Patient Care Technician program at county career centers
Offer new programs for 2018-2019 at the Kershaw County Campus

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 Sufficient faculty to support increased Dual Enrollment and Kershaw County Campus   course offerings and enrollment.
4.2 Grants will be properly implemented.
4.3 Work collaboratively to develop a plan for utilizing the designated land in Pinewood.

Supports College Strategic Goal: 4, 8
Supports College Annual Goal: 4, 6, 10, 11, 12
Supports Division Goal: N/A

Strategy
Assign necessary faculty to support course and program offerings at Kershaw County Campus
Explore new grant opportunities to support academic programs
Complete integration of CONNECT through faculty training and support
Develop a plan for utilizing the designated land in Pinewood

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 programs will be developed.
5.2 Academic Affairs Division will be in compliance with SACSCOC standards.
5.2 QEP implementation and data collection/reporting will be completed for Year 4.
5.3 New industry partnerships will be explored.
5.4 Apprenticeship programs will increase in number and diversity.
5.5 Expanded support for higher education transfers will be implemented.
5.6 Necessary steps for Bachelor Degree in Advanced Manufacturing will be coordinated.

Supports College Strategic Goal:	3, 5, 6, 7
Supports College Annual Goal:	2, 3, 5, 7, 9, 12
Supports Division Goal:	N/A

Strategy
Analyze academic policies and practices to ensure compliance with SACSCOC
Remain current with SACSCOC policies and updates through conferences and literature
Collaborate with all divisions of the College to implement Year 4 of the QEP
Maintain data as outlined in the QEP and produce summary report for Year 4
Develop new partnerships with business and industry leaders
Expand apprenticeship opportunities
Promote admission agreement opportunities at 4-year institutions
Investigate pathway to best support student pursuit of a 4-year degree in education
Coordinate the necessary steps to offer Bachelor Degree in Advanced Manufacturing
Develop new programs to offer in the future

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:	11
Supports Division Goal:	N/A

Strategy
All academic departments will demonstrate planning, management, and evaluation for the purpose of continuous improvement by successfully completing activities listed in the Academic Affairs Departmental Checklist
All administrative units will demonstrate planning, management and evaluation for the purpose of continuous improvement by successfully completing appropriate assessments and planning documents
Review the policies and practices for optimum academic loading for departmental faculty and department chairs to ensure appropriate allocation of courses to support student success

Academic Affairs Departmental Checklist

☐ Y ☐ N ☐ N/A 1. Departments completed and evaluated their previous plan of action and made recommendations for continuous improvement. (Documentation: Department Assessment Report and Plan of Action)

☐ Y ☐ N ☐ N/A 2. Departmental plans of actions are linked to strategic plans. (Documentation: Departmental Plans of Action)

☐ Y ☐ N ☐ N/A 3. FPMS/EPMS process has been completed. (Documentation: FPMS/EPMS in online review system)

☐ Y ☐ N ☐ N/A 4. Student evaluations have been reviewed and used for continuous improvement. (Documentation: Summaries on file with department)

☐ Y ☐ N ☐ N/A 5. All syllabi (Parts A and B) for the year are posted in *myCCTC*. Part C is filed electronically for all class sections. (Documentation: Syllabi)

☐ Y ☐ N ☐ N/A 6. Programs of study reviewed according to 5-year cycle. (Documentation: Program reviews on file with the Director of Planning and Grants)

☐ Y ☐ N ☐ N/A 7. All advisory committees have met at least once per year, and the results have been used for continuous improvement. (Documentation: Minutes on file in Academic Affairs Division)

☐ Y ☐ N ☐ N/A 8. All program changes and course pre-requisite changes were submitted to the CCTC Curriculum Committee by November 1. (Documentation: Curriculum Committee Minutes on file with Academic Affairs Division Office)

☐ Y ☐ N ☐ N/A 9. Used State Tech program vitality results as an indirect measure of program success. (Documentation: Reports on file with the Director of Institutional Effectiveness; analyses on file in departments)

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

Expected Outcome for Goal No. 1

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

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

Strategy
Work with Information Learning Technologies to implement Banner 9
Implement Customer Relationship Management (CRM) tool to improve student communications and conversion rates
Promote services and events through Communication and Social Media Specialist and CRM
Collaborate with Public Relations to determine feasibility of college-wide text messaging system to be used by departments
Collaborate with Academic Affairs and Information Learning Technologies to offer Connect classes at outreach locations
Create Frequently Asked Questions (FAQs) for each department to be housed on college website
Create electronic application for Special Populations program
Complete indexing project for Continuing Education records
Offer laptop lending through PBI program to address student technology needs
Investigate the feasibility of implementing the Accuplacer Diagnostic Tool
Collaborate with Academic Affairs to implement RP Now for remote test proctoring

Goal No. 2

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

Expected Outcome for Goal No. 2

2.1 Program participants contacted monthly to improve student engagement.
2.2 Personal and psychological issues addressed to improve retention.

2.3 Retention of high-need students improved.
2.4 CLEP/DSST testing increased to reduce time to program completion.

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

Strategy
Provide personal contact to special program participants, including veterans to ensure engagement; contact high-need students weekly
Review the "crediting hours" policy and procedures and make necessary changes to ensure compliance with federal regulations and to increase retention of students
Assist students with personal, social, and psychological issues through the Behavioral Intervention Team (BIT); promote use of BIT to faculty; assess effectiveness of BIT
Increase enrollment and retention of high-need, STEM, and AA male students through strategies implemented in the PBI Competitive Grant Program
Provide services through TRIO Student Support Services to achieve program retention rate of 65% and graduation rate of 15%
Increase completion of CLEP/DSST testing by 5% through improved marketing to shorten time to program completion

Goal No. 3

3. Provide student support services and programs that address diverse needs of prospective and current students to enhance educational experiences and support program completion.

Expected Outcome for Goal No. 3

3.1 Student Life opportunities provided to improve personal and professional growth of students.
3.2 Financial and personal needs of students addressed through specialized programs.
3.3 Target populations for marketing identified based on data analysis.
3.4 Marketing materials developed and resources obtained as needed.
3.5 Grant opportunities sought to improve services and facilities.

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

Strategy
Implement procedures for marketing and awarding SC Promise Scholarship
Research regulations related to baccalaureate degrees for possible implementation in AY19-20
Seek grant opportunities to improve services and facilities
Review Massage Therapy program to determine feasibility of moving to credit hour program
Review High School Articulation Process; make necessary changes; document process and communication to appropriate faculty
Investigate Preferred Name policy
Coordinate with other TRIO programs and community agencies to expose students to cultural activities
Identify additional exams and resources to be offered through Testing Center
Host five new Student Life events and increase offerings at outreach locations
Provide specialized training for club officers to improve club outcomes and effectiveness

Develop structured learning opportunities for students to grow learn about diversity, disability services, and Title IX rights
Monitor pending applicant process to ensure goal conversion rate of 70%
Revise the Admitted/ Readmitted Not Registered process to ensure conversion rate will be 80% for Admitted Not Registered and 65% for Readmitted Not Registered
Improve process and timeliness of communications to web applicants to achieve a conversion rate of 55%
Create comprehensive communication flow for all prospects
Analyze the intake process to enhance customer service
Investigate ways to create and maintain an Emergency Fund for students in need
Promote Student Veteran Association (SVA) to increase membership and presence on campus
Host specialized events such as LIFE Scholarship Recognition, College Goal, Constitution Day, and veteran-specific events
Develop refund policy for VA benefits to prevent veterans from going into collection
Develop a process and communication plan for potential transfer students who have submitted an official transcript but have not yet been admitted/ readmitted

Goal No. 4

4. Develop and implement a plan to increase programs and services at the Kershaw Campus, resulting in an increase of at least 20% in enrollment at this location.

Expected Outcome for Goal No. 4

4.1 Student services and course offerings will increase.
4.2 Kershaw County Campus, programs, and services promoted to community.

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

Strategy
Host special events at the Kershaw County Campus to expose the public to new campus and program opportunities such as Mechatronics and Engineering Design Technology
Investigate ways to expand Kershaw Testing Center offerings
Provide expanded Student Life opportunities at the campus
Collaborate with Academic Affairs to identify appropriate programs to grow enrollment
Gain feedback from Kershaw County Chamber, County Council and City Council

Goal No. 5

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

Expected Outcome for Goal No. 5

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

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

Strategy
Provide services and college visits through TRIO Student Support Services to achieve program transfer rate of 5%
Host College Transfer to promote transfer opportunities to current students
Increase graduation and transfer rates of high-need, STEM, and AA male students through PBI Competitive Grant program initiatives
Host annual Graduation Fair in conjunction with Bookstore
Automate graduation communications to ensure timely responses to students
Work with ILT to improve the administrative graduation process
Establish a tracking method and communication plan for inactive students who are within one semester of program completion

Goal No. 6

6. Attract and retain appropriate qualified staff to support delivery of services.

Expected Outcome for Goal No. 6

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

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

Strategy
Review staffing levels and workloads to identify gaps and weaknesses; make organizational changes as needed; provide professional development tied to job duties
Collect Student Services feedback cards at all locations to determine effectiveness of customer service; identify training needs based on feedback
Provide training for faculty and staff on diversity and dealing with students in distress
Conduct in person work study workshop during fall semester for all student workers
Create Active Listening training for work study students, call center staff, and front desk staff

Goal No. 7

7. Maintain strong working partnerships with secondary school systems through recruitment, Central Carolina Scholars, and PBI program activities to achieve an annual 20% recent high school graduate enrollment rate.

Expected Outcome for Goal No. 7

7.1 College readiness activities provided through Testing Center, Central Carolina Scholars, High School Engagement Team, and Regional Career Specialist.

7.2 Ongoing communications and school visits occur between CCTC and parents, counselors, and secondary students.
7.3 Enrollment of recent high school graduates will be 20% annually.
7.4 College and Career Centers in targeted high schools will assist secondary students with transitioning to the College.
7.5 Specialized events for middle school and high school students identified.

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

Strategy
Promote PLATO as a test preparation tool for high school students to use prior to testing; schedule test prep sessions at area high schools
Establish connections with high school counselors to develop seamless transition of students with disabilities to the college environment
Conduct extensive recruitment activities in local high schools to ensure recent high school graduate enrollment to 20%
Increase the number of Central Carolina Scholars by 10%
Establish a comprehensive communication plan for secondary staff through the Regional Career Specialist
Conduct specialized activities and communications via the High School Engagement Team
Host School Counselor Summer Institute and Counselors' Breakfast to ensure ongoing communications with secondary staff
Identify best approach to serve middle and high school students in partnership with Academic Affairs
Conduct financial aid presentations and FSA ID Days at all area high schools
Provide college and career exploration activities and transition assistance to students at College and Career Centers at Manning High School and Lee Central High School
Increase the college going rate of full-time associate degree students, including STEM, high-need and AA male students through services provided by PBI Competitive Grant program
Provide funding for career exploration events for secondary students

Goal No. 8

8. Expand awareness of state, county, and regional government officials, the public, and community partners of the college's role in higher education and its impact on the economic development of the region.

Expected Outcome for Goal No. 8

8.1 Increased awareness of college's role and impact on workforce.
8.2 Increased awareness of the college in the military community.
8.3 Increased awareness of services and resources for students.
8.4 Increased community partnerships.

Supports College Strategic Goal: 6
Supports College Annual Goal: 8
Supports Division Annual Goal: N/A

Strategy
Investigate the feasibility of an annual college-wide enrollment event targeting the public
Increase community awareness of the college through activities provided by Regional Career Specialist
Increase awareness of career programs and services to Career Services constituents
Host Clarendon County Job Fair
Increase marketing to military-affiliated students to increase enrollment, specifically in courses at Base Education Center
Participate in military sponsored education events to promote college
Promote Veteran Upward Bound to various community groups to increase veteran enrollment by 10%
Secure additional community resource partnerships to support the Behavioral Intervention Team (BIT)

Goal No. 9

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

Expected Outcome for Goal No. 9

9.1 Data collected and analyzed, areas of improvement identified, and results used for continuous improvement.
9.2 Veteran Upward Bound will meet goals and objectives.
9.3 Scholars outcomes will be reported to stakeholders.
9.4 Student Learning Center effectiveness will be assessed.

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

Strategy
Complete department data reports within three weeks of semester completion; analyze data and identify areas of improvement; implement necessary changes
Ensure Veteran Upward Bound program has mission statement, program outcomes, and assessment processes in place to ensure achievement of goals and objectives
Complete enrollment analysis reports to identify gaps and to make organizational decisions
Collaborate with Academic Affairs on initiatives of the Quality Enhancement Plan and assess effectiveness of strategies
Complete performance reports for grant programs; identify areas for improvement based on results and implement changes
Improve data collection for the Student Learning Center in order to gauge effectiveness and value of services provided
Utilize college surveys to determine student satisfaction; implement strategies to ensure 90% or higher satisfaction rates for all departments
Complete Administrative Unit Reviews for Recruitment and Admissions and TRIO Programs
Develop Administrative Unit Outcomes for 2018-2021
Review records retention schedules and make changes if needed in order to comply with regulations; purge records in accordance with retention schedule

BUSINESS AFFAIRS
2018-2019 PLAN OF ACTION

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

Goal No. 1

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

Expected 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
Review and revise College policies and procedures related to Business Affairs
Complete accurate internal and external reports and submit on a timely basis
Maintain publications, public website, and myCCTC with current information
Complete annual audit report and Comprehensive Annual Financial Report (CAFR) for FY 18 and submit to Government Finance Officers Association (GFOA) for award
Review and update (if needed) all employee manuals issued by Business Affairs

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
Process HR class & comp actions as requested, following all applicable laws and regulations
Complete HR delegation audit with no material compliance findings
Advise employees on HR issues and manage employee relations issues
Provide professional development and training opportunities for employees in the areas of new employee orientation, budget, Banner, supervision, safety and security, HR, personal interest, and wellness; utilize Skillsoft 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
Establish a leadership program to involve selected faculty/staff in College initiatives, provide leadership training, and prepare them for future leadership opportunities

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

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 not increase.
4.2 Facilities and grounds will be maintained at a high level of cleanliness and attractiveness.
4.3 Capital projects will stay on schedule and within budget.
4.4 Safety and security services will be provided that ensure the safety and security of College property, employees, students, and visitors.
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
Maintain cleanliness such that the annual employee survey of custodial services indicates at least 90% of respondents are satisfied with custodial services
Maintain facilities such that the annual student survey of programs and services and an employee survey indicates at least 95% of respondents are very satisfied or satisfied
Provide security services such that the annual student survey of programs and services indicates at least 97% of respondents are satisfied with security services at all College locations
Conduct weekly and monthly inspections of all facilities and grounds, and make corrections as needed
Coordinate and manage small renovation projects as funds are available
Coordinate and work with college-wide team to create an 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
Develop a plan and obtain funding for utilizing the designated land in Pinewood for relocation of the College's Environmental and Natural Resources programs
Update and monitor the deferred maintenance (DM) plan; reduce DM needs as funding allows
Provide college-wide training on safety and security procedures, including an active shooter training and conducting periodic tornado and fire drills as required by College policy
Prepare an annual security report as required by law; revise current report to meet all requirements and contain accurate crime data
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

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.

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

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

Strategy
Maintain at least 90% Auxiliary Services satisfaction level of customer service to all students, faculty, and staff as measured by surveys
Work with department chairs to investigate ways to reduce the cost of required materials for students; investigate Cengage Unlimited program
Monitor budgets throughout the year and prepare year-end financial reports for bookstore and vending
Work with local food vendors to continue to provide lunch 4 days a week, and breakfast as many days as possible
Market and continue to expand bookstore offerings in the new bookstore at the Kershaw County Campus

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 should 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
Banner system will be current with upgrades and patches released by vendor
Maintain and replace equipment and classroom technology on a 5-year recurring schedule as resources allow in order to keep current with technology
Monitor and manage the backup and recovery system for major systems, programs, and data
Improve IT security by continuing to analyze and adjust existing mitigation strategies and monitoring solutions to improve the College's security posture; implement new security controls for network and

email monitoring; continue enforcing the notebook computer encryption process; localize and implement the system-wide InfoSec policy and procedures; and utilize a system-wide consultant to conduct a periodic gap analysis and risk assessment
Continue to develop User Support Services staff skills through educational opportunities within the college, through external training , and professional certification utilizing available ILT PDP funding
Provide user training and complete upgrade to Banner 9 by December 2018
Implement the Change Management Process developed by the USS CoP
Assess the results of the 2018 Programs and Services survey and make adjustments to assure a student satisfaction level of 95% or higher
Expand and upgrade network, server, and other equipment that is not sufficient for current needs or out of service
Provide IT support for the Rural Utility Services (RUS) Grant implementation of video classrooms in 5 locations

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 Facilities Master Plan.
7.4 Comply with the Information Security Plan requirements.
7.5 Comply with "red flag rule" requirements and prevent identity theft.
7.6 Maintain and update a multi-year strategic technology plan.
7.7 The QEP will be supported with sufficient resources.

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

Strategy
Develop and complete plans of action for the division and departments by deadlines
Review results from College surveys and other means of assessment to improve services
Perform an Administrative Unit Review and Assessment for the Accounting and ILT departments
Use the results of the TechQual+ survey and Student survey along with input from existing user groups to update a multi-year strategic technology plan
Assess progress of POA objectives and compile an annual effectiveness report showing outcomes and use of results
Assess departmental outcome benchmarks for 18-19 and update outcome report with results
Prepare Employee Performance Management System (EPMS) documents for all employees by deadlines
Ensure that the College capital plan and budget reflect the priorities of the Facilities Master Plan as resources allow
Update and monitor the Information Security Plan
Update and monitor the identity theft program
Support the QEP project with resources as needed