# Central Carolina Technical College

# 2020-2021
# College Plan of Action

**2020-2021 College Plan of Action**

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## INTRODUCTION
### Planning at Central Carolina Technical College

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

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

### Mission

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

### Vision

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

### Values

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

### Statement of Role and Scope

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

## 2020-2025 Strategic Plan Integration

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

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

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

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

- Areas of Impact
    - Faculty and Staff
    - Partnerships
    - Marketing and Communications
- Initiatives
    - Renew hiring and training approach to strengthen and sustain the quality of faculty and staff talent
    - Implement Institutional Advancement & External Relations Marketing Plan
    - Collect feedback from local stakeholders to improve partnerships

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

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

## Review of Accomplishments of the 2019-2020 College Annual Goals

Central Carolina Technical College employs the practices of reviewing the previous year's plans of action throughout the institution as a basis for the formulation of the upcoming year's plans of action. This is an institution-wide practice and results in an integrated and comprehensive review of the Annual College Goals. This roster of accomplishments supporting the 2019-2020 Annual Goals is evidence of the qualifications and experience of the professionals at Central Carolina Technical College which spans work experience in public education, private sector experience, community involvement, academic preparation, and experience in leadership and management to support the Mission of the College. The following section reflects the accomplishments for each of the College's Annual Goals for 2019-2020, and each goal was aligned with an area of focus and goal in the College's 2015-2020 Strategic Plan.

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

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

2. **Facilitate student learning in a technology-based environment to support student success through sound academic methodologies and the integration of the assessment of learning for continuous improvement.**
   - Utilized Rural Utilities Services Distance and Learning Telemedicine Grant CONNECT classrooms to provide synchronous video courses among Main, HSC, Lee, Kershaw, and Clarendon County campuses
   - Served the following number of unduplicated students per term in distance education courses: Fall 2019: 2,217; Spring 2019: 2,074; Summer 2019: 1,291
   - Provided instructional environment resulting in student certifications as follows:
     - Machining & CNC Certifications – National Institute for Metalworking Skills Certificates: 18
     - Welding Certifications – NCCER Core Curriculum Certifications: 11
     - HVAC Certifications – HVAC Excellence Employment Ready Certifications: 61
     - Computer Certifications – CompTIA A+: 1; CompTIA Network+: 1; Microsoft Office Specialist: 5

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

3. **Continue to implement institution-wide retention strategies, including a comprehensive advisement process, reflecting the needs of the CCTC student population to increase retention by 2% for first-time, full-time freshmen and improve program completion with focus on the new student population through the college's Quality Enhancement.**
   - Implemented Year 5 of the College's QEP, Smart Choices for Success, focused on retention and program completion of first-time freshmen
   - Provided support services through TRIO Student Support Services, TRIO Veterans Upward Bound, Special Populations Program, Behavioral Intervention Team, and Disability Services to improve student retention
   - Increased the retention of high-need, STEM, and African-American male students through the strategies implemented in the PBI grant program
   - Increased the Fall-to-Fall retention rate of first-time, full-time students from 56% (FY19) to 61% (FY20)
   - Offered 67 sections of COL-105: Freshman Seminar, a course focused on increasing academic skills for success and enhanced advising to support the retention and program completion of first-time students

4. **Provide student support services and programs that address the diverse needs of the student population by connecting students with the college's services and programs to enhance the educational experience and support program completion.**
   - Launched first phase of the college's new customer relationship management (CRM) tool
   - Implemented a new tool called UChat to assist students in acquiring information from Student Affairs personnel via a chat system on the website

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

5. **Support program completion by increasing the college's graduation rate, and expand and promote transfer opportunities for the college's graduates.**
   - Continued target population retention programs through the Perkins, TRIO, and PBI programs
   - Continued work on the administrative graduation process to award and notify students near program completion
   - Awarded 744 degrees, diplomas, and certificates to 609 graduates (July 1, 2019 – June 30, 2020)
   - Achieved a 91% college-wide placement rate for graduates placed directly in the workplace
   - Achieved a college-wide graduation rate of 15% in FY20 (2016 cohort of first-time, full-time students)
   - Increased Central Carolina Scholars retention by 26% from FY19 to FY20
   - Recognized as #9 Nursing program in the state of South Carolina by www.RegisteredNursing.org
   - Distributed 325 bags of college materials for iMAGINE CCTC! at the Clarendon County Expo
   - Hosted first fall College Transfer Fair with 100 students and 25 institutions attending; hosted virtual Titan Transfer Talks via Zoom

- Hosted Business & Public Service Job Fair with 103 students and 23 employers attending
- Hosted Health Sciences Career Fair with 143 students and 41 employers attending
- Exceeded TRIO Student Support Services program goals for persistence by 30% and graduation by 9%
- Launched "Titans on the Move" program facilitating college site visits for college students to explore transfer options (Coastal Carolina University, University of SC, and Francis Marion University)
- Conducted 13 college visits/tours for 136 students to SC State, Coker College, Claflin University, Morris College, Winthrop University, Coastal Carolina University, NASCAR Hall of Fame, Honda, Clemson Men of Color Symposium, Emerging Leaders Student Leadership Conference (SC Tech System), USC Leadership Conference, and NASA NCAS (Langley, VA)
- Articulated transfer pathways for CCTC students to Lander University in three programs of study: Criminal Justice Technology, Human Services, and Paralegal
- Articulated transfer pathways for CCTC students to Southern New Hampshire University for the following programs of study: Accounting, Associate in Arts, Associate in Science, Computer Technology, Environmental Engineering, Human Services, Management, Natural Resource Management, and Nursing

6. **Attract and retain qualified faculty and staff to support and deliver quality programs and services.**
   - Provided flexible schedules for employees to accommodate employee and institutional needs
   - Conducted New Faculty Orientation and Adjunct Faculty Orientation each semester
   - Conducted Online Certification for faculty scheduled to teach online courses each semester
   - Promoted 6 staff members from within the institution to positions of greater responsibility
   - Recognized P. Dinkins, Dean of Business and Public Services, for winning "Best Professor" in *The Item's* 2020 "Best Of" competition
   - Recognized D. Smith – Systems and Programming Manager, for outstanding service at the College in 2019
   - Recognized E. Broadway – Director of Safety and Security, W. Cunningham – Human Services Instructor, and F. David – Dual Enrollment Coordinator, for outstanding service at SCTEA in February 2020
   - Recognized 9 employees through Employee Top Titan vlog entries
   - Offered 41 professional development program offerings to support the teaching and learning environment, including diverse training opportunities and required training
   - Received $43,788 in professional development funds from 2019-2020 Perkins grant to support teaching and learning across the institution
   - Provided $37,043 in College funds for professional development activities for faculty and staff

7. **Maintain strong working partnerships with the secondary (K-12) school systems to provide appropriate programs for secondary students in an effort to provide a viable workforce for the College's service area.**
   - Partnered with all four counties to offer an ongoing Central Carolina Scholars Program for qualifying high school seniors who graduated in June 2019 to enter CCTC in Fall 2019 with full tuition assistance
   - Partnered with Clarendon School District 2 and Lee County School District for Early College programs
   - Maintained Central Carolina Scholars and Central Carolina Connect blog to increase communications with high school counselors, students, and parents
   - Offered dual enrollment courses to over 800 qualifying high school students from a total of 23 area high schools, independent high schools, and homeschool associations
   - Hosted the 3rd CCTC Academic Challenge in November 2019 with 10 participating area high schools
   - Conducted recruitment activities and on-campus events such as Central Carolina Scholars Day at area high schools, Scholars Receptions, Scholars Classroom Presentations, Scholars Presentations during FAFSA Nights, and Awards Day Presentations to 1,040 students
   - Conducted 116 high school visits including Titan Days, College Application Days, high school Titan Tuesdays, Educational-Opportunity Visits, and classroom visits

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.**
   - Met with various members of the legislative delegation to discuss projects of importance for the economic development of the College's service area
   - Collaborated with local government agencies and school boards to secure funding for Scholars program
   - Awarded "Best College" in *The Item's* 2020 "Best Of" competition
   - Recognized at the National Association of Development Organizations 2019 Annual Training Conference via the Santee-Lynches Council of Government Impact Award for the Central Carolina Scholars Program
   - Announced the results of an economic impact study, which found that the college has had a $1.2 billion impact in the past ten years for Clarendon, Kershaw, Lee, and Sumter counties
   - Recognized at the South Carolina Technical Education Association (SCTEA) Annual Conference via a 1st place award presented to the CCTC Biology Club and PTK Beta Eta Pi chapter for their community involvement project
   - Collaborated with McLeod Health Clarendon to present a free information session about stroke awareness to the public at 4 locations simultaneously using CONNECT synchronous video technology
   - Produced masks for McLeod Health using 3D printers through the collaboration of CCTC Engineering Design Technology program manager D. Tuders, other college staff, and students

- Conducted 6th annual joint Active Shooter safety training in collaboration with the South Carolina Law Enforcement Division (SLED) in February 2020
- Participated in the Sumter Development Board's 2nd eSTEAM Sumter STEM festival
- Partnered with the Lee County Council on Aging to host a winter drive to provide winter wear for seniors in Lee County through the Human Services HELP student organization
- Created employer registration awareness postcard and sent to 700+ Sumter Chamber of Commerce members to promote College Central Network, a platform to connect CCTC students and employers
- Hosted Pee Dee Reentry Job Fair & Expo at the Advanced Manufacturing Technology Training Center in September 2019
- Hosted *The Item's* "Best Of" Sumter Nominee Expo in January 2020 at the College's Advanced Manufacturing Technology Training Center

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.**
   - Maintained ongoing communication with business and industry partnerships in service area to support the recruitment, expansion, and continuing workforce development needs
   - Met with economic development agencies in four-county service area to review workforce needs
   - Continued partnership with BD and SKF (Kaydon) with their youth apprenticeship programs for Mechatronics and Machine Tool Technology Dual Enrollment students
   - Hosted a Youth Apprenticeship Signing Day for 5 Sumter School District high school seniors becoming apprentices with BD and SKF
   - Hosted a Youth Apprenticeship Information Night for students and parents for the 4-county service area
   - Offered apprenticeship occupations: Maintenance Tech, Maintenance Technician, Water Treatment, Water Distribution, Wastewater Treatment, Wastewater Facility Inspector, and Education & Training
   - Partnered with top companies and industries to provide apprenticeships including BD, CAT Hydraulics, Pure Power, City of Columbia, SCDHEC, and Continental
   - Provided training for 68 companies, a 17% increase from FY19; provided online training for 156 students, a 5% increase from FY19
   - Offered certification courses to 170 credit students via a scholarship program, a 35% increase from FY19

10. **Provide appropriate physical facilities and resources to support the teaching and learning environment with a focus on evaluating existing facilities.**
    - Established two new lactation rooms for students, faculty, and staff on Main Campus in Sumter
    - Completed preventative maintenance work including cleaning M400, M500, and M600 chillers
    - Completed various small renovation projects including replacing the flooring in the President's suite, M135, M125, offices in M200 and the front lobby of M100; replacing

HVAC units #8 on the M700 building and SS32 on building M100; and renovating the kitchen in M400
- Established budget and began planning and design for building 400 and building 500 renovations

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

12. **Evaluate grant-funded initiatives and explore additional resource opportunities to best position the college and strengthen financial stability.**
   - Received a $10,000 gift from the Gene Haas Foundation to provide scholarships for students in a machining-based training program at CCTC
   - Received a $25,000 gift from McLeod Health to support the education of student nurses
   - Received a $2,000 grant from the Walmart Community Grants Team to support the CCTC SNAC pantry
   - Awarded emergency financial aid grants provided by the Coronavirus Aid, Relief, and Economic Security (CARES) Act funds to all eligible students in March 2020
   - Submitted grant proposals totaling almost $4,000,000 to the US Department of Education (TRIO SSS; Strengthening Institutions), SC Department of Education (Perkins), SC Department of Health and Environmental Control (Recycling project), and Caterpillar Foundation (Freshman Focus Center/QEP)

13. **Align and broaden the mission and goals of the CCTC Foundation with those of the college.**
   - Launched the first major gift campaign in the college's history with a kick-off event in all four counties
   - Maintained the Alumni Partnership with over 1,000 members and expanded business partners & benefits
   - Awarded 112 scholarships totaling over $100,000 through donations from individuals and organizations

- Hosted the 9th annual CCTC Foundation Golf Tournament in October 2019 with award-winning WLTX news anchor J.R. Berry serving as the honorary chairman
- Welcomed a new member to the CCTC Foundation Board, M. Watson of Lee County
- Offered Alumni Career Services Workshop Series for alumni in need of help on their career path

# 2020-2021 COLLEGE ANNUAL GOALS
July 1, 2020 through June 30, 2021
Annual Goals Aligned with the 2020-2025 CCTC Strategic Plan

As a result of comprehensive, college-wide planning and assessment, the College formulated, reviewed, and adopted the following 2020-2021 CCTC Annual Goals. These goals were submitted to faculty and staff for feedback, then finalized by the ELT for implementation in the 2020-2021 academic year.

**Strategic Plan Area of Focus: Student Success**

1. Provide adaptive teaching methodologies and student services to meet students' needs in response to COVID-19.
2. Improve student success benchmarks set in the Enrollment Management Plan by launching various strategies including the Recruitment and Retention modules of the college's Customer Relationship Management (CRM) tool.
3. Develop the college's SACSCOC Fifth-Year Report, including the QEP report, due on September 15, 2021.

**Strategic Plan Area of Focus: Internal & External Community**

4. Advance a new approach to hiring and training faculty and staff who exemplify the college's core value of innovation.
5. Promote the statewide "I DEFY" marketing campaign to increase awareness of South Carolina's technical colleges in conjunction with the college's marketing plan.
6. Utilize feedback from external stakeholders to meet the needs of business and industry by enhancing academic programming and training to include apprenticeships.

**Strategic Plan Area of Focus: Resources**

7. Implement the Academic and Facilities Master Plan by better aligning units and functions, activating student-gathering spaces, modernizing M400, and adding vibrant greenspace.

*Approved by the CCTC Executive Leadership Team in June 2020*

**2020-2021 COLLEGE PLAN OF ACTION BY DIVISION**

**PRESIDENT'S OFFICE**
**2020-2021 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 |
| Supports College Annual Goal: | All |
| Supports Division Goal: | N/A |

| Strategy |
|---|
| Represent the College as President while maintaining ongoing communication with the Area Commission |
| Monitor the progress of College's annual goals and progress toward the accomplishment of the 2020-2025 Strategic Plan |
| Support compliance with regional accreditation standards; provide oversight for development of SACSCOC Fifth-Year Report |
| Collaborate with the ELT to develop and offer appropriate programs of study |

**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:     2, 3
        Supports College Annual Goal:      2, 5, 6
        Supports Division Goal:          N/A

| Strategy |
| --- |
| Maintain strong collaborative relationships with local, state, and federal governing bodies and legislative delegations to plan and implement initiatives to accomplish the College's Mission |
| Maintain strong collaborative relationships with K-12 system to increase the number of high school seniors transitioning into the College, including via collaborative funding |
| Provide dual enrollment 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:     1, 2
        Supports College Annual Goal:      1, 2, 5, 6
        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 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:    1
Supports College Annual Goal:    1, 2
Supports Division Goal:    N/A

| Strategy |
| --- |
| Support initiatives that address enrollment, with emphasis on the Kershaw County campus |
| Collaborate with the Academic Affairs Division to ensure scheduling of courses meet the needs of all students, including those enrolled in distance courses |
| Collaborate with the Student Affairs Division to ensure quality programs and services for students at all College locations, including online students |
| Utilize Recruitment and Retention components of the CRM to enhance programs and services |

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

| Strategy |
| --- |
| Collaborate with the ELT to develop annual budget addressing institutional priorities to strengthen fiscal stability |
| Support strategies to increase faculty and staff salaries, and employee satisfaction |
| Recognize exceptional employees; emphasize innovation to sustain quality of faculty and staff talent |
| Maintain optimum organizational structure to ensure effectiveness |
| Pursue grant opportunities to support College Mission |

| Strategy |
| --- |
| Support the initiatives of the CCTC Foundation in order to offer more services to students |
| Collaborate with the Business Affairs Division to begin Phase 1 of the Academic & Facilities Master Plan green space project |

# ACADEMIC AFFAIRS
## 2020-2021 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. INSTRUCTIONAL EXCELLENCE – Departments will implement strategies to plan, manage, and evaluate instruction to support best practices and continuous improvement in teaching and learning.

**Expected Outcome for Goal No. 1**

1.1 Classroom instruction will be exemplary.
1.2 Tutoring services will be offered by faculty for targeted subject areas.
1.3 Faculty and staff will have access to professional development.
1.4 Excellence in teaching and learning will be recognized.
1.5 Library resources will be adequate to support academic programs.
1.6 The Library will promote and provide training on the use of library resources.

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

| Strategy |
|---|
| Increase instructor-initiated communication with students in distance learning courses |
| Offer tutoring for targeted general education courses |
| Use classroom observations and student evaluation data to improve instruction |
| 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 |
| Provide library instruction in classes, promote the use of Libguides, and implement other activities to increase student access and utilization of library resources |
| Support academic programs by using faculty input to develop the Library collection |
| Review and revise Distance Learning standards to incorporate new teaching methodologies |

**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.
    2.2 Student success in distance learning courses will improve.
    2.3 Course resources will be current and accessible in all delivery formats.
    2.4 Student retention rate will improve.
    2.5 Graduation rate will improve.
    2.6 Outstanding student achievement will be recognized.
    2.7 Students in the AA, AS, and Pre-Nursing programs will be advised by Advisement and Support Center staff.

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

| Strategy |
| --- |
| Provide necessary support for student success in response to COVID-19 |
| Use trend of course success data to identify courses to target for improvement, including distance learning courses |
| Evaluate new courses to ensure alignment to outcomes and determine areas of improvement |
| Maintain web accessibility procedures that provide equitable access for students with disabilities |
| Initiate departmental retention activities; support efforts of Strategic Retention Team |
| Recognize outstanding students in each program at annual awards ceremony |
| Provide advisement through the Advisement & Support Center for students in AA, AS, and Pre-Nursing Preparation |

**Goal No. 3**

    3. PROGRAM MANAGEMENT – Academic departments will ensure programs have vitality; meet accreditation and workforce requirements; and implement strategies to plan, manage, and evaluate departments for the purpose of continuous improvement.

**Expected Outcome for Goal No. 3**

    3.1 Program outcomes will be appropriate and assessed annually.
    3.2 Currently accredited programs will maintain accreditation.
    3.3 Programs will maintain adequate enrollment.
    3.4 Career center courses will be articulated for selected programs of study.
    3.5 Continuing education and workforce training programs will be offered.
    3.6 Dual Enrollment and Early College courses will be offered.
    3.7 Academic managers will appropriately load instructional assignments.
    3.8 All academic departments will answer "Yes" to 100% of the Academic Affairs Departmental Checklist items.
    3.9 All administrative units within Academic Affairs will implement strategies for the purpose of continuous improvement.

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

| Strategy |
|---|
| Use Program Outcomes Assessment Tables (POATs) to summarize program outcomes and identify areas for action |
| Hold Advisory Committees meetings, maintain minutes, administer survey, use input for improvement |
| Complete Program Reviews for programs scheduled in 2020-2021 |
| Maintain current level of program accreditation; collaborate with Institutional Effectiveness |
| Conduct accreditation visits for Nursing and Early Childcare Development |
| Coordinate program recruitment and marketing activities in concert with recruiting and PR staff |
| Identify specific enrollment strategies for targeted programs: AUTO, CNC, CRJ, AOT, EVT/NRM, LEG, PHMT, HVAC |
| Increase Engineering Design and Mechatronics enrollment specifically at Kershaw County Campus |
| Support articulation efforts at all service-area county career centers |
| Develop and deliver customized training courses through Workforce Development |
| Respond to requests for Dual Enrollment courses, including for technical programs and Early College |
| Ensure appropriate allocation of faculty for optimum academic loading to support student success |
| Complete all activities listed in the Academic Affairs Departmental Checklist for the purpose of continuous improvement |
| Implement planning and evaluation strategies for the purpose of continuous improvement |

## Goal No. 4

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

## Expected Outcome for Goal No. 4

4.1 New program offerings will be explored.
4.2 Academic Affairs Division will be in compliance with SACSCOC standards and prepared for Fifth-Year reporting.
4.3 Expanded support for transfer options will be implemented and promoted.
4.4 The Customer Relationship Management (CRM) retention module will be developed.
4.5 Grant opportunities will be explored and pursued.
4.6 The Academic and Facilities Master Plan will direct improvements to instructional facilities.
4.7 New industry partnerships will be explored.
4.8 Apprenticeship programs will increase in number and diversity.

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

| Strategy |
|---|
| Investigate new programs to offer in the future |
| Investigate course scheduling software |
| Analyze academic policies and practices to ensure compliance with SACSCOC |
| Collaborate with all divisions of the College to develop Fifth-Year Report |
| Expand transfer agreement opportunities |
| Support the completion of the CRM retention module |
| Explore new grant opportunities to support College Mission |
| Implement recommendations from Academic & Facilities Master Plan as funds allow |
| Develop new partnerships with business and industry |
| Expand apprenticeship opportunities |

## 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"><u>STUDENT AFFAIRS</u><br>2020-2021 PLAN OF ACTION</h1>

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

## Goal No. 1

1. Provide adaptive student services to meet students' needs in response to COVID-19.

## Expected Outcome for Goal No. 1

1.1 The CCTC student experience will be enhanced.
1.2 Technology will be used to enhance provided services.
1.3 Services will be provided in a format readily accessible to students.
1.4 Personal and psychological student issues will be addressed to improve retention.
1.5 CARES Act funding will be awarded to eligible students as a result of COVID-19.

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

| Strategy |
|---|
| Host virtual recruitment and registration events |
| Provide virtual and in person disability services to eligible students to ensure equitable access to services and instruction |
| Develop and host virtual New Student Orientation sessions |
| Create virtual events and trainings for Student Life organization officers, advisors, and students to improve participation |
| Provide virtual mental health training for students |
| Expand Behavioral Intervention Team (BIT) counseling to include referrals from student population |
| Implement Mental Health Awareness and Coping Skills training for faculty and staff to assist in addressing student issues as result of COVID-19 |
| Utilize Uchat and SchoolsApp to communicate virtually with prospects and students |
| Utilize Qless to ensure social distancing on campuses and reduce wait times |
| Award CARES Act funds to eligible students |

## Goal No. 2

2. Improve student success benchmarks set in the Enrollment Management Plan by launching various strategies, including the Recruitment and Retention modules of the Customer Relationship Management (CRM) tool.

**Expected Outcome for Goal No. 2**

2.1 Enrollment will increase by 10% annually.
2.2 Conversion rate of 75% achieved for applicant to registered.
2.3 College-wide retention rate will increase by 2% annually.
2.4 Components of CRM will be fully implemented.
2.5 College-wide graduation rate will increase by 2% annually.

| | |
|---|---|
| Supports College Strategic Goal: | 1, 2 |
| Supports College Annual Goal: | 2, 6 |
| Supports Division Annual Goal: | N/A |

| Strategy |
|---|
| Increase community awareness of the college through participation in community events and service on boards and committees |
| Provide personal contact to special program participants, including veterans, to ensure engagement |
| Utilize CRM for department specific communications |
| Send required federal email communications via CRM to currently enrolled students |
| Utilize CRM to compile and send weekly enrollment reports |
| Complete implementation of CRM Retention Suite |
| Utilize CRM to achieve 75% conversion rate for applicant to registered student |
| Increase enrollment of first-time freshmen to 25% |
| Increase enrollment of Central Carolina Scholars by 10% |
| Increase enrollment of active duty military, dependents, and veterans by 10% |
| Increase enrollment at Kershaw County and F.E. Dubose campuses by 15% |
| Conduct extensive recruitment activities in local high schools to ensure recent high school graduate enrollment of 30% |
| Collaborate with Public Relations to determine feasibility of placing CCTC website link on district or school websites |
| Conduct monthly communications to district staff using multiple modalities to promote CCTC |
| Develop and implement improved recruitment process to reach enrollment goals |
| Host specialized recruitment and registration events to better inform the CCTC community (i.e. college-wide recruitment event, secondary school activities, Adult Education Centers, tours, registration activities) |
| Re-recruit students removed during roster verification |
| Provide appropriate services to reduce Cohort Default Rate (CDR) for the 2018 cohort |
| Finalize SC WINS technical rules to ensure proper and timely awarding of funds |
| Promote financial aid in a comprehensive manner rather than solely by types of aid |
| Adhere to financial aid communication schedule to assist in increasing applicant conversion rates |
| Conduct outreach to students with business office holds to find alternate payment solutions |
| Target student loan recipients for continued enrollment to remain in deferment |
| Conduct formal survey of all veteran students to determine satisfaction with services provided through the VRC and VA representative |

| Strategy |
|---|
| Conduct personal call campaigns to enrolled veterans to ensure connection with VA counselor; schedule semester check-ins |
| Increase marketing to military-affiliated students |
| Implement specialized orientation for military-affiliated students |
| Host appropriate Student Life events to strengthen student connectivity to the college |
| Host job fairs as appropriate |
| Host Graduation and Transfer Fair to promote graduation and transfer opportunities to current students |
| Conduct communication blasts through College Central |
| Implement Stop-Out initiative |
| Complete PBI grant initiatives and close-out grant |
| Connect prospects and students to testing resources; implement new exams (PearsonVue, PSI, etc.) |
| Investigate ways to implement reverse transfer process to improve graduation rate |
| Index Continuing Education transcripts once scanned by Business Affairs staff |
| Work with ILT to implement DegreeWorks 5, SSB 9 and Parchment transcript services |
| Work with ILT to implement FERPA waiver form and process following SSB upgrade |
| Promote pending credit for transfer prospects to secure enrollment |
| Investigate Preferred Name policy for students |
| Request graduation channel in myCCTC to share graduation information with students |
| Identify ways to automate graduation communications, outside of Banner, to improve timely responses to students |
| Work with ILT to develop batch audit process for students close to graduation completion |
| Implement new TRIO Student Support Services (SSS) grant initiatives; collaborate with Career Services to develop strong career readiness pathways focused on employability strategies; train participants on financial topics |
| Provide services through TRIO SSS to achieve defined program outcomes: persistence rate of 65%, good academic standing rate of 80%, graduation rate of 20%, and transfer rate of 5% |
| Provide services through TRIO Veteran Upward Bound (VUB) to achieve defined outcomes: academic improvement rate of 70%, program retention/ completion rate of 65%, postsecondary enrollment rate of 50%, postsecondary completion rate of 15% |
| Upgrade TRIO computer labs to ensure access for participants to computing resources |
| Increase TRIO SSS participant involvement in community events |

**Goal No. 3**

3. Assist with the completion of the college's SACSCOC Fifth-Year Report by collecting, analyzing, and sharing data related to the report.

**Expected Outcome for Goal No. 3**

3.1 Data collected and analyzed from various reports and surveys.
3.2 Feedback from data and services provided for report completion.
3.3 All units participate in planning process.

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

| Strategy |
|---|
| Utilize feedback received from Student Services feedback cards to determine effectiveness of customer service |
| Achieve 95% or higher satisfaction rates on Programs and Services Survey |
| Complete Administrative Unit Reviews for Financial Aid and Veterans' Affairs and Student Records and Testing Services |
| Measure Administrative Unit Outcomes for all units |
| Complete department data reports at end of semester; analyze data, identify areas of improvement, implement necessary changes |
| Provide data for the Fifth-Year Report |

## Goal No. 4

4. Advance a new approach to hiring and training staff who exemplify the college's core value of innovation.

## Expected Outcome for Goal No. 4

4.1 Prospective staff members will demonstrate innovation and use of technology during the interview and hiring process.

4.2 Staff will learn new technologies and demonstrate innovation during the execution of job duties.

4.3 Staff will participate in ongoing training.

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

| Strategy |
|---|
| Develop and utilize appropriate assignments to assess innovation and technology skills during the hiring process |
| Implement merger of Student Engagement and Career and Learning Services departments; assess structure, marketing, services and programming |
| Evaluate approach to hiring work study students (ie. FWS job fair, hiring techniques) |
| Expand Financial Aid Technical Manager duties and responsibilities manual and use to cross train staff members |
| Develop improved process with expanded scenarios for technical testing of financial aid processes and reports for staff |
| Provide training to Behavioral Intervention Team (BIT) members and faculty |
| Explore BLUMEN and National Student Clearinghouse resources for possible implementation by TRIO programs to improve APR reporting for program staff |
| Review staffing levels and workloads and make changes as needed |

| Strategy |
|---|
| Provide professional development opportunities tied to job duties, with a focus on technology and innovation to include Banner processes |
| Provide ongoing training to Student Affairs staff |

**Goal No. 5**

5. Assist with the implementation of the Academic and Facilities Master Plan by better aligning Student Affairs units and function and activating student gathering spaces.

**Expected Outcome for Goal No. 5**

5.1 Division units and function will be aligned to better serve students.
5.2 Gathering spaces for students will be improved.
5.3 Support services will be more visible to students.

Supports College Strategic Goal:     3
Supports College Annual Goal:     7
Supports Division Annual Goal:     N/A

| Strategy |
|---|
| Align division units and functions to better serve students |
| Relocate division units as designated in plan |
| Identify and activate new gathering spaces for students |

## BUSINESS AFFAIRS
## 2020-2021 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:     All
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 20 and submit to Government Finance Officers Association (GFOA) for award |
| Review and update all employee manuals issued by Business Affairs as needed |
| Hire and work with a Banner consultant for HR to review and update business processes and provide Banner training to all HR staff; identify ways to automate and increase accuracy, timeliness and consistency with reports |

**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 Strengthen and sustain the quality of faculty and staff talent.
2.2 Existing employees will be retained and prepared for promotional opportunities.

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

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

| Strategy |
| --- |
| Collaborate with the ELT to  implement a focused program on quality in hiring and training methods |
| Manage employee issues associated with COVID-19 |
| 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 The College will operate within the approved budget; available resources are allocated to support the College's mission and Annual Plan of Action.
3.2 College employees will understand how to monitor their budgets, and make transfers and revisions as necessary.
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: | 3 |
| Supports College Annual Goal: | All |
| Supports Division Goal: | N/A |

| Strategy |
|---|
| Reduce expenditure budgets to reflect reduced tuition revenue if enrollment decreases more than budgeted as a result of COVID-19 |
| Collaborate with VP for Academic Affairs to review program vitality and make decisions on continuing or closing low enrollment programs and starting new programs |
| 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 |
| 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 Transform grounds and facilities to optimize services and enhance the on-campus experience.

| | |
|---|---|
| Supports College Strategic Goal: | 1, 3 |
| Supports College Annual Goal: | 7 |
| Supports Division Goal: | N/A |

| Strategy |
|---|
| Complete building 400/500 renovations resulting from Academic & Facilities Master Plan |
| Begin phase I of the green space project resulting from the Academic & Facilities Master Plan |

| Strategy |
|---|
| Conduct weekly and monthly inspections of all facilities and grounds, and make corrections as needed |
| Make changes to custodial services to improve employee satisfaction |
| Maintain, follow, and update a preventative maintenance (PM) program for all College facilities, equipment, and vehicles |
| Coordinate and manage small renovation projects as funds are available |
| Complete replacement of two air handling units serving building M600; procure generator for computer operations center |
| 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 |
| Manage changes to facilities, sanitation needs, and monitor employee and students' compliance with social distancing requirements as a result of COVID-19 |

## Goal No. 5

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

## Expected Outcome for Goal No. 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:     1, 2
Supports College Annual Goal:         N/A
Supports Division Goal:               N/A

| Strategy |
|---|
| Provide print shop and mail room services |
| Work with department chairs to investigate ways to reduce the cost of required materials for students |
| Monitor budgets throughout the year and prepare year-end financial reports for bookstore and vending |

| Strategy |
|---|
| Work with local food vendors to continue to provide lunch 4 days a week, and breakfast as many days as possible |
| Provide services online and curbside as needed for social distancing purposes due to COVID-19 |

## 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: | All |
| Supports College Annual Goal: | All |
| Supports Division Goal: | N/A |

| Strategy |
|---|
| Maintain Banner system current with upgrades and patches released by vendor |
| Upgrade and integrate Degree Works and Ellucian Luminis systems when available; continue to upgrade and integrate the College's mobile platform CCTCgo |
| Re-design and implement a new SSO landing page; finalize the ENS integration with the desktop alert solution; upgrade Microsoft Exchange to 2016 version |
| 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 continue to work through localization procedures to fully implement the SCTCS policy 4-4-105; implement additional IT security measures as resources allow, including conducting a Banner security review, adding Multi-Factor Authentication, monitoring  of and logging network traffic, activating additional security features within firewalls |
| Develop ILT staff skills through educational opportunities within the college, external training, and professional certification utilizing available ILT PDP funding |

| Strategy |
|---|
| Assess the results of the 2020 Programs and Services survey and make adjustments to assure a student satisfaction level of 90% or higher with ILT services |
| Expand and upgrade network, server, and other equipment that is not sufficient for current needs or out of service |
| Complete the TargetX CRM implementation, providing assistance with IT requirements |
| Continue to implement the approved Wi-Fi retrofit project across all college campuses; this period HSC, LSC, Kershaw, and AMTTC will be upgraded |
| Expand online services and provide additional IT equipment as needed to assist employees and students as a result of COVID-19 |

## 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 Complete draft of Business Affairs portion of SACSCOC 5th Year Interim Report.
7.6 Maintain and update a multi-year strategic technology plan.

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

| Strategy |
|---|
| Review results from College surveys and other means of assessment to improve services |
| Perform an Administrative Unit Review and Assessment for the Physical Plant department |
| Integrate Inventory and Property Control job duties into the auxiliary Services department |
| 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 departmental outcome benchmarks for 20-21 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 |

| **Strategy** |
| --- |
| Review SACSCOC 5<sup>th</sup> Year report requirements and complete drafts of any applicable standards |