

Central Carolina Technical College



2021-2022 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 Enrollment Management and Marketing Plans
 - Enhance the CCTC Student Experience
 - Develop part-time program pathways

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

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

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

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

2021-2022 COLLEGE ANNUAL GOALS

July 1, 2021 through June 30, 2022

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 2021-2022 CCTC Annual Goals. These goals were submitted to faculty and staff for feedback, then finalized by the ELT for implementation in the 2021-2022 academic year.

Strategic Plan Area of Focus: Student Success

1. Implement the college's new Instructional Design Standards to establish consistent delivery for all course formats.
2. Improve student success benchmarks set in the Enrollment Management Plan by implementing consultant recommendations and finalizing the Customer Relationship Management (CRM) retention module.
3. Submit the college's SACSCOC Fifth-Year Report, including the QEP Impact Report, due on September 15, 2021.

Strategic Plan Area of Focus: Internal & External Community

4. Attract, develop, and retain qualified faculty and staff to support and deliver quality programs and services with an emphasis on diversity.
5. Implement the college's new marketing plan, incorporating feedback from consultants.
6. Utilize feedback from external stakeholders to meet the needs of business and industry by enhancing academic programming, training, and educational partnerships to include apprenticeships.

Strategic Plan Area of Focus: Resources

7. Continue to implement the Academic and Facilities Master Plan by aligning units and functions, improving student-gathering spaces, and adding vibrant greenspace.
8. Evaluate the college's information technology resources to optimize performance.

Approved by the CCTC Area Commission on May 20, 2021

2021-2022 COLLEGE PLAN OF ACTION BY DIVISION

PRESIDENT'S OFFICE 2021-2022 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 Communication will be maintained with the College's Area Commission to support the accomplishment of the College's Mission, Strategic Plan, and Annual Goals.
- 1.2 The College will manage data in an effective manner to make sound decisions, manage the regional accreditation process to continuously improve the institution, and implement sound planning processes.

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 and submission of the Fifth-Year Report

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
Implement new marketing plan, incorporating consultant feedback, to promote the College's Mission and communicate with all stakeholders

Goal No. 3

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

Expected Outcome for Goal No. 3

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

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

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

Goal No. 4

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

Expected Outcome for Goal No. 4

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

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

Strategy
Collaborate with the Student Affairs Division to ensure quality programs and services for students at all College locations, including distance students
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
Support the completion of the CRM retention module
Provide tutoring services through the Titan Math and Writing Centers
Expand services offered through the Advisement and Support Center

Goal No. 5

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

Expected Outcome for Goal No. 5

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

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

Strategy
Collaborate with the ELT to develop annual budget addressing institutional priorities to strengthen fiscal stability
Maintain optimum organizational structure to ensure effectiveness
Recognize exceptional employees; emphasize professional development to sustain quality of faculty and staff talent
Oversee design process for new Academic and Student Services building
Identify ways to optimize the College’s IT resources
Pursue grant opportunities to support College Mission
Support the initiatives of the CCTC Foundation to expand services for students and employees

ACADEMIC AFFAIRS
2021-2022 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 Library resources will be adequate to support academic programs.
- 1.5 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
Implement Instructional Design Standards including accessibility standards
Evaluate the services offered by the Titan Math Center and Titan Writing Center
Use classroom observations and student evaluation data to improve instruction
Provide opportunities for faculty development related to teaching and accreditation
Provide library instruction in classes, promote the use of Libguides, and implement other activities to increase student access and utilization of library resources to include electronic resources
Review and revise Distance Learning Directive 6.15 to incorporate Instructional Design Standards

Goal No. 2

2. STUDENT SUCCESS – 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 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 current curriculum to ensure alignment to workforce and transfer needs
Review course scheduling to increase efficiency and student retention
Maintain web accessibility procedures that provide equitable access for students with disabilities
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; evaluate membership
Complete Program Reviews for programs scheduled in 2020-2021
Maintain current level of program accreditation; collaborate with Institutional Effectiveness
Complete recertification for Paralegal program
Coordinate program recruitment and marketing activities in concert with recruiting and M&C 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
Develop and deliver customized training courses through Workforce Development
Respond to requests for Dual Enrollment courses
Review organization of Dual Enrollment staff
Support Program Viability Taskforce outcomes
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
Analyze academic policies and practices to ensure compliance with SACSCOC; support submission of the Fifth-Year Report
Develop new partnerships with business and industry
Expand apprenticeship opportunities
Support the completion of the CRM retention module
Implement recommendations from AACRAO as funds allow
Implement funded grant projects
Explore new grant opportunities to support College Mission

Academic Affairs Departmental Checklist

- Y N N/A 1. Departments completed and evaluated their previous plan of action and made recommendations for continuous improvement. (Documentation: Department Annual Effectiveness Report and Plan of Action)
- Y N N/A 2. Departmental plans of actions are linked to strategic plans. (Documentation: Department Plans of Action)
- Y N N/A 3. FPMS/EPMS process has been completed. (Documentation: FPMS/EPMS in online review system)
- Y N N/A 4. Student evaluations have been reviewed and used for continuous improvement. (Documentation: Summaries on file with department)
- Y N N/A 5. All syllabi for all class sections are compliant with Instructional Design Standards and available to students in D2L. (Documentation: Syllabi)
- Y N N/A 6. Programs of study reviewed according to 5-year cycle. (Documentation: Program reviews on file with the Director of Planning and Grants)
- Y N N/A 7. All advisory committees have met at least once per year, and the results have been used for continuous improvement. (Documentation: Minutes on file in Academic Affairs Division)
- Y N N/A 8. All program changes and course pre-requisite changes were submitted to the CCTC Curriculum Committee by November 1. (Documentation: Curriculum Committee Minutes on file with Academic Affairs Division Office)
- Y N N/A 9. Used State Tech program vitality results as an indirect measure of program success. (Documentation: Reports on file with the Director of Research and Institutional Effectiveness; analyses on file in departments)

STUDENT AFFAIRS
2021-2022 PLAN OF ACTION

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

Goal No. 1

1. Provide adaptive recruitment and student services to support student success and increase awareness of college programs and services.

Expected Outcome for Goal No. 1

- 1.1 The CCTC student experience will be enhanced.
- 1.2 Services will be provided in a format readily accessible to students.
- 1.3 Personal and psychological student issues will be addressed to improve retention.

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

Strategy
Conduct monthly communications to district staff using multiple modalities to promote CCTC
Work with Marketing and Communications to update division webpages and to connect CCTC website to district or school websites
Host specialized recruitment and registration events to better inform the CCTC community
Implement Geopointe to enhance recruitment efforts
Re-recruit students removed during roster verification and stop-outs
Develop and utilize communication plans for targeted populations and department specific communications
Host appropriate Counseling and Student Life Services events to increase awareness and strengthen student connectivity to the college
Launch college-wide awareness campaign to promote Wellness Wheel Model and Support Services Team (SST)
Assess student organizations and de-activate inactive organizations
Host Graduation and Transfer Fair to promote graduation and transfer opportunities to current students
Provide services through TRIO SSS to achieve defined program outcomes: persistence rate of 65%, good academic standing rate of 80%, graduation rate of 20%, and transfer rate of 5%
Provide services through TRIO Veteran Upward Bound (VUB) to achieve defined outcomes: academic improvement rate of 70%, program retention/ completion rate of 65%, postsecondary enrollment rate of 50%, postsecondary completion rate of 15%
Expand and promote transfer opportunities for TRIO students
Require financial literacy training through Project Success for students approaching aggregate loan limits
Conduct outreach to students with business office holds to find alternate payment solutions

Strategy
Target student loan recipients for continued enrollment to remain in deferment
Revise college transcript evaluation process and implement procedures to expedite receipt of official transcripts

Goal No. 2

2. Improve student success benchmarks set in the Enrollment Management Plan by implementing consultant recommendations and finalizing the Customer Relationship Management (CRM) retention module.

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
 Supports Division Annual Goal: N/A

Strategy
Complete implementation of CRM retention module
Achieve recent high school graduate enrollment of 25%
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%
Develop and implement improved recruitment process to reach enrollment goals
Provide appropriate services to reduce Cohort Default Rate (CDR) for the 2019 cohort
Adhere to financial aid communication schedule to assist in increasing applicant conversion rates
Conduct formal survey of all veteran students to determine satisfaction with services provided through VA services
Investigate ways to implement reverse transfer process to improve graduation rate

Goal No. 3

3. Evaluate programs and services through data tracking, reporting, and evaluation.

Expected Outcome for Goal No. 3

- 3.1 Data and feedback on services will be collected and analyzed.

- 3.2 Improvements will be made based on data collected.
- 3.3 SACSCOC standards related to Student Affairs will be completed.

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

Strategy
Achieve 95% or higher satisfaction rates on Programs and Services Survey
Complete Administrative Unit Reviews for Admissions and TRIO Programs
Complete annual plans of action and effectiveness reports; measure Administrative Unit Outcomes for all units
Complete department data reports at end of semester; analyze data, identify areas of improvement, implement necessary changes
Complete Student Affairs standards for the Fifth-Year Report
Complete Annual Performance Reports for TRIO Programs
Closeout extension year of PBI grant and complete final reporting
Survey applicants throughout the admissions cycle to determine reason for not enrolling
Share data across departments

Goal No. 4

- 4. Attract, develop, and retain qualified staff to support and deliver quality services with an emphasis on diversity.

Expected Outcome for Goal No. 4

- 4.1 Staff will learn new technologies and demonstrate innovation during the execution of job duties.
- 4.2 Staff will be provided training opportunities to strengthen skills and diversity awareness.

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

Strategy
Reorganize division utilizing AACRAO consultant recommendations
Evaluate outreach locations to determine role in student experience and how to market
Provide professional development opportunities tied to job duties
Conduct cross-training between admissions, financial aid and outreach locations
Conduct monthly meetings with admissions, marketing and financial aid
Conduct specific trainings for financial aid staff with assessments administered upon completion
Ensure training manuals for processes are updated and complete

Strategy
Create new procedures for Technical Services Manager to streamline and efficiently process data load
Develop improved process with expanded scenarios for technical testing of financial aid processes and reports for staff
Identify appropriate trainings for Federal Work Study students
Conduct annual college-wide PDP to inform on enrollment services

Goal No. 5

- 5. Assist with the implementation of the Academic and Facilities Master Plan by activating student gathering spaces, to include the Greenspace.

Expected Outcome for Goal No. 5

- 5.1 Gathering spaces for students will be improved.
- 5.2 Greenspace will be fully activated.

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

Strategy
Activate new gathering spaces for students
Assist with the activation of the new greenspace and promote usage to students
Participate in planning for next projects within the Master Plan

Goal No. 6

- 6. Evaluate information technology needs and resources to optimize performance.

Expected Outcome for Goal No. 6

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

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

Strategy
Implement SMS for targeted communications
Utilize ENGAGE to track services and wait times for identified areas
Work with ILT to automate awarding through requested ARGOS reports
Work with consultant to review all financial aid Banner scripts and rules
Set up CRM daily and on demand reporting for identified staff

Strategy
Identify and implement appropriate CRM enhancements and provide training as needed
Index Continuing Education transcripts once scanned by Business Affairs staff
Implement PearsonVue and PSI testing on Main Campus and DSST testing at Base Education Center
Implement batch audit processing in DegreeWorks to improve administrative graduation process
Identify ways to automate graduation communications via Banner Communications Management to improve timely responses to students
Work with ILT to implement FERPA waiver form and process following SSB upgrade
Work with ILT to implement Parchment transcript services
Investigate Preferred Name policy for students
Investigate implementation of JAWS software for ADA student use
Explore workflow for Student Life communications and processing
Investigate the use of BLUMEN to conduct TRIO student surveys

BUSINESS AFFAIRS
2021-2022 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 21 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 Finance to review and update business processes and provide Banner training to all Finance staff; identify ways to automate processes, billing, and reporting
Continue to implement recommendations from HR consultant visit in order to automate processes, and increase efficiency and accuracy

Goal No. 2

2. Attract, develop and retain appropriately credentialed and talented faculty and staff to support a multi-cultural campus environment inclusive of the diversity reflected in the College's service region.

Expected Outcome for Goal No. 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: All
 Supports College Annual Goal: All
 Supports Division Goal: N/A

Strategy
Collaborate with the ELT to implement a focused program on quality in hiring and training methods
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 and/or Percipio training system
Maximize employee recruitment sources to increase opportunity for a more diverse workforce
Provide flexibility and promotional opportunities for employees
Provide an employee wellness program
Continue the leadership program to involve selected faculty/staff in College initiatives, provide leadership training, and prepare them for future leadership opportunities
Maintain awareness of and communicate HR-related COVID-19 regulatory and state changes; manage COVID-19 processing

Goal No. 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 (if still applicable) 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: All
 Supports College Annual Goal: All
 Supports Division Goal: N/A

Strategy
Collaborate with Executive Leadership Team to review program vitality and make decisions on continuing or closing low enrollment programs and starting new programs
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
Ensure federal COVID-19 relief funding is spent, accounted for, and reported appropriately and in a manner that benefits the College’s budget as much as possible

Goal No. 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: All
 Supports College Annual Goal: All
 Supports Division Goal: N/A

Strategy
Complete greenspace project resulting from Academic & Facilities Master Plan
Begin planning and design process for new Academic and Student Services building to be constructed on main campus and funded by the state
Conduct weekly and monthly inspections of all facilities and grounds, and make corrections as needed
Continue to monitor CDC guidelines and make facilities adjustments as necessary as a result of the COVID-19 pandemic
Continue to make changes to custodial services to improve employee satisfaction
Maintain, follow, and update a preventative maintenance (PM) program for all College facilities, equipment, and vehicles
Coordinate and manage small renovation projects as funds are available
Complete capital project to add a backup 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
Investigate and plan for the procurement of a comprehensive, college-wide fire/security/limited access system if state funding is received

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

Strategy
Provide print shop and mail room services
Work with department chairs to investigate ways to reduce the cost of required materials for students
Monitor budgets throughout the year and prepare year-end financial reports for bookstore and vending
Work with local food vendors to provide lunch 4 days a week again beginning in the fall 2021 semester as classes return to in-person

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
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

Strategy
Assess the results of the 2020 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
Complete the TargetX CRM implementation, providing assistance with IT requirements
Continue to 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
Expand online services and provide additional IT equipment as needed to assist employees and students as a result of the COVID-19 pandemic

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 Continue to implement the College Academic & Facilities Master Plan.
- 7.4 Complete Business Affairs portion of SACSCOC 5th Year Interim Report.

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 Accounting and Information Learning Technologies departments
Assess departmental outcome benchmarks for 21-22 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
Complete Business Affairs portion of SACSCOC 5th Year Interim Report

INSTITUTIONAL ADVANCEMENT
2021-2022 PLAN OF ACTION

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

Goal No. 1

1. **MARKETING & COMMUNICATIONS** – Promote the College’s mission and brand accurately through marketing and communications initiatives to both internal and external stakeholders.

Expected Outcome for Goal No. 1

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

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

Strategy
Collaborate with the ELT to identify budgetary requirements for Marketing Plan
Manage all advertising and promotional marketing to facilitate student recruitment, enrollment, engagement and retention
Secure and provide advertising through TV, radio, and in print media
Promote targeted academic programs
Review the website continuously to ensure appropriate, timely, and accurate information is provided
Coordinate with members of the media to communicate college news, events and successes
Publish nondiscrimination statement annually
Organize and support institutional events as appropriate
Maintain communication of college news through Constant Contact community email
Utilize Emergency Notification System to notify college community of emergencies

Goal No. 2

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

Expected Outcome for Goal No. 2

- 2.1 The College’s accreditation process will be managed effectively through compliance with all standards and faculty credentials will be maintained.
- 2.2 Accurate and timely internal and external reporting will be provided to facilitate the use of results for continuous improvement.
- 2.3 Grant opportunities will be explored and pursued.
- 2.4 College technology resource optimization will be supported.

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

Strategy
Communicate with the ELT to provide support for institutional initiatives
Respond as necessary to any recommendations from results of Fifth-Year Report
Review institutional policies and SACSCOC standards practices to ensure ongoing compliance
Submit required institutional external reports
Facilitate efficient data gathering through surveys to provide accurate and timely data for sound decision making for internal departments
Explore new grant opportunities to support College Mission
Support the implementation of College technology resources

Goal No. 3

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

Expected Outcome for Goal No. 3

- 3.1 Increased awareness of the CCTC Foundation and related opportunities.
- 3.2 The CCTC Foundation will grow in assets, awareness and opportunities.
- 3.3 Alumni will benefit from Alumni Partnership offerings with a focus on enhancing their career opportunities.

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

Strategy
Improve promotion of Foundation scholarship program; revise scholarship process to include gift agreement
Offer annual development events
Establish Donor Giving Levels and Planned Giving Society
Attend professional development events including annual CASE District III Conference

Improve Foundation's data management system; increase email contacts by 20%
Market the Alumni Partnership to increase awareness of alumni-specific services including social media and alumni newsletter
Hold and promote targeted events for alumni including workshops, speaking engagements and career services events
Recognize distinguished alumni via the Outstanding Alumni Partnership Award

Goal No. 4

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

Expected Outcome for Goal No. 4

- 4.1 The College’s planning process will be managed effectively; progress reports regarding status of Strategic Plan and annual goals will be developed, and the planning process will be integrated into the College’s workflow and budgeting processes.
- 4.2 The Institutional Advancement Division will implement strategies for the purpose of continuous improvement.

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

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