Central Carolina Technical College

2019-2020
College Plan of Action

2019-2020 College Plan of

Action Table of Contents

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.)

<center>**2015-2020 Strategic Plan Integration**</center>

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:

<u>Area of Focus 1:</u> **<u>Educating Students</u>**
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.

<u>Area of Focus 2:</u> **<u>Faculty and Staff</u>**
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.

<u>Area of Focus 3:</u> **<u>Partnerships</u>**
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.

<u>Area of Focus 4:</u> **<u>Workforce Development/Continuing Education</u>**
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.

<u>Area of Focus 5:</u> **<u>Resources</u>**
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 2018-2019 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 2018-2019 year on both the divisional and institutional levels. This roster of accomplishments supporting the 2018-2019 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 2018-2019, and each goal was aligned with an area of focus and goal in the College's 2015-2020 Strategic Plan.

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

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

   - Developed 4 new programs of study for implementation in Fall 2019: Advanced Medical Coding Certificate, Logistics and Supply Chain Management Certificate, Marketing and Sales for Small Business Certificate and Office Management Certificate
   - Conducted academic program reviews for 8 programs of study
   - Conducted 24 advisory committee meetings to ensure linkages between instruction and workforce needs
   - Maintained support services at off-site locations and expanded to include an ongoing evaluation of learning resources by the Librarian
   - Implemented an electronic version of the application for the Special Populations Program available on the College website
   - Developed a new Records process for pending applicants to inform them that the College has received their external official transcript and pending transfer credit may be awarded to them after admission
   - Created a new bookstore website where students will be able to place orders for textbooks and have them shipped to their home address starting in Fall 2019

- Loaned laptops and tablets to 63 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: 51
  - <u>Welding Certifications</u> – NCCER Core Curriculum Certifications: 39
  - <u>HVAC Certifications</u> – HVAC Excellence Employment Ready Certifications: 62
  - <u>Computer Certifications</u> – CompTIA A+: 4; CompTIA Network+: 1; CompTIA Security+: 1; Cisco CCENT: 1
  - <u>Health Sciences Certifications</u> – 100% of Surgical Technology August 2018 graduates passed the CST examination on first attempt; 100% of Massage Therapy August 2018 graduates passed the MBLEX examination on first attempt; 85% of Pharmacy Technology August 2018 graduates passed the ASHP examination on first attempt; 67% of Medical Assisting August 2018 graduates passed the AAMA examination on first attempt; and 98% of Associate Degree Nursing May and August 2018 graduates passed the NCLEX examination on first attempt; 100% of Nursing Aide students passed the NNAAP examination on the first attempt
- Implemented a new learning software, ALEKS, in Mathematics courses
- Completed the decommissioning of Banner 8; now fully operating on an upgraded Banner 9 platform
- Implemented a new backup and recovery solution to significantly enhance the College's e-Security services by utilizing encrypted, cloud-based storage to provide protection from threats such as malware and ransomware; implemented Cisco's Umbrella service to adds additional security from phishing and malware
- Utilized Rural Utilities Services Distance and Learning Telemedicine Grant CONNECT classrooms to provide synchronous video and audio among Main, HSC, Lee, Kershaw, and Clarendon County campuses
- Served the following number of unduplicated students per term in distance education courses: Fall 2018: 2,151; Spring 2019: 2,108; Summer 2019: 1,302
- Made over 15,000 contacts with students through the support of the Freshman Advisors including contacts made via email, phone, and during class visits and technology training sessions

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 56% (FY19)
- Implemented Year 4 of the College's QEP, Smart Choices for Success, focused on retention and program completion of first-time freshmen
- Provided support services through TRIO Student Support Services, TRIO Veterans Upward Bound, Special Populations Program, Behavioral Intervention Team, Disability Services, 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 12 college visits/tours for 262 students to SC State, Coker College, Claflin University, Clemson Men of Color Symposium, Claflin University Men of Color Summit, Boeing, Cummins, McIntyre ANG, USC Leadership Conference, and CCTC Industrial and Engineering Technology programs through grant programs
- Offered 73 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.**

- Hosted the 2nd annual Clarendon County Job Fair with 38 vendors and 240 participants and Come See Me Day in March 2019 with 350 participants
- Selected as Military Friendly School by the G. I. Jobs magazine for eighth 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 as well as Green Zone training for faculty and staff to help them assist veteran students and their families
- Awarded over $19M in financial aid to more than 3,800 students from public and private sources
- Reduced the FY19 Cohort Default Rate (CDR) by 3.3% from FY18 through partnership with Inceptia
- Conducted three student learning workshops about diversity, disability services, and Title IX including Smart Pen Orientation, Developmental Awareness and Diversity Event, and Sexual Trauma Services of the Midlands Healthy Relationships Workshop
- Offered certification opportunities to Special Populations Program students in Human Services & Paralegal
- Assisted 344 students with college applications, financial aid applications, scholarship information, and college placement testing through College and Career Coaches
- Hosted NASA Community College Aerospace Scholars Information Session in February 2019
- Hosted numerous events through Student Life to connect students to their peers and support services

4. **Develop and implement a plan to increase program and course offerings at the Kershaw Campus, resulting in increased enrollment at that location.** *[Includes institution-wide enrollment accomplishments]*

- Enrolled 3,483 students in Fall 2018 in over 50 programs of study

- Debuted the new Central Carolina Technical College Titan mascot at the 2019 Graduation Ceremony to help marketing and branding efforts
- Added Engineering Design Technology and Mechatronics as programs offered at Kershaw County Campus
- Expanded bookstore and library services at Kershaw County Campus
- Increased Central Carolina Scholars program enrollment by 22% from FY18 to FY19
- Recognized as #6 Nursing program in the state of South Carolina by www.RegisteredNursing.org
- Hosted iMagine CCTC, Kershaw Discovery Day, and Elgin High School Art Exhibit to increase visibility of the Kershaw campus and programs of study; and expanded test offerings at the Kershaw Testing Center
- Offered 14 Career and Learning Services workshops at the FE Dubose and Kershaw County Campuses
- Achieved a 14% increase in enrollment for TRIO Veterans Upward Bound program
- 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 683 degrees, diplomas, and certificates to 571 graduates (July 1, 2018 – June 30, 2019)
- Achieved a 92% college-wide placement rate for graduates placed directly in the workplace
- Achieved a college-wide graduation rate of 14% in FY19 (2015 cohort of first-time, full-time students)
- Hosted 2019 Graduation and College Transfer Fair with 30 colleges and universities attending and an increase of 142% in student participation compared to FY18
- Hosted Health Science Career Fair with 26 organizations and an increase of 200% in student participation compared to FY18
- Exceeded TRIO Student Support Services program goals for retention by 6% and graduation by 7%
- Formalized a transfer agreement with SC State University to streamline transfers between the institutions
- 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

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

- Provided flexible schedules for employees to accommodate employee and institutional needs
- Voted as "Best Place to Work" in Sumter in *The Item's* 2019 Best of Sumter competition

- Completed the first year of the College's leadership program, graduating 20 employees in levels 1 and 2
- Improved EEO goal attainment to 94.8% which is within the top 10 for state government organizations and ranks 4th among South Carolina technical colleges
- Added 4 staff positions; converted 3 temporary positions to permanent positions
- Promoted 8 staff members from within the institution to positions of greater responsibility
- Created assistant director positions in Student Affairs to provide additional pathways for advancement
- Recognized E. Qualtrough – Director for Physical Plant, for outstanding service at the College in 2018
- Recognized E. Bastedo – QEP Coordinator, R. Watkins – Humanities Instructor, and J. Todd – Director of Planning & Grants, for outstanding service at SCTEA in February 2019
- Recognized 4 employees through Employee Spotlight or Top Titan vlog entries
- Conducted New Faculty Orientation and Adjunct Faculty Orientation each semester
- Conducted Online Certification for faculty scheduled to teach online courses each semester
- Offered 49 professional development program offerings to support the teaching and learning environment, including diverse training opportunities and required training
- Received $30,337 in professional development funds from 2018-2019 Perkins grant to support teaching and learning across the institution
- Provided $42,815 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 2018 to enter CCTC in Fall 2018 with full tuition assistance
- Partnered with Clarendon School District 2 and Lee County School District for Early College programs
- Maintained Central Carolina Scholars and Central Carolina Connect blog to increase communications with high school counselors, students, and parents
- Offered dual enrollment courses to over 700 qualifying high school students from a total of 22 area high schools, independent high schools, and homeschool associations
- Hosted the 2nd CCTC Academic Challenge in November 2018 with 13 participating area high schools
- Conducted 220 high school visits including career fairs, presentations, instant admissions events, Educational Opportunity visits, College Application and Decision Days, and Award Presentations

- Conducted recruitment activities and on-campus events such as Central Carolina Scholars Day at area high schools, Signing Day, Scholars Classroom Presentations, Scholars Presentations during FAFSA Nights, and Awards Day Presentations to 781 students
- Offered the School Counselors' Summer Institute for secondary counselors in July 2018 with 10 counselors in the Beginner course and 11 counselors in the Advanced School
- Hosted the Counselors' Breakfast for 53 secondary guidance counselors, Adult Education teachers, school administrators, Career Center staff, and business/industry representatives in January 2019
- Donated 3D printers to Alice Drive Elementary and Middle Schools; hosted the 2018 Winter Wonderland Event for 227 Alice Drive Elementary students which collected 564 food items to be donated to local food pantries including the CCTC SNAC food pantry
- Hosted an art exhibit by Alice Drive Middle School Students at The Gallery Upstairs and offered an 8-week AutoCAD course for 20 ADMS 7th graders taught by EDT Program Manager David Tuders

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.**

- Met with various members of the legislative delegation to discuss projects of importance for the economic development of the College's service area
- Collaborated with local government agencies and school boards to secure funding for Scholars program
- Hosted 250 middle school students as well as parents and manufacturing & technology firms for iMagine CCTC Day at the Kershaw Campus in partnership with the Kershaw County Manufacturing Expo
- Competed in the 37th Annual SC Technical College Welding Skills Competition with 3 students
- Placed 1st in the SkillsUSA Welding Competition in Pendleton, SC through the participation of Advanced Pipe Welding student S. DuBose who also competed at the national level
- Conducted 5th annual joint Active Shooter safety training in collaboration with the Sumter County Sheriff's Office focused on "Run, Hide, Fight" in February 2019
- Hosted the Annual Legislative Breakfast in December 2018 and *The Item's* Best of Sumter Nominee Expo in February 2019 at the College's Health Sciences Center
- Participated in the 2018 SC Workforce Development Symposium through President Mikota's moderation of a panel session titled "Building the Pipeline by Changing Perceptions of High-Demand Jobs"
- Participated in the Sumter Development Board's inaugural eSTEAM Sumter STEM festival
- Hosted on-site law enforcement training at the Advanced Manufacturing Technology Training Center to help reduce training wait times for new officers

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.

- 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
- Hosted a Youth Apprenticeship Signing Day for 9 Sumter School District high school seniors becoming apprentices with Continental Tire
- Partnered with BD and SKF (Kaydon) to launch a youth apprenticeship program for Mechatronics and Machine Tool Technology Dual Enrollment students
- Partnered with top companies and industries to provide apprenticeships including BD, CAT Hydraulics, BCA, Baker's Sweets, Pure Power, ReWa, CMD, Chester Wastewater, City of Columbia, Coffey & McKenzie, SCDHEC, City of Florence, City of Dillon, and Continental
- Offered apprenticeship occupations including Maintenance Tech, Maintenance Technician, Water Treatment, Water Distribution, Wastewater Treatment, Wastewater Facility Inspector, Paralegal, Welder, and Education & Training
- Trained over 1,300 students for a 14% increase from FY18; provided online training for 148 students
- Offered certification courses to 127 credit students through a scholarship program

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.**

- Collaborated with external consultants to develop the College's Academic and Facilities Master Plan with an expected completion date of October 2019
- Completed renovations, repairs, or improvements at Kershaw County Campus, AMTTC, and Main Campus buildings M300A and M300B
- Created and filled positions of full-time Painter and Assistant Custodial Supervisor

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.**

- Collaborated with the Pinewood Development Authority to complete a feasibility study assessing the viability of moving the College's Environmental and Natural Resources programs

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.**

- Facilitated use of results for continuous improvement through institutional planning reports such as the Plan of Action, Annual Effectiveness Report, and Administrative Unit Review
- 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 almost $300,000 in grant funds from the Caterpillar Foundation (Support for Freshman Students), SC Department of Education (Perkins), and League for Innovation in the Community College (CCTC Public Health 2019)
- Completed program accreditation visits for the Heating, Ventilation, and Air Conditioning (HVAC) and Automotive Technology programs

13. Work collaboratively with the CCTC Foundation to launch a major fundraising campaign that will further support the College's needs.

- Developed plan to launch a major fundraising campaign in the upcoming year
- Maintained the Alumni Partnership with over 1,000 members and expanded business partners & benefits
- Established an Amazon Smile account for the CCTC Foundation
- Hosted the 8th annual CCTC Foundation Golf Tournament in October 2018 with support from 76 sponsors
- Awarded over 100 scholarships to students through donations from individuals and organizations
- Welcomed 7 new members to the CCTC Foundation Board
- Announced Alumni Career Services Workshop Series for alumni in need of help on their career path

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

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As a result of comprehensive, college-wide planning and assessment, the College formulated, reviewed, and adopted the following 2019-2020 CCTC Annual Goals. These goals were approved by the CCTC Area Commission at its March 2019 meeting for implementation in the 2019-2020 academic year.

Strategic Plan Area of Focus: Educating Students

1. Finalize the 2020-2030 Academic & Facilities Master Plan and identify strategies to optimize program and course offerings, resulting in increased enrollment (Reference Strategic Plan Goals 1, 2, and 8)

   Measurement/Outcomes: Resources will be strategically placed to increase efficiency and strengthen the financial stability of the college as outlined in the Academic & Facilities Master Plan

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

   Measurement/Outcomes: Program outcomes will be aligned with the college's mission and workplace skills/standards or transfer requirements; Program Outcome Assessment Tables (POATs) for each academic program will reveal acceptable levels of student performance; improvement plans will be implemented for underperforming outcomes

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

   Measurement/Outcomes: Retention of first-time, full-time freshmen will increase by 2%; all measures of the Quality Enhancement Plan will meet target goals for Student Learning Outcomes (SLOs)

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

   Measurement/Outcomes: Student usage of support services and programs will increase and students will report satisfaction with services through surveys and other forms of evaluation

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, 2019, through June 30, 2020; 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; continue and improve leadership program to involve selected faculty/staff in college initiatives, and prepare them for future leadership opportunities; recognize outstanding faculty/staff

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: Dual enrollment courses in area high schools will be offered to a minimum of 750 unduplicated students; initiatives of the High School Engagement Team that allow for seamless transition between high school and college will be implemented; the Central Carolina Scholars Program will be funded though support from local partnerships; the percentage of high school graduates entering CCTC directly after graduation will increase to 30% annually

8. Amplify the awareness of state, county and regional government officials, the public, and community partners of the college's role in the higher education community and its impact on the economic development of the region through a strategic marketing campaign (Reference Strategic Plan Goal 6)

   Measurement/Outcomes: Implement a comprehensive communications and marketing strategy to include social media; broaden community outreach through increased employee participation

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 continuing education and workforce training programs that lead to credentials (Reference Strategic Plan Goal 7)

Measurement/Outcomes: The number of internships and apprenticeships, including youth apprenticeships, available to credit and noncredit students will increase by 5% through collaboration between the college and workforce partners

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 (Reference Strategic Plan Goal 8)

    Measurement/Outcomes: The educational environment at the college will be optimized based on individual program analysis and the Academic & Facilities Master Plan, and reported in Program Reviews

11. Execute the opportunities that are identified through the planning process to align the college's Academic & Facilities Master Plan, Strategic Plan, and SACSCOC regional accreditation with a focus on the 2021 Fifth-Year Report (Reference Strategic Goals 1 and 8)

    Measurement/Outcomes: Interpret data for decision making, establish benchmarks for effectiveness, and develop a process for implementation

12. Evaluate grant-funded initiatives and explore additional resource opportunities to best position the college and strengthen financial stability (Reference Strategic Plan Goal 8)

    Measurement/Outcomes: Grant applications will be submitted to public and private funding sources based on an established selection and sustainability process

13. Align and broaden the mission and goals of the CCTC Foundation with those of the college (Reference Strategic Plan Goal 8)

    Measurement/Outcomes: Identification of annual goals by the CCTC Foundation that support the college's strategic plan; the launch of a major fundraising campaign in 2019-2020

Approved by the CCTC Area Commission in March 2019

2019-2020 COLLEGE PLAN OF ACTION BY DIVISION

PRESIDENT'S OFFICE
2019-2020 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 2019-2020 Annual Goals
Supports Division Goal: N/A

Strategy
Represent the College as President while maintaining ongoing communication with the Area Commission
Support compliance with regional accreditation standards; initiate process for SACSCOC Fifth-Year Report
Implement and analyze final year of CCTC QEP
Collaborate with the Vice President for Academic Affairs to develop personnel transition plan for last year of the QEP
Monitor the progress of College's annual goals and progress toward the accomplishment of the 2015-2020 Strategic Plan
Finalize College's 2020-2025 Strategic Plan
Implement 2020-2030 Academic and Facilities Master Plan
Submit Bachelors of Advanced Manufacturing Proposals

Goal No. 2

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

Expected Outcome for Goal No. 2

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

Supports College Strategic Goal: Partnerships—Goals 5 and 6
Resources—Goal 8
Supports College Annual Goal: 7, 8, and 12
Supports Division Goal: N/A

Strategy
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
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

Goal No. 3

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

Expected Outcome for Goal No. 3

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

Supports College Strategic Goal: Educating Students—Goals 1, 2, and 3
Partnerships—Goals 5 and 6
Workforce Development Continuing Education–Goal 7
Supports College Annual Goal: 1, 2, 4, 5, 7, 8, and 9
Supports Division Goal: N/A

Strategy
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 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

Goal No. 4

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

Expected Outcome for Goal No. 4

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

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

Strategy
Support initiatives that address enrollment at College locations, with continued emphasis on the Lee County site
Collaborate with the ELT to develop and offer appropriate programs of study
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
Collaborate with the ELT to ensure quality programs and services for students at all College locations, including online students
Launch Customer Relationship Management (CRM) tool

Goal No. 5

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

Expected Outcome for Goal No. 5

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

Supports College Strategic Goal: Faculty & Staff—Goal 4
                                 Partnerships—Goals 5 and 6
                                 Resources—Goal 8
Supports College Annual Goal: 6, 8 10, 11, 12 and 13
Supports Division Goal: N/A

Strategy
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
Provide support for increasing and expanding initiatives for the College's Foundation in order to offer more services to students
Support CCTC Foundation Employee and Major Gifts fundraising campaigns
Attend personal prospect visits per year with Director of External Relations and Communications
Select plan for use of Pinewood site

ACADEMIC AFFAIRS
2019-2020 PLAN OF ACTION

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

Goal No. 1

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

Expected Outcome for Goal No. 1

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

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

Strategy
Provide opportunities for faculty development related to teaching and accreditation
Provide opportunities for faculty to share best practices and new techniques
Recognize and reward teaching excellence
Maintain web accessibility procedures that provide access to online resources for students with disabilities
Investigate course scheduling software
Work with ILT to review all classrooms and implement improvements as funds allow
Use classroom observations and student evaluation data to improve instruction
Support academic programs by using faculty input to develop the Library collection

Goal No. 2

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

Expected Outcome for Goal No. 2

2.1 Student success will improve in targeted courses.
2.2 Retention of students will increase in targeted programs.
2.3 Graduation rate will improve in targeted programs.
2.4 Student success in online courses will improve.

2.5 First time students will complete COL 105: Freshman Seminar course during first semester.

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

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

Strategy
Use trend of course success data to identify courses to target for improvement
Implement plans for improvement in targeted courses: ANT 101, AOT 104, CRJ 101, MAT 101, MAT 111, PHI 101
Identify online courses to target for action to improve retention and student success
Initiate activities within each department focused on increasing retention
Complete Midterm & Registration Verification QEP reports in a timely manner
Promote the use of Degree Works with students to support graduation
Prepare Student Progress Plans for students in financial aid jeopardy
Collaborate with ILT and Student Records to support the administrative graduation process
Increase instructor-initiated communication with students in online courses
Promote enrollment of first-time students in COL 105 Freshman Seminar during their first semester at CCTC
Provide library instruction in classes, promote the use of Libguides, and implement other activities to increase student access and utilization of library resources

Goal No. 3

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

Expected Outcome for Goal No. 3

3.1 Program outcomes will meet workforce needs.
3.2 Currently accredited programs will maintain accreditation.
3.3 New program accreditation will be acquired for Human Services.
3.4 Departments will complete program reviews on a 5-year schedule.
3.5 Programs will maintain adequate enrollment.
3.6 Dual Enrollment and Early College courses will be offered.
3.7 Career center courses will be articulated for selected programs of study.
3.8 Partnerships between credit and non-credit divisions will be explored.
3.9 Continuing education and workforce training programs will be offered.

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

Strategy
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; collaborate with Institutional Effectiveness
Attain program accreditation for Human Services program
Complete Program Reviews for programs scheduled in 2019-2020
Identify specific enrollment strategies for targeted programs: AUTO, CNC, CRJ, AOT, EVT
Increase Engineering Design and Mechatronics enrollment specifically at Kershaw County Campus
Coordinate recruitment and marketing activities at the program level in concert with recruiting and PR staff
Respond to requests for Dual Enrollment, Early College courses, and county career centers
Support articulation efforts at all service-area county career centers
Explore partnerships between academic programs and Workforce Development
Develop and deliver customized training courses through Workforce Development

Goal No. 4

4. FISCAL RESOURCES AND RESPONSIBILITY – Academic departments will operate with fiscal responsibility and provide adequate facilities and human resources to support teaching and learning.

Expected Outcome for Goal No. 4

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

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

Strategy
Explore new grant opportunities to support academic programs
Complete final impact report for CONNECT
Utilize Perkins Reserve funding to support Career & Technical Education (CTE) dual enrollment
Collaborate with ELT to monitor the acquisition of the designated land in Pinewood
Implement recommendations for classroom improvements from Academic & Facilities Master Plan as funds allow
Develop personnel transitional plan for last year of the QEP

Goal No. 5

    5. COLLEGE ADVANCEMENT – Academic Affairs Division will support college-wide initiatives that advance the college and support the needs of its constituencies.

Expected Outcome for Goal No. 5

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

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

Strategy
Investigate new programs to offer in the future
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 initiate development of the Fifth-Year Report; develop timeline
Implement Year 5 of the QEP and produce annual report; draft QEP report for SACSCOC
Develop new partnerships with business and industry leaders
Expand apprenticeship opportunities
Expand admission agreement opportunities at 4-year institutions
Promote new education pathway with USC-Columbia
Coordinate the necessary steps to offer Bachelor Degree in Advanced Manufacturing
Participate in the 2020-2025 Strategic Planning process
Support the development of the CRM retention module
Complete migration to the new Shared Libraries System Platform, including training, testing, and implementation

Goal No. 6

    6. DEPARTMENTAL MANAGEMENT – Departments will implement strategies to plan, manage, and evaluate departments and budgets for the purpose of continuous improvement.

Expected Outcome for Goal No. 6

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

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

    6.3 Faculty and academic leaders will appropriately load instructional assignments to ensure student success.

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

Strategy
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 Annual Effectiveness Report and Plan of Action)

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

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

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

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

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

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

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

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

<h1 style="text-align:center">STUDENT AFFAIRS
2019-2020 PLAN OF ACTION</h1>

Purpose/Mission: Student Affairs strives to provide professional and exceptional customer service to all students in a friendly atmosphere to facilitate personal and professional growth of students. We are committed to the success of students by offering services through Recruitment and Admissions, Student Engagement, Student Records, Career and Learning Services, TRIO Programs, and Financial Aid and Veterans' Affairs regardless of location. We promote open and confidential communication to ensure trust and integrity. Our innovative services empower students as they prepare for the future.

Goal No. 1

1. Finalize the 2020-2030 Academic and Facilities Master Plan and identify strategies to optimize service offerings and facilities.

Expected Outcome for Goal No. 1

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

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

Strategy
Assist with the completion of Academic and Facilities Master Plan; make improvements to units and outreach course scheduling
Identify best location for Student Affairs units and relocate if feasible to improve efficiencies and services
Collaborate with Academic Affairs to determine appropriate programs of study to grow enrollment
Collaborate with Academic Affairs to offer CONNECT classes at outreach locations

Goal No. 2

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

Expected Outcome for Goal No. 2

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

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

Strategy
Provide personal contact to special program participants, including veterans, to ensure engagement; contact high-need students weekly
Implement retention component of Customer Relationship Management (CRM) tool
Assist students with personal, social, and psychological issues through the Behavioral Intervention Team (BIT) and community resources
Identify specific retention activities to be implemented by Student Affairs staff as a result of attendance at the Retention Institute
Promote services and events using the CRM tool; implement text messaging
Increase retention of high-need, STEM, and AA male students through strategies implemented in the PBI Grant Program
Rebrand Student Learning Center and increase student usage to improve course retention
Offer a test prep session each semester for prospective students in the Student Learning Center
Provide interventions through TRIO Student Support Services (SSS) to achieve program retention rate of 65%
Provide interventions through TRIO Veteran Upward Bound (VUB) to sustain program enrollment at 125 participants
Collaborate with TRIO VUB stakeholders to ensure veterans are aware of external resources
Collaborate with Academic Affairs on QEP initiatives and assist with completion of Fifth-Year Report

Goal No. 3

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

Expected Outcome for Goal No. 3

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

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

Strategy
Implement automated awarding of SC WINS, SC Promise, and Scholars to ensure funding for students

Host eight financial aid workshops to improve understanding on various topics to include: financial literacy; scholarships, state, and federal aid; Veterans' Affairs (VA) certification process; workstudy; and satisfactory progress
Reduce Cohort Default Rate (CDR) by 3% for 2017 cohort through debt management activities
Seek approval from Department of Education for baccalaureate implementation
Implement Customer Relationship Management (CRM) tool to improve communications and conversion rates
Investigate Preferred Name policy for students
Identify additional exams and resources to be offered through testing centers and market appropriately
Conduct student survey to determine appropriate events to be hosted at all campuses
Conduct separate specialized trainings for club officers and club advisors to address needs of both groups
Create online and face-to-face interactive Title IX, ADA, Special Populations, and diversity workshops for students
Increase conversion of paper pending applicants by 4% until the online application process is fully implemented through the CRM
Convert 80% Admitted Not Registered and 65% Readmitted Not Registered applicants to registered
Increase conversion rate of web applicants by 10% until the online application process is fully implemented through the CRM
Increase participation in Titan Tuesday by 20%
Increase campus visits by 20%
Create comprehensive communication flow for all prospects using CRM
Determine and implement best intake process using CRM
Coordinate Student Emergency Fund committee meetings once per semester to review process, make necessary changes, and grow fund for students
Evaluate all student organizations to determine which organizations remain active; conduct ongoing wellness checks
Host Student Life events to include Welcome Week activities, New Student Orientations, and annual Awards Convocation
Host specialized financial aid events such as LIFE Scholarship Recognition, College Goal, Constitution Day, and veteran-specific events
Collaborate with Business Office on refund policy for VA recipients using VA and internal audits
Coordinate with ILT to upgrade the TRIO SSS computer labs
Offer laptop lending through PBI program
Coordinate with outreach campuses to recruit more participants for TRIO Student Support Services and Veteran Upward Bound programs
Continue to educate TRIO students on cognitive and non-cognitive skills, track participation and achievement of student learning outcomes
Create Frequently Asked Questions area on website or in CRM for departments
Create a graduation page on public website or in myCCTC
Provide college visits and cultural activities for TRIO students

Provide transcript evaluation services to pending transfer students by building pending transfer credit in Banner and communicating number of pending credits to student
Develop and implement a process to enable students to complete/update the FERPA waiver online and a method for simple retrieval of FERPA release by faculty/staff
Increase campus-wide involvement with Career & Learning Services programs, events, and workshops

Goal No. 4

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

Expected Outcome for Goal No. 4

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

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

Strategy
Provide services and college visits through TRIO Student Support Services to achieve program transfer rate of 5%
Provide services through TRIO Student Support Services to achieve program graduation rate of 15%
Host Graduation and Transfer Fair to promote graduation and transfer opportunities to current students
Increase graduation and transfer rates of high-need, STEM, and AA male students through PBI grant program initiatives
Automate graduation communications to ensure timely responses to students
Work with ILT to improve the administrative graduation process; investigate possibility of pulling data directly out of DegreeWorks
Develop a process and communication plan to increase percentage of graduation applications submitted before program completion, thus reducing number of students needing to be administratively graduated
Improve tracking method and communication plan for inactive students within one semester of program completion

Goal No. 5

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

Expected Outcome for Goal No. 5

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

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

Strategy
Review staffing levels and workloads to identify gaps and weaknesses; make organizational changes as needed; provide professional development tied to duties
Cross-train Financial Aid staff to serve as back up for other staff positions
Collect Student Services feedback cards at all locations to determine effectiveness of customer service; identify training needs based on feedback
Achieve 90% or higher satisfaction rates on Programs and Services Survey
Host work-study fair to promote student worker opportunities on campus
Provide appropriate training for Behavioral Intervention Team members, faculty, and staff; provide training opportunity for BIT Team to become Mental Health First Aid certified
Fully implement Student Ambassador Program and conduct two leadership trainings for ambassadors
Fund STEM lab assistants for 2019-2020 through PBI grant
Conduct annual review of Title IX process and procedures with Title IX team

Goal No. 6

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

Expected Outcome for Goal No. 6

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

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

Strategy
Coordinate Disability Services workshop for guidance counselors and students to promote services, resources, and accommodations to students with disabilities
Conduct extensive recruitment activities in local high schools to ensure recent high school graduate enrollment of 30%
Improve processes and implement a plan to increase Central Carolina Scholars contacts, completion, and transfer by 5%; enrollment by 10%
Increase student attendance at Titan SPARK enrollment event by 50%
Maintain monthly communications to district staff via email updates and event promotions; revise school counselor webpages
Conduct specialized activities and communications via High School Engagement Team
Conduct financial aid presentations and FSA ID events at area high schools
Provide college and career exploration activities and transition assistance to students at Lee Central and Manning High Schools College and Career Centers
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
Partner with counties for iMagine CCTC! and assist with staffing
Provide funding for career exploration events for secondary students
Design and host an annual college-wide enrollment event targeting the public
Increase community awareness of the college through participation in community events and service on boards and committees
Promote College Central to employers to increase business registrations by 25%
Host Clarendon County Job Fair
Host Main Campus Job Fair for Business and Public Service Division
Increase marketing to military-affiliated students and participation in military sponsored events to increase enrollment at Base Education Center

Goal No. 7

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

Expected Outcome for Goal No. 7

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

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

Strategy
Participate in the 2020-2025 Strategic Planning process

Participate in the planning process to ensure integration of services, departments, and divisions
Use CRM reports to analyze enrollment trends and identify areas for improvement
Complete department data reports at end of semester; analyze data, identify areas of improvement, implement necessary changes
Complete Administrative Unit Reviews for Career and Learning Services and Student Engagement
Measure Administrative Unit Outcomes
Conduct Biennial Review for Department of Education
Review records retention schedules and make changes if needed in order to comply with regulations; purge records in accordance with retention schedule
Complete indexing project for Continuing Education records to ensure accurate record keeping
Work with ILT to ensure all processes work correctly after patches/upgrades are installed including e-Transcripts and Financial Aid
Explore additional technology resources for possible implementation

Goal No. 8

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

Expected Outcome for Goal No. 8

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

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

Strategy
Complete performance reports for grant programs; identify gaps and implement changes for improvement
Develop transitional plan for last year of PBI grant based on effectiveness and value of Career and Learning Services components
Submit TRIO Student Support Services grant proposal
Identify additional grant opportunities for funding of Student Affairs initiatives

BUSINESS AFFAIRS
2019-2020 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 19 and submit to Government Finance Officers Association (GFOA) for award
Review and update (if needed) all employee manuals issued by Business Affairs
Hire and work with a Banner consultant for HR to review and update business processes and provide Banner training to all HR staff; identify ways to automate and increase accuracy, timeliness and consistency with reports

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
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, 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
Continue the 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 be monitored. At least 95% of students will be satisfied with facilities on the annual programs and services student survey.
4.2 Facilities and grounds will be maintained at a high level of cleanliness and attractiveness. At least 90% of employees will be satisfied with custodial services on the annual employee survey
4.3 Capital projects will stay on schedule and within budget.
4.4 Safety and security services will be provided that ensure the safety and security of College property, employees, students, and visitors. At least 97% of students will be satisfied with security services on the annual programs and services student survey.
4.5 A plan for obtaining funding and utilizing the Pinewood site will be developed.

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

Strategy
Conduct weekly and monthly inspections of all facilities and grounds, and make corrections as needed
Make changes recommended by the custodial consultant group, Core Management Services, where feasible
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

Strategy
Work with mechanical engineer to design and plan two replacement air handling units to serve building M600
Coordinate and work with college-wide team to finalize the Academic and Facilities Master Plan to evaluate existing facilities and utilize space in the most efficient and effective way, as well as plan for new facilities
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

Goal No. 5

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

Expected Outcome for Goal No. 5

5.1 Print shop and mail room services are efficient and provided at a lower cost than outsourcing.
5.2 The Bookstore and vending services will provide quality products and services and operate at a profit, while still keeping costs low for students.
5.3 Food service will be provided by external vendors on main campus.
5.4 At least 95% of students, faculty, and staff will be satisfied with Auxiliary Services customer service as measured by annual surveys.

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

Strategy
Continue to provide print shop and mail room services using one full time employee
Work with department chairs to investigate ways to reduce the cost of required materials for students
Monitor budgets throughout the year and prepare year-end financial reports for bookstore and vending
Work with local food vendors to continue to provide lunch 4 days a week, and breakfast as many days as possible
Market and continue to expand bookstore offerings in the 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 will be functional 98% of available time.
6.3 ILT will plan for reasonable protection of information resources and systems from illegal access and use.
6.4 Technology will be appropriate to support all CCTC stakeholders and replaced on a regular cycle to assure access to current technology.
6.5 Provide a centralized single point of contact for all User Support Services (USS).
6.6 Provide technology training to employees and students as needed.

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

Strategy
Maintain Banner system 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
Collaborate with the Information Security Team to initiate implementation of the SCTCS Information Security Framework of twelve (12) processes and create associated procedure documents/guides as necessary
Develop User Support Services staff skills through educational opportunities within the college, external training, and professional certification utilizing available ILT PDP funding
Institutionalize the approved Change Management Process and conduct project reviews via email distribution with scheduled quarterly and as-needed face-to-face meetings of the CAB
Assess the results of the 2019 Programs and Services survey and make adjustments to assure a student satisfaction level of 95% or higher with ILT services
Expand and upgrade network, server, and other equipment that is not sufficient for current needs or out of service
Serve on the implementation team for TargetX CRM, providing assistance with IT requirements to ensure a successful deployment; meet weekly with Target X and CCTC project management to coordinate implementation efforts and provide IT resources as needed to meet project plan timeframes

Address substandard wireless performance for CCTC facilities by analyzing current and preferred wireless capabilities, developing use cases with facility occupants, and modernizing wireless technology within facilities to meet the College's present and near-future needs

Goal No. 7

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

Expected Outcome for Goal No. 7

7.1 Publish divisional and departmental plans of action, annual effectiveness reports, unit reviews, and unit outcomes that reflect and support the College's strategic plan and annual goals.
7.2 Complete EPMS process annually for all staff, ensuring they support the annual plans of action.
7.3 Implement the College Academic & Facilities Master Plan.
7.4 Comply with the Information Security Plan requirements.
7.5 Begin preparations for the SACSCOC 5th Year Interim Report
7.6 Maintain and update a multi-year strategic technology plan.
7.7 Support the QEP with sufficient resources.

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

Strategy
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
Participate in development of the 2020-2025 Strategic Plan for the College
Perform an Administrative Unit Review and Assessment for the Auxiliary Services & HR 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 19-20 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 Academic & 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
Review SACSCOC 5th Year report requirements and begin writing drafts of any applicable standards