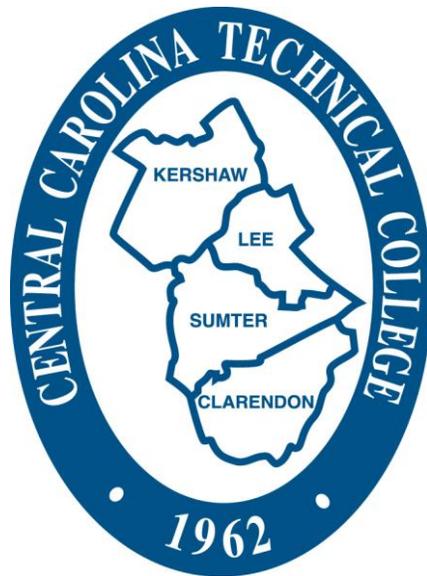


Central Carolina Technical College

2013-2014 Annual Effectiveness Report



Publication Date: October 2014

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INTRODUCTION

Planning at Central Carolina Technical College

Central Carolina Technical College engages in ongoing, integrated, and institution-wide research-based planning and evaluation processes. The elements of Central Carolina Technical College's planning processes incorporate a systematic review of the institution's mission, goals, and outcomes; and 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 Vice President for Administration and Planning coordinates all planning functions at the College and ensures the institution is following all Southern Association of Colleges and Schools Commission on College's accreditation standards related to planning and institutional effectiveness.

Institutional Effectiveness Review of Accomplishments of 2013-2014 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 institution-wide and results in an integrated and comprehensive review of the Annual College Goals. While the specific detail level of accomplishments is recorded at the division and departmental levels, the College accomplished many objectives during the 2013-2014 year on both the divisional and institutional levels. This roster of accomplishments supporting the 2013-2014 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 2013-2014, and each goal is aligned with an area of focus and goal in the College's 2010-2015 Strategic Plan.

CCTC 2013-2014 COLLEGE ANNUAL GOALS WITH ACCOMPLISHMENTS

July 1, 2013 through June 30, 2014

Annual Goals Aligned with the 2010-2015 Strategic Plan

1. Support, assess, and improve student success, teaching, and learning in a technology-based environment with strategies to engage students and integrate workplace readiness into the curriculum for all modes of delivery and locations. (Reference Strategic Plan 4B)

Measure: Identify and implement best practices for faculty and staff for effective student engagement among diverse populations; assess student learning in all modes of delivery and locations; implement technology strategies to support learning; integrate workplace readiness in the curriculum; and evaluate effectiveness of all modes of delivery and locations.

Results/Accomplishments:

- **Completed academic program review process for scheduled programs of study and presented to the Curriculum Committee; results used for academic department continuous improvement**
- **Offered 61 PDP sessions for 1,417 faculty and staff (duplicated HC) supporting the College's teaching and learning environment with 97% rating sessions as excellent or good**
- **Conducted 27 advisory committee meetings with input received on workplace needs and curriculum development for programs of study**
- **Conducted adjunct faculty orientation for Fall 2013 and Spring 2014 semesters to support the teaching and learning environment**
- **Provided instructional environment resulting in student industry certifications as follows: Machine Tool Technology--50 students earned National Institute for Metalworking Skills certification; Welding Technology--23 students earned National Center for Construction Education and Research certification; Mechatronics Technology--18 students earned National Center for Construction Education and Research certification; HVAC—101 students earned HVAC certification; Administrative Office Technology—10 students earned MOS certification; and Information Technology—19 students earned CompTIA and CISCO certifications**
- **Facilitated 33.7% success rate for first-time, full-time students; facilitated 92% placement rate for graduates placed directly into the workplace; facilitated 11% graduation rate for 2010 cohort of first-time, full-time students**
- **Recognized a CCTC faculty member as the 2014 SC Governor's Professor of the Year for two-year institutions which is the second consecutive year CCTC has received this honor**
- **Established new apprenticeships with Continental Tire the Americas, Sumter County Career Center, and Sumter Transport bringing the total apprenticeships to 26**
- **Served 3,948 unduplicated students in distance education courses for 2013-2014**
- **100% of the Surgical Technology August 2013 graduates passed the CST certification examination on first attempt; 100% of the Massage Therapy August 2013 graduates passed the MBLEX certification examination on first attempt; 100% of the Pharmacy Technology graduates passed the ASHP examination on first attempt; 80% of the Medical Assisting August 2013 graduates passed the AAMA certification on first attempt; 100% of Practical Nursing August 2013 graduates passed the NCLEX certification on first**

attempt; and 90% of the Associate Degree Nursing May and August 2013 graduates passed the NCLEX certification on first attempt

- **Provided laptop computers and tablets to 189 students through three grant program initiatives to ensure access to appropriate technology**
 - **Provided technology-based career services to students to improve job search and employability skills; 659 students registered with Career Central; and 378 students participated in mock interviews using Perfect Interview**
 - **Made 41 classroom presentations related to Career Services; promoted use of Career E-Tools**
2. Deliver quality programs and services and integrate assessment methodology through utilization of a comprehensive data management system to support student learning, academic excellence, student support services, and administrative units for efficiency, quality performance, and strategic planning. (Reference Strategic Plan 4A, B, C)
- Measure: Identify appropriate measurements for programs and services assessment; utilize the data repository and distribute data to units for decision making; and compare performance in the delivery of programs and services with sound data for College planning and accreditation processes for all modes of delivery and locations.**

Results/Accomplishments:

- **Assessed the performance of courses and students through the Course and Student Success Team to identify areas of improvement throughout the academic year; changes implemented in course delivery from findings**
- **Revised format, compiled, and distributed the Semester Academic Report (SAR) for Fall 2013 and Spring 2014 to provide data on academic loading for all locations and online courses**
- **Utilized data during 2013-2014 academic year from the Center for Community College Student Engagement (CCCSE) for academic planning and in development of the QEP**
- **Reviewed and compared CCTC institutional data against national data as a result of participation in the National Community College Benchmarking Project**
- **Conducted scheduled administrative unit reviews and used results for continuous improvement**
- **Presented four credit programs of study to the CCTC Area Commission and the SC Technical College System for implementation for Fall 2014 in the areas of Patient Care Technician (CNA), Cardiac Care Technician, Phlebotomy, and Sterile Processing Technician Certificates**
- **Completed successful program accreditation self-studies and visits for the National Association for the Education of Young Children (NAEYC) for the Early Care and Education Associate Degree program, for the National Automotive Technicians Education Foundation (NATEF) for the Automotive Technology Certificate program, and for the National Institute for Metalworking Skills (NIMS) for the Basic Machining and CNC Certificate program**

- **Implemented procedures to generate automated emails to students to improve communications when students initiate withdrawals, receive attendance withdrawal grading, and when course cancellations occur**
3. Conduct a comprehensive review of the Workforce Development Division including the assessment of training needs, delivery methods, curricula models, and marketing to facilitate focused planning for this specialized area of the College. (Reference Strategic Plan 1F)

Measure: Develop and assess the training needs, delivery methods, and curricula models to identify best practices and strategic planning to serve the workforce needs of the College's service area.

Results/Accomplishments:

- **Identified an assessment approach for the Workforce Development Division involving a SWOT analysis to be conducted in FY15**
4. Maintain collaborative partnerships through workforce development initiatives, programs, and services to support economic development. (Reference Strategic Plan 1B)

Measure: Provide training to participants for workforce development and collaborate with readySC personnel to offer training for new businesses.

Results/Accomplishments:

- **Offered SC Manufacturing Credential training course to 82 participants to qualify graduates for entry-level manufacturing positions**
 - **Trained 515 individuals for employment with Continental Tire the Americas as maintenance technicians and production technicians in the Workforce Development Division**
 - **Coordinated efforts with the South Carolina Department of Education to offer job-specific skills training to adult education students currently enrolled in programs to earn GED diploma**
 - **Conducted presentations throughout South Carolina to assess the demand for water and wastewater training programs to meet employment needs**
 - **Developed a curriculum with Continental Tire the Americas to train veterans leaving the military with the necessary skills for programmable logic control positions**
 - **Acquired \$6,229,059 in grant awards as follows: US Economic Development Administration for \$2,500,000; Carl Perkins Postsecondary Program for \$268,059; TAA Round 3 Boost Program for \$3,400,000; Duke Energy Foundation and Clemson University Center for Workforce Development Foundation for \$51,000; and Adult, Family, Summer Literacy for \$10,000**
5. Maintain strong working partnerships with the secondary (K-12) school systems in the areas of dual enrollment, college readiness, and the scholars program. (Reference Strategic Plan 2D)

Measure: Offer dual enrollment courses in area high schools to at least 400 students; implement the college readiness program in the PBI grant; and maintain communication with secondary partners in the scholars program for area high schools in Kershaw, Lee, and Clarendon counties.

Results/Accomplishments:

- Worked with local water and sewer departments across South Carolina to establish a curriculum for youth apprenticeships for high school students interested in this career field
 - Collaborated with 16 area high schools, 4 alternative schools, and 4 career centers resulting in 16% of the area's high school graduates entering CCTC during the 2013-2014 academic year
 - Offered 52 dual enrollment sections of courses to high schools for 462 unduplicated students
 - Added a staff position for dual enrollment coordination
 - Facilitated the implementation of the College Readiness Program by providing test preparation workshops for 151 students and the administration of the Asset placement test to 1,087 students through PBI Grant
 - Offered "Getting College Right" workshop at 13 high schools to 797 students, and provided six special topic workshops to 97 high school students
 - Continued communication on Scholars Program for high schools for implementation in Fall 2015
 - Hosted Counselor's Breakfast to disseminate College information to secondary schools
 - Hosted two "Come See Me" events for high school juniors and seniors; 178 students attended
6. Develop a pilot program to positively affect fall-to-spring and/or fall-to-fall student retention that will facilitate the identification of the elements of a college-wide model to be applied in subsequent years. (Reference Strategic Plan 5H)
Measure: Identify a targeted academic area for development and implementation of the pilot program to improve the fall-to-fall retention rate.
Results/Accomplishments:
- Developed a model ((DVS3 Appreciative Advisement Pilot (DAAP)) for the academically high-risk student to track a cohort of students through the completion of developmental courses and compare results with non-cohort students for implementation in Fall 2014
 - Reviewed retention and program completion data identified in the QEP to develop strategies to strengthen retention efforts throughout the College
7. Support graduation and program completion with a goal of 725 graduates for the College for the period ending June 30, 2013, (as reported in September 2014 CCTC Fact Book (date corrected)). (Reference Strategic Plan 5G)
Measure: The number of graduates for July 1, 2012, through June 30, 2013, will be 725.
Results/Accomplishments:
- Graduated 673 students in the July 1, 2012, through June 30, 2013, time period
8. Increase the College's opening enrollment by 3% by Fall 2013 to serve the educational and training needs of the College's service area. (Reference Strategic Plan 7A)
Measure: The College's opening enrollment will be 4,715 by Fall 2013.
Results/Accomplishments:

- **Enrolled 4,456 for Fall 2013 semester**
9. Expand student life programs, events, and services to increase student life experiences and opportunities for students. (Reference Strategic Plan 5C)

Measure: Increase the number of student activities/events by 3 during the 2013-2014 year.

Results/Accomplishments:

- **Conducted 57 new student activities/events during the 2013-2014 academic year supporting the CCTC student population with a variety of student life resources**
 - **Increased Alumni Partnership membership to more than 650 members as of June 30, 2014**
 - **Opened Veterans Resource Center to support student veterans, active duty military students, and military dependent students**
10. Increase awareness of county governments of the role of the College in the higher education community and economic development impact. (Reference Strategic Plan 1B and 7B)

Measure: Meet with county government officials annually to review the role of the College.

Results/Accomplishments:

- **Conducted a joint meeting of the CCTC Area Commission with Kershaw County Council members in December 2013 to encourage support of funding for expansion of the Kershaw County Campus and acquired \$5M from Kershaw County Council**
 - **Conducted a joint meeting of the CCTC Area Commission with Sumter County Council members in March 2014 to encourage greater financial support of the College and acquired \$86K from Sumter County for one-time funding for operations for the Advanced Manufacturing Technology Training Center (AMTTC)**
 - **Met with Lee County officials in February 2014 to discuss the Lee County site and request assistance in the promotion of the College to residents in Lee County**
 - **Partnered with the Kershaw County legislative delegation to acquire \$1.5M in the FY15 South Carolina state budget for the expansion of the Kershaw County Campus; partnered with the Sumter County legislative delegation to acquire \$750K for the renovation of Building M400 and \$1M for the Mechatronics pilot program in the FY15 South Carolina state budget**
 - **Met with architects, Kershaw School District, and Kershaw County staff to begin planning for the expansion of the Kershaw Campus**
11. Continue to effectively manage physical facilities to serve the College's educational and student support programs and services. (Reference Strategic Plan 4F, H, I)

Measure: Assess physical facilities; continue planning activities for the AMTTC; and relocate the Criminal Justice Technology and Paralegal associate degree programs to the Legal Studies Center.

Results/Accomplishments:

- Relocated Paralegal and Criminal Justice Technology associate degree programs to the Legal Studies Center
 - Received SACSCOC and US DOE approvals for offering classes at the Shaw Base Education Center and the AMTTC
 - Began construction of the AMTTC in June 2014
 - Monitored Facilities Master Plan for implementation and alignment with College's mission
 - Began M200 roofing replacement project as a capital project improvement for 2013-2014
 - Conducted Active Shooter training exercise to support campus safety and increase awareness of faculty and staff
12. Initiate the development phase of the Quality Enhancement Plan (QEP) and continue compilation of the Compliance Certification process. (Reference Strategic Plan 7 J,K)
Measure: Appoint the QEP Team; identify Chair(s); and compile initial Compliance Certification Report.
Results/Accomplishments:
- Appointed a cross-functional, institution-wide QEP Team to develop the 2015 QEP
 - Named co-chairs for the 2015 QEP
 - Selected 2015 QEP topic, "First-Semester Success and Experience" to support student success
 - Prepared a QEP framework document to provide the model for implementation of the CCTC topic and plan of work
 - Participated in the SACSCOC Leadership Team Orientation for reaffirmation in January 2014
 - Compiled draft of 2015 Compliance Certification Report and prepared for an advisory visit with SACSCOC Liaison

Areas of Focus Identified for 2014-2015

While the roster of accomplishments is broad and represents the realization of many objectives, the Executive Leadership Team (ELT) recognized there were areas for further development within the institution to provide for continuous improvement. Some general content areas for focus in the 2014-2015 year were identified during several ELT ongoing assessment and planning sessions and served as the foundation for the identification of the 2014-2015 CCTC Annual Goals:

- Increased focus on the assessment of student learning outcomes
- Increased focus on student support services and programs to support student retention
- Identification of strategies and resources to expand the Kershaw County Campus to accommodate growth and workforce needs
- Identification of strategies and resources to support student enrollment at the Lee County site
- Implementation of strategies for the Scholars Program in 2014-2015 to accept students in the Fall of 2015

- Effective management of the physical facilities to better accomplish the College's mission and continued implementation of the Master Plan
- Expanded collaborative working relationships with the secondary (K-12) school system with emphasis on dual enrollment expansion in the area of technical programs
- Delivery of distance education courses and programs with greater integration of services
- Increasing the number of graduates and program completions through awareness of students, faculty, and staff
- Increasing student enrollment through focused marketing of the College
- Expansion of program offerings and relevant curricula and assessment of programs through the academic program review process
- Increasing the number of business and industry services provided by the Workforce Development Division
- Increasing collaboration between Student Affairs and Academic Affairs to better serve the students' needs
- Expansion of student life programs and services
- Increased awareness of county governments of the role of the College in economic development in the service area
- Increasing local funding resources
- Identification of grant opportunities and submission of grant proposals
- Continued implementation of cohesive planning for institutional effectiveness and support of program and regional accreditation
- Utilization of physical facilities for program relocations to increase efficiency of program delivery with the renovation of the Advanced Manufacturing Technology Training Center
- Assessment of a pilot program to address retention issues for the academically underprepared student
- Identification of the QEP topic and development of the pilot for the 2015 SACSCOC reaffirmation process

President's Office

Annual Effectiveness Report

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

Goal No. 1

1. Provide leadership to the Executive Leadership Team in the implementation of the College's Mission through comprehensive planning facilitated by appropriate programs, services, and facilities.

Expected Outcome for Goal No. 1

- 1.1 The College will implement sound planning strategies to provide and identify adequate and appropriate programs of study, student services, and physical facilities for maximum utilization of resources.

Supports College Strategic Goal: 2, 4, 5—Educating Students and 7—Resources
 Supports College Annual Goal: 1, 2, 4, and 11
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Collaborate with and coordinate supporting strategies for the ELT to develop programs of study, training opportunities, student services, and facilities utilization	Conducted weekly ELT meetings with information exchanged among and between the institutional officers; new program of study ideas discussed; training opportunities with business and industry reviewed; reviewed student services, programs, and activities for relevancy; facilities' needs, utilization, and gaps discussed; and strategies developed to address issues Documentation: Divisional plans of action and annual effectiveness reports reflect the work of each major division at the College in each of these areas within the organization	For Fall 2014, four new programs of study were developed for implementation; curricula revision was recommended for the delivery of DVS courses; training opportunities identified with integration of student support services, planning, and facilities integration; for 2014-2015, the College will provide a collaborative agreement opportunity for students interested in the Physical Therapy Assistant field with Orangeburg-Calhoun Technical College
2. Monitor progress of College's annual goals and progress toward implementation of 2010-2015 Strategic Plan	Conducted two sessions to review the progress of the 2013-2014 CCTC Annual Goals and the 2010-2015 Strategic Plan; specific progress and data were provided for each annual goal and for each major area of the Strategic Plan Began implementation of initial plans for the development of the 2015-2020 CCTC Strategic Plan to be completed during the 2014-	The results from the progress of the 2013-2014 CCTC Annual Goals were used in the development of the 2014-2015 CCTC Annual Goals during the ELT's Annual Retreat held on February 10, 2014; the progress of the 2010-2015 Strategic Plan was used to determine actions to be taken to complete the work outlined in this plan during the 2014-2015 academic year; and the 2015-2020 CCTC Strategic Planning

	<p>2015 year</p> <p>Documentation: 2013-2014 CCTC Annual Goals Report and 2013-2014 CCTC Strategic Plan Report</p>	<p>Forum will be conducted on October 9, 2014</p>
<p>3. Maintain strong collaborative relationship with local governing bodies as well as state and federal legislative delegations to appropriately plan and implement initiatives to accomplish the College's Mission</p>	<p>The College's leadership made presentations and requests to the Kershaw County Council in December 2013, City of Camden in May 2014, Clarendon County Council in March 2014, and Sumter County Council in March 2014 regarding funding needs for the College; met with Lee County officials in February 2014 regarding status of the campus in Lee County; made presentations to the Santee Lynches Workforce Investment Board, Sumter Chamber of Commerce, Clarendon Chamber of Commerce, and Kershaw County Chamber of Commerce for training opportunities available through the College</p> <p>The College was successful in acquiring \$5M in funding from Kershaw County Council to expand the Kershaw County Campus and \$86K from Sumter County for one-time funding for operations for the Advanced Manufacturing Technology Training Center; \$1.5M in the FY15 SC state budget for the expansion of the Kershaw County Campus; \$750K in the FY15 SC state budget for the renovation of Building M400; and \$1M in the FY15 SC state budget for the expansion of facilities and equipment for the Mechatronics program</p> <p>The College President continued to meet with county, state, and federal legislative delegations to identify College needs and maintain partnerships</p> <p>Documentation: Presentation Materials from respective Sessions; SC State Appropriations</p>	<p>College leadership will continue to maintain positive working relationships with local governing bodies and communicate the needs and opportunities of the College to all stakeholders</p> <p>College President will focus efforts on the development of funding sources for the Kershaw County campus</p>

	Bill for FY15	
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Goal No. 2

- Facilitate ongoing communication with external workforce partners and government entities to increase the awareness of the role of the College in providing postsecondary educational opportunities and to increase awareness of the College’s needs and role in the service area.

Expected Outcome for Goal No. 2

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

Supports College Strategic Goal: 1—Workforce Development and 2, 3, 4, 5—Educating Students
 Supports College Annual Goal: 1, 4, 5, 7, 8, and 10
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Communicate with potential business and industry prospects through economic development agencies to support industry recruitment	Communicated with representatives of Continental Tire the Americas, Mancor, CAT-Hydraulic Plant, Au’Some, Pilgrim’s Pride, A & K Mulch, Invista, Treleoni, Suri Industries, King Machine and Quality Mold, BD, Georgia Pacific, SC Manufacturers Alliance, Eaton Corporation, Sumter Packaging, and the SC Chamber of Commerce to support industry expansion and recruitment	Training needs communicated from company representatives are provided to the Academic Affairs and Workforce Development Divisions for training program development
2. Maintain plans for secondary partners for scholarships and pathways for transition into the College to increase the college going rate among high school seniors in the College’s service area through dual enrollment and funding opportunities	Met with secondary school superintendents and counselors to communicate programs and services available through CCTC; 16% of the area’s high school graduates enrolled at CCTC in the Fall of 2013; and collaborated with Sumter School District to expand Sumter Career Center program offerings in the area of Mechatronics and create opportunities for advanced placement for high school students in the Mechatronics program Documentation: Secondary School Admissions Report and Duke Foundation Grant Proposal for Mechatronics	Continue to identify venues for collaboration with secondary partners; market the College’s programs and services to secondary students; communicate with secondary school administrative personnel and counselors to seek partnership opportunities
3. Maintain and expand dual enrollment programs	462 secondary students served through dual enrollment program	Continue to collaborate with school districts to maintain and expand the

	at 16 participating high schools Documentation: Dual Enrollment Records	dual enrollment opportunities for local secondary students
4. Facilitate marketing initiatives that maintain awareness and engagement of potential students and the community relative to the role of the College in postsecondary education	Supported and assisted in the development of marketing initiatives for the College to support the College's role in the service area to accomplish the institution's Mission Documentation: Marketing Plan and campaign information	Offer marketing initiatives that communicate the role of the College in supporting workforce development, transfer opportunities, and higher education options

Goal No. 3

3. Provide oversight leadership for academic programs and services 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 maintain its academic programs and determine the effectiveness of existing programs of study to support student success and economic development initiatives for continuous improvement of academics.

Supports College Strategic Goal: 2, 3, 4, 5—Educating Students
 Supports College Annual Goal: 1, 2, 5, and 7
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Communicate business and industry needs for programs and training to Academic Affairs and Workforce Development Division personnel	Provided updates to the ELT related to business and industry needs; facilitated communication between business and industry and the Academic Affairs Division and the Workforce Development Division personnel related to training and workforce needs	Continue to communicate with business and industry regarding needs for programs and services to support workforce and training needs
2. Support efforts to improve online learning opportunities and availability for students	Collaborated with VP for Academic Affairs in the review of online learning opportunities	Continue to assess the effectiveness and scope of online learning at the College while maintaining sound instructional methodology in this delivery mode
3. Support efforts to increase the number of graduates of programs of study to increase the number of workplace ready employees for business and industry	Reviewed program retention and program completion data as elements of the College's efforts to improve student retention and incorporated findings into the decision to select the "First Semester Success and Experience" as the 2015 QEP topic Documentation: Research and IE data reports and QEP proposal	Continue to evaluate program retention and program completion data to identify strategies to improve the College's retention and graduation rates

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: 4—Educating Students
 Supports College Annual Goal: 1, 2, 5, 6, and 9
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Support the initiatives that ensure quality programs and services at all College locations	Collaborated with the VP for Student Affairs to ensure that programs and services are appropriate for all campus locations	Monitor the programs and services and student satisfaction with these at outreach locations
2. Collaborate with the Academic Affairs and Student Affairs Divisions to ensure systematic and focused scheduling of courses at outreach locations to meet the needs of students	Supported Academic Affairs and Student Affairs initiatives to review, evaluate, and improve outreach scheduling; reviewed the program and course enrollment patterns for the Lee County Campus in response to declining enrollment at this site; and supported the expansion of course offerings at the Shaw AFB location for the Fall 2014 semester Documentation: Course Schedules for Outreach Locations	Continue to monitor course enrollment at all outreach locations and identify strategies to sustain all locations

Goal No. 5

- 5. Provide oversight leadership for programs and services for the College’s noncredit programs.

Expected Outcome for Goal No. 5

- 5.1 The College will offer noncredit programs and services in an effective and efficient manner to serve the College’s constituents.

Supports College Strategic Goal: 1—Workforce Development
 Supports College Annual Goal: 1 and 3
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Collaborate with economic development agencies,	Served as an active member of the economic development teams for the	Meet with economic development agencies, ReadySC, and other

readySC, and business and industry to provide training for the area's workforce	four-county service area to support training for the workforce, participated in the Sumter County Industrial Association, met with advisory committee members, attended Santee Lynches Regional Council of Governments Quarterly Economic Development forecast meetings, and participated in SC Chamber of Commerce; and supported the College's Workforce Development Division in providing the South Carolina Manufacturing Certification program	business and industry partners during the upcoming year
2. Determine optimum organizational structure as a result of a comprehensive review of the Workforce Development Division to ensure effectiveness in noncredit programs	Supported the Director of Workforce Development in the exploration and identification of a methodology for the assessment of the Division through a SWOT analysis	Use results from the SWOT analysis for improvement during the 2014-2015 year to evaluate programs and services of this Division

Goal No. 6

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

Expected Outcome for Goal No. 6

- 6.1 The College will manage its physical, financial, and human resources in an effective and efficient manner.

Supports College Strategic Goal: 7--Resources
 Supports College Annual Goal: 1, 10, and 11
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Collaborate with ELT to develop annual budget addressing institutional priorities	Met with institutional officers at ELT Retreat in February 2014 to identify priorities, conducted a SWOT, and determined institutional initiatives for budgetary expenditures for FY15 Documentation: FY15 Budget	Monitor budget to determine alignment with projected revenue and expenses
2. Support budgeting strategies to increase faculty and staff salaries	Determined that an additional increase in faculty and staff salaries would not be financially feasible in the FY15 budget except as mandated through state budget for a 2% state employee salary increase	Continue to evaluate faculty and staff salaries for competitiveness
3. Evaluate progress of implementation of the College's Facility Master Plan	Collaborated with the Vice President for Business Affairs to monitor progress of College's Facility Master Plan	Continue to evaluate physical resources to accomplish the Mission of the College

4. Renovate existing retail space for the Advanced Manufacturing Technology Training Center for the relocation of selected Industrial and Engineering Technology programs	Held a Groundbreaking Ceremony for the AMTTC facility on June 19, 2014; began construction of the AMTTC with a projected opening date of mid 2015	Monitor construction and renovation activities throughout the year
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Goal No. 7

- 7. Provide oversight leadership for the management and utilization of data for decision making, accreditation, and planning purposes to accomplish the Mission of the College.

Expected Outcome for Goal No. 7

- 7.1 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: 7--Resources
 Supports College Annual Goal: 2 and 6
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Support initiatives to compile, manage, and interpret data for sound decision making	Requested, utilized, and shared data with appropriate audiences to support sound decision making; attended Santee Lynches Workforce Forecast meetings	Request and utilize data for sound decision making
2. Support compliance with regional accreditation standards	Appointed the CCTC SACSCOC Leadership Team, maintained communication with SACSCOC Liaison regarding status of accreditation report, appointed the QEP Team, attended SACSCOC Orientation in January 2014, and participated in College meetings on reaffirmation process Documentation: Compliance Certification Report	Assess progress toward completion of Compliance Certification Report and address any identified gaps in compliance, and work collaboratively with the QEP Team to develop a sound QEP implementation framework
3. Participate in the planning and assessment initiatives to support institutional planning for continuous improvement	Formulated a plan of action for the President's Office, continued assessment of the accomplishment of the goals of the College's Annual Goals for 2013-2014, reviewed status of the 2010-2015 Strategic Plan, and began implementation of the plan to conduct a session with community leaders for the 2015-2020 Strategic Plan Documentation: 2013-2014 POA for President's Office; 2013-2014 CCTC Annual Goals;	Formulate 2014-2015 CCTC Annual Goals and 2014-2015 POA for President's Office, monitor the 2010-2015 Strategic Plan progress, and complete the process of the development of the 2015-2020 CCTC Strategic Plan

	Accomplishments Report for 2010-2015 Strategic Plan	
4. Identify and support areas of collaboration with other partners for grant opportunities	<p>Collaborated with US Economic Development Administration; US Department of Education Carl Perkins Postsecondary Program; TAA Round 3 Boost Program; Duke Energy and Clemson University Center for Workforce Development Foundation; Adult, Family, Summer Literacy; Firehouse Subs; Santee Lynches COG; and Caterpillar Corporation to submit grant proposals to support the College's Mission</p> <p>Received \$6,229,059 in grant awards for programs, services, and activities proposed in the grant submissions</p> <p>Documentation: Grant Proposals</p>	Continue to identify collaborative opportunities to seek funding to support the Mission of the College

Goal No. 8

8. Provide oversight leadership for the College's Foundation to facilitate the effective use of resources to support the College's Mission.

Expected Outcome for Goal No. 8

- 8.1 The College will provide services through the CCTC Foundation to support the College's Mission.

Supports College Strategic Goal: 7--Resources
 Supports College Annual Goal:N/A 1 and 2
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Communicate with the College's Foundation regarding institutional initiatives	<p>Attended CCTC Foundation meetings; provided reports to the Foundation; and maintained communication with the Foundation's Director and Board</p> <p>Documentation: Foundation Agenda and Minutes</p>	Continue to communicate with the College's Foundation Executive Director and Board members
2. Provide support for increasing and expanding initiatives for the College's Foundation in order to offer more services to students	Participated in the CCTC Foundation Golf Tournament, met with donors and potential donors from throughout the service area, and worked collaboratively with the Foundation Director to promote the College and Foundation to the public	Support the initiatives of the Foundation through attendance at Foundation Board meetings, participation in Foundation events, and promotion of the role of the Foundation

Goal No. 9

9. Provide effective communication with the College Area Commission to facilitate the accomplishment of the College’s Mission, Strategic Plan, and Annual Goals to serve the citizens of the College’s service area.

Expected Outcome for Goal No. 9

- 9.1 Communication will be maintained with the College’s Area Commission to support the College’s Mission.

Supports College Strategic Goal: All 2010-2015 Strategic Plan Goals
 Supports College Annual Goal: All 2011-2012 Annual Goals
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Maintain ongoing and consistent communication with Area Commission	Met with the Area Commission on a bimonthly basis providing reports at each meeting and met with the Area Commission Chairman regarding College activities on an as needed basis Documentation: CCTC Commission Agenda and Meeting Minutes	Maintain an ongoing open communication with the CCTC Area Commission
2. Represent the College as the President	Participated in legislative activities to support the College, participated in community events, served on Committees, and represented the College as required throughout the year, participated in SC Commission on Higher Education activities Documentation: Meeting Minutes	Represent the College as the President in all venues that support the Mission of the College
3. Monitor activities of the College to ensure alignment with the Strategic Plan, Annual Goals, and Mission	Continued the assessment of the Annual Goals and Strategic Plan, and submitted the revised CCTC Mission Statement to the South Carolina Commission on Higher Education Documentation: CCTC Annual Goals, CCTC Strategic Plan, and Mission	Evaluate the work of the College’s leadership to accomplish the Strategic Plan, Annual Goals, and Mission

Academic Affairs Division Annual Effectiveness Report

2013 - 2014

Goal No. 1 TEACHING/LEARNING – Academic Affairs will continue to enrich and improve academic quality.

Supports College Annual Goals 1 & 11 and Strategic Plan 4B, 6C & 6E

Expected Outcomes for Goal No. 1

- 1.1 Faculty will have access to professional development. (SP6C)
- 1.2 Classrooms will be equipped with appropriate furniture and technology. (CAG11)
- 1.3 Access to electronic instructional delivery technology will increase. (SP4B)
- 1.4 Faculty will be recognized for exemplary teaching and student support. (SP6E)
- 1.5 Classroom instruction will be exemplary. (CAG1)

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
<p>Explore a teaching excellence center to provide faculty support and strategies for at least the following: improving pedagogy, integration of technology, and assessment of outcomes (1.1)</p>	<p>Held concept meeting on November 11, 2013. Faculty worked in groups to develop ideas for teaching excellence center. Presented concept paper to Deans and VP for Academic Affairs. Summary: Exploration of a Center for Teaching Excellence (CTE) was investigated. It was determined that faculty are highly interested in this approach for providing pedagogical collaboration. The major restrictions are funding and physical location of the “center.” Documentation: CTE Concept Meeting, November 11, 2013 Minutes; CTE Conceptual Framework.</p>	<p>Many of the concepts within this strategy will be carried forward and incorporated into individual divisions and PDP offerings. As funding permits, this project may be revisited.</p>
<p>Provide opportunities for faculty development related to teaching and accreditation (1.1)</p>	<p>All Divisions The Professional Development Program (PDP) at the College conducted a total of 27 sessions during 2013-14 which provided instructions for faculty on the use of technology for teaching and learning, D2L tools, and engaging students. The results of evaluations from PDP events are overwhelming positive with 97% rating the sessions good or excellent. Documentation: PDP 2013-14 Results</p>	<p>All Divisions Attendance continues to be an issue as offerings and schedules conflict. Efforts will be strengthened to schedule faculty training at times that are convenient for most. Funding for faculty development opportunities will be provided through College appropriated funds and through Perkins Grant funds.</p>

	<p>Specific examples include: New Faculty Orientation Course offered twice per year and had 3 faculty in fall 2013 and 5 faculty in spring 2014.</p> <p>Certified Online Faculty Course offered 3 times per year with over 100 faculty receiving certification to date.</p> <p>Faculty attended numerous external conferences and workshops.</p> <p>Ten faculty participated in an Industry Experience during summer 2014. Four major industries were toured allowing faculty to observe the current technology and the corresponding skills needed by our graduates as they enter the workforce. (Perkins) Documentation: Perkins Activity 4137 Summary</p> <p>All Divisions All faculty completed the following required PDP activities:</p> <ul style="list-style-type: none"> • Safety and Security • Information Security • FERPA & ADA • Personnel Policies & Procedures <p>HS Faculty members from HS Division attended national conferences for 2013-14. Two faculty attended a national Pharmacy conference held in Lexington, Kentucky on new accreditation standards and best practices. Documentation: CE certificate in Faculty folder in H102.</p> <p>One faculty member attended a Medical Assisting conference on new accreditation standards and best practices. Preparing for potential changes to standards in 2017. Documentation: CE certificate in Faculty folder in H102.</p> <p>Surgical Technology Program manager completed a General Technology Associate degree and is</p>	<p>All Divisions During 2014-15 faculty will complete the four required PDP courses as well as the new Cybersecurity Awareness Training.</p> <p>HS Faculty members will attend required accreditation training during 2014-15.</p> <p>Surg Tech program manager will complete bachelor's degree during 2014-15.</p>
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	<p>working on a Bachelor's degree . Documentation: (1) CCTC Transcript SUR B and (2) SIU Fall and Spring Transcripts SUR A</p> <p>Adjunct faculty in MTHC program attended a best practice training session to address lecture preparation. Massage Therapy Adjunct Faculty showed improvement in lecture preparation and aligning learning outcomes to performance analysis. Documentation: 2013-14 Massage Therapy AERDOC A.</p> <p>100% of MRCO adjunct faculty were AAPC certified. Documentation: CE certificate in faculty folder H102.</p> <p>Medical Assisting faculty trained in instructional management. MASG AERDOC2014A and 2014 B</p> <p>IET Two faculty members (HVAC and AUTO) attended conference/training sessions as required for accreditation standards. Four faculty members worked on completing degrees.</p>	<p>IET Faculty will attend required accreditation training in 2014-15. All faculty members will complete required degrees during 2014-15 academic year.</p>
Pilot lecture capture technology in five courses (1.3)	Lecture capture was piloted by ten faculty during 2013-14. A license for MediaSite was purchased with Perkins funds. In addition, a MediaSite mobile unit was acquired from the ASSIST Grant.	The desktop version will be implemented during 2014-15. Training on the software and accessibility requirements will be provided through the Distance Education Office.
Work with ILT to review all classrooms and implement improvements as funds allow (1.2)	The first phase of the move to Windows 8.1 and Office 2013 was completed by the end of summer 2014 with most labs being upgraded.	Review and upgrade of classrooms will be prioritized. More emphasis needs to be placed on arrangement of classrooms and labs to increase

	<p>Offices and remaining classrooms will be completed during the fall semester.</p> <p>B&PS Reviewed computer lab solutions for desktop and all-in-one units. Prepared for move to Windows 8 and Microsoft Office 2013.</p> <p>Gen Ed Classrooms on Main Campus were equipped with additional tables/chairs and white boards to improve delivery of instruction.</p> <p>HS ILT worked with the BOOST grant director to plan for two simulation labs and two classrooms for the 4 new certificate programs.</p> <p>New room darkening shades installed in H133 classroom to enhance audio-visual presentations. Informal survey from 2013-2014 students indicated glare on dry erase boards and presentation screen was minimal and acceptable.</p> <p>Equipment request submitted for 2nd projection system for MASG Lecture Classroom H133</p> <p>Documentation: MASG Equipment Request 2013-2014 (AERDOC2014 S)</p> <p>Collaborated with Surgical Technology faculty and ILT with suggestions on improvements of lab equipment and other needs Submitted equipment requests to the Dean of Health Sciences. Doc: Equipment Requisition (SUR C)</p> <p>IET I&ET classrooms and labs have been evaluated for improvements.</p>	<p>faculty effectiveness and student engagement. More training is needed on Windows 8.1 and Microsoft Office 2013 for faculty and staff.</p> <p>HS Due to delay in receiving funding, ILT will develop the classrooms and simulation labs for the BOOST program in 2014-15.</p> <p>Room darkening shades for MASG Processing Laboratory H129 requested for AY 2014-2015 to reduce glare.</p> <p>Will resubmit request for 2nd projection system for H133 in AY 2014-2015.</p> <p>New manikin received for student practice in OR lab. Will monitor and make improvements of lab equipment and other needs to provide the highest quality of instruction and to meet accreditation standards.</p> <p>IET MEC, MTT, and EGT classrooms will be moving to the new AMTTC</p>
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	<p>Welding was able to make a slight improvement for courses in the WELD Program. Documentation: 2014-15 I&ET Equipment Request</p>	<p>location in 2014-15. Requests have been submitted for improvements to the HVAC and AUT classrooms for the 2014-15 academic year.</p>
<p>Provide activities that recognize and reward teaching excellence (1.4, 1.5)</p>	<p>For the second year in a row, a Central Carolina faculty member was selected as the Governor's Professor of the Year Award for Two Year Institutions. Chris Hall received this prestigious award in July, 2014. Recognized Pam Dinkins as Instructor of the Year at College events and SCTEA. Connie Houser, Nursing Faculty received the E. C. Red Kneece Teaching Excellence Award.</p> <p>HS Submitted nominations for SCTEA Instructor of the year. Connie Houser received the E.C.Red Kneece Award on May 8, 2014 at graduation. Documentation: HS AERDOC SCTEA-Jackson Kneece-Houser</p> <p>The Massage Therapy department used a best practices for DegreeWorks, SOAP note documentation, and teaching practices to recognize the teaching strengths of the department. The Massage therapy faculty stated the best practices methods are helpful for skills and performance evaluations such as draping. Documentation: 2013-14 Massage Therapy AERDOC C</p> <p>At the monthly HS division meetings, a faculty member shared a best practice method. Documentation: Health Sciences AERDOC A</p>	<p>There are many activities underway that provide recognition for outstanding teaching performance.</p> <p>HS</p> <p>The Massage Therapy department will recognize best practice measures in 2014-15.</p>

Goal No. 2 STUDENT SUCCESS - Increase activities that foster student success, retention, and graduation.

Supports College Annual Goals 1, 6, & 7 and Strategic Plan 5F

Expected Outcomes for Goal No. 2

2.1 Student success will improve in targeted courses. (CAG1)

- 2.2 Retention of students will increase in targeted programs. (CAG6)
- 2.3 Graduation rate will improve in targeted programs. (CAG7)
- 2.4 Student success in online courses will improve. (CAG1)
- 2.5 Soft skill instruction will be incorporated in specific program courses. (SP5F)

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
<p>Develop or obtain curriculum for soft-skill instruction and implement in specific program courses (2.5)</p>	<p>B&PS Additional soft skill instruction and assessment was added to several courses. Examples include:</p> <p>Students in MGT 240 were provided additional training on professionalism and communication skills. A team presentation was used to assess student outcomes and students scored an average of 94% on a team presentation.</p> <p>Students in NRM 260 were assigned a work ethics topic. 100% of the students scored 70 or above on their work ethics research topic.</p> <p>Students in CPT 268 received training from Career Services on using software such as Perfect Interviews, Interview Coach, and College Central to improve their resume and interviewing skills. Students in CPT 264 students were encouraged to submit resumes to Career Services for review.</p> <p>Gen Ed College Skills course emphasized some soft skills. Feedback from employers indicates that soft skills training and assessments needs to remain in the forefront of curriculum in all programs.</p> <p>HS Massage Therapy reviewed curriculum and increased the soft-skill instruction in MTH 123 and MTH 121.</p> <p>The immediate results of the increased soft-skill lectures have shown improvement in student communication via student-client feedback forms and via instructors'</p>	<p>B&PS Will implement instruction in additional courses in 2014-15.</p> <p>Gen Ed College Skills course will provide additional class activities/assignments that address appropriate soft skills for academic and professional settings.</p> <p>HS MTH 123 and MTH 121 will improve soft-skill instruction in 2014-15.</p>

	<p>observations of students' performance.</p> <p>Documentation: 2013-14 Massage Therapy AERDOC D; 2013-14 Massage Therapy AERDOC L</p> <p>IET All departments in I&ET have completed soft skills training through iWRC. Documentation: 2014 I&ET Departments Soft Skills Training</p>	<p>IET Each program in IET will incorporate soft skills training in at least one of their courses in 2014-15.</p>
<p>Deans will use success data to identify courses to target for improvement; program managers/department chairs will develop and implement plans for improvement in specific courses (2.1)</p>	<p>ALL DIVISIONS Success data was extracted from Argos and trend charts were produced showing success and retention data for the past three years. Deans reviewed data with department chairs and program managers and improvement plans were implemented for courses that performed below 60% benchmark.</p> <p>B&PS Examples: CPT 174 implemented guided notes for each tutorial, study groups lead by the SLC are being offered twice a week, and group project was introduced earlier with graded progress checks being evaluated.</p> <p>BUS 130 and MKT 101 were updated during the Fall semester and both are being offered in the Spring semester.</p> <p>New textbook requested for ECD 102 and 203 courses which have traditionally had lower success and retention.</p> <p>Gen Ed Department Chairs reviewed and targeted courses for improvement based on success rate and meeting of</p>	<p>ALL DIVISIONS Department Chairs will review course success data for use in targeting specific courses that do not obtain benchmark (<60%). Will track success and retention and implement strategies to improve courses that perform below benchmarks.</p>

	<p>course outcomes.</p> <p>HS Analyzed success data each semester. No courses in Health Sciences <60% with the exceptions of AHS 102 201320 section D60 has a success rate <60%. Under review. Each program calculating their success rate to identify courses with <60% success rates. Course success rate in SUR 104 had a 75% rate but students scoring lower than usual in this particular course.</p> <p>The Surgical Technology department analyzed and made revisions in the curriculum by making text book changes and allotting more time for instruction in areas students were having the most difficulty learning. (Surgical Procedures). Doc: SUR 104 and 105 Topical Outlines (SUR D)</p> <p>MED 112 identified as course with the lowest success rate over last 4 years.</p> <p>Documentation: MED 112 Gradesheet (2013) (AERDOC2014 I) Documentation: 2013-14 Massage Therapy AERDOC</p> <p>IET I&ET Dean and Program Managers analyzed each department's success and retention data for the Fall 201310, Spring 201320, and Summer 201330 semesters and have identified courses to target for improvement. Documentation: 2013-14 I&ET 201310, 201320, and 201330 Course Success</p>	<p>HS New Pharmacology textbook has been adopted for Fall 2014 implementation.</p> <p>Evaluate course success rates for all MED courses for the last four years to identify any specific trends.</p> <p>IET Plans for improvement will be developed in specific courses with below average success ratings. Will evaluate course success data for program improvement in the 2014-15 academic year.</p>
<p>Faculty will participate in the AIM, ACT and MIM early alert systems (2.2)</p>	<p>ALL DIVISIONS All faculty provided AIM,ACT, and MIM early alert information on students as requested each term.</p>	<p>ALL DIVISIONS This system works very well and should be continued.</p> <p>Faculty will provide AIM,ACT, and MIM early alert information as requested in 2014-15.</p>

<p>Compare online and F2F counterparts to identify online courses to target for action to improve retention and student success (2.4)</p>	<p>Each semester online and face-to-face courses were compared by the department chairs and program managers and improvement plans were implemented where significant differences were found. In addition, the Distance Education Report provides a summary of the performance of online courses. A summary follows:</p> <p>A comparison of 35 courses with both online and face-to-face sections revealed 22 courses with lower retention rates than the face-to-face counterpart. Four online courses had retention rates of less than 60%, which is below the College's actionable quality benchmark.</p> <p>A comparison of 35 courses with both online and face-to-face sections revealed 24 online courses had lower Success Rates (A, B, C) than the face-to-face counterpart. One course fell below a 60% success rate. One course with a lower success rate had greater than a 30 point difference. (Success rate calculation no longer includes W and WA grades.)</p> <p>Documentation: Fall 2013 Distance Education Report.</p> <p>B&PS Identified online courses for improvement related to retention and success.</p> <p>Examples: ECO 210 (retention). MGT 101 (success).</p> <p>Gen Ed Online courses targeted for improvement include: ENG 102, MAT 101, and SPC 205.</p> <p>HS Course success rate in SUR 104 had a 75% rate but students scoring lower than usual in this particular course.</p>	<p>This data suggests that retention in online courses is lower on average than a face-to-face counterpart. Proactive measures to improve retention in online courses will be instituted.</p> <p>Two online courses (ECO 210 & ENG 100) had a greater than a 30 point difference. These courses will be revamped or be taught only as face-to-face or as hybrid courses with a classroom/lecture or tutoring component.</p> <p>B&PS Will implement improvements in 2014-15.</p> <p>Gen Ed Will implement improvements in 2014-15.</p> <p>HS Textbook changes and review of curriculum in SUR 104 were made. More time for instruction allotted to difficult concepts.</p>
<p>Promote the use of Degree Works</p>	<p>Added link to Degree Works on the</p>	

<p>with students (2.3)</p>	<p>home tab in myCCTC in order to make it more prominent to students.</p> <p>The use of Degree Works and the creation of Student Progress Plans have become instituted within the student advisement process. Use of Degree Works need to be continuously stressed to students in every advisement encounter (meeting).</p> <p>Gen Ed Faculty reporting that the use of Degree Works greatly improved their ability to advise students.</p> <p>HS All departments in the Health Sciences Division continuously use Degree Works for student advisement. While advising they instruct the students in how to use degree works to track their progress. Documentation: 2013-14 Massage Therapy AERDOC Doc: Degree works planning example (SUR E)</p> <p>IET I&ET Division Departments utilize Degree Works as an advisement tool to direct students toward the completion of their program.</p> <p>Degree Works is user friendly, quick, and includes relevant information needed to advise students each year.</p>	<p>Gen Ed All departments will use Degree works for advisement.</p> <p>HS All departments in the Health Sciences Division will utilize and promote student awareness and use of Degree Works for Advisement and program planning.</p> <p>IET IET will use Degree Works for advisement and program planning.</p>
<p>Faculty will prepare Student Progress Plans for students in financial aid jeopardy (2.3)</p>	<p>ALL DIVISIONS Faculty prepared SPPs for all students requesting the need to submit financial aid appeals. The use of Degree Works and the creation of Student Progress Plans have become instituted within the student advisement process.</p>	<p>ALL DIVISIONS Faculty advisors will provide SPPs for students whose financial aid standing is warning or probation.</p>
<p>Increase student contact by faculty through initiatives to enhance advisement, raise faculty-to-student communication, and increase on-campus presence by full-time faculty (2.1)</p>	<p>B&PS AOT Department Example: Group advisement is being conducted in lower level classes to make students aware of which classes are offered at specific times during the year. The AOT department is also utilizing a department bulletin board to share</p>	<p>ALL DIVISIONS Additional training for advisors and methods for measuring student contact will be developed.</p> <p>Students categorized as DAAP will be required to meet with advisor for registration.</p>

	<p>information with students on main campus.</p> <p>Gen Ed The need for students to complete the SPP process has help to increase the contact with advisors.</p> <p>HS Faculty advisors made personal calls to advisees May 2014 for fall registration. Friday Tutoring sessions during fall Semester in Pharm Tech, Medical Record Coding and Nursing. Documentation: Office schedule example 201410</p> <p>IET Each I&ET FT Faculty encourages student/faculty contact during new student orientation, face to face classes, and by posting scheduled office hours each semester.</p>	<p>Faculty will post on their office door their scheduled hours for advisement.</p> <p>HS Will hold Friday tutoring sessions.</p>
<p>Investigate internships and apprenticeship programs (2.5)</p>	<p>Several programs have integrated internships into the curriculum and require students to perform a work experience prior to graduation. These include programs in the Health Sciences, Early Care and Education, Human Services, and Industrial areas.</p> <p>Other programs have optional opportunities. Some examples of optional opportunities include:</p> <p>The new PathWay program for high school students, which has one student registered.</p> <p>The Natural Resources Management student participated in a CWE course each summer.</p>	<p>The new Mechatronics Pathway program starting in 2014-15 with the Sumter Career and Technology Center will open opportunities for apprenticeships.</p>

Goal No. 3 PROGRAM ADMINISTRATION – Academic Affairs will ensure programs have vitality and meet accreditation and workforce requirements.

Supports College Annual Goals 1, 5, & 8 and Strategic Plan 4A & 4C

Expected Outcomes for Goal No. 3

- 3.1 Programs outcomes will meet workforce needs. (CAG1)
- 3.2 Distance education offerings will increase. (SP4A)
- 3.3 Currently accredited programs will maintain accreditation. (CAG1)

- 3.4 Departments will complete Program Reviews on a 5 year schedule. (CAG1)
- 3.5 Dual enrollment and outreach offerings will increase. (CAG5)
- 3.6 Departments will participate in more recruiting and marketing activities. (CAG8)
- 3.7 Online courses will meet CCTC Quality Standards. (CAG1)
- 3.8 PR marketing plan for distance education will be supported. (SP4C)

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
<p>Use Program Outcomes Assessment Tables (POATs) to summarize program outcomes and identify areas for action (3.1)</p>	<p>ALL DIVISIONS</p> <p>Each program of study and general education assessed student learning outcomes and reported the results in a Program Outcome Assessment Table (POAT). Outcomes below identified benchmarks were slated for improvement during the next year.</p> <p>Documentation: Departmental POATS.</p>	<p>ALL DIVISIONS</p> <p>All programs of study and general education will collect outcome data assessing effectiveness. Each department will use the results for continuous improvement. This is an established process and will be utilized in 2014-15.</p>
<p>Maintain current level of program accreditation (3.3)</p>	<p>All programs have maintained their current level of accreditation.</p> <p>B&PS</p> <ul style="list-style-type: none"> -Early Care and Education Associate Degree Program is accredited by The National Association for the Education of Young Children. -The Paralegal Associate Degree program is approved by the American Bar Association (ABA) as having met all curriculum requirements necessary for training qualified paralegals. -The Water Operator Certificate Program is approved by the South Carolina Department of Labor, Licensing, and Regulation Board of Environmental Certification to count as one-year of work experience toward a South Carolina operator license (after the trainee year is complete). -The Wastewater Operator Certificate Program is approved by the South Carolina Department of Labor, Licensing, and Regulation Board of Environmental Certification to count as one-year of work experience toward a South Carolina operator license (after the trainee year is complete). 	<p>In 2014-15 the Paralegal Program will have an accreditation visit by the ABA. Other programs will adhere to accreditation standards and reporting requirements in order to maintain their accreditation.</p>

	<p>HS 2013 ARF submitted to MAERB with acknowledgement of program being in full compliance with all current Outcome Thresholds. MASG Program Manager attended 2013 AAMA National Conference/Accreditation Workshop in Atlanta, Georgia.</p> <p>CAAHEP 2008 Standards and Guidelines and MASG Core Curriculum currently under review with Draft posted of new standards.</p> <p>***New Outcome Thresholds Chart available July 2014 with addition of “Trigger course” definition and changes in participation/passage rates for national credentialing examinations for medical assistants. These will be implemented with the 2014 ARF and monitored with 2018 ARF.</p> <p>Documentation: MAERB Annual Report Letter (AERDOC2014 O)</p> <p>2008 CAAHEP Standards and Guidelines-Core Curriculum for Medical Assistants-MAERB (AERDOC2014 F)</p> <p>Draft CAAHEP Standards and Guidelines-Core Curriculum for Medical Assistants-MAERB (AERDOC2014 G)</p> <p>CAAHEP mapping for core textbook – Blesi text (AERDOC2014 H1) CAAHEP mapping for core textbook-Lindh text (AERDOC2014 H2)</p> <p>MASG Booklist Fall 2014 (AERDOC2014 V)</p> <p>MAERB Outcome Thresholds July 2014 (AERDOC2014) Nursing programs accredited in 2013 by ACEN (formally NLNAC)</p>	<p>HS Adoption of previous core textbook (new edition) selected for Fall 2014 implementation, to more effectively align program content with MAERB Core Curriculum for Medical Assistants.</p>
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	<p>with full accreditation. Documentation: ACEN Site Visit Report Feb 2013</p> <p>IET Five out of the six programs in the I&ET Division have accreditation and all accreditations have been maintained.</p>	<p>IET No accreditation visits are scheduled for 2014-15.</p>
Submit Human Services application for accreditation (3.3)	Delayed submission of accreditation request to CSHSE until Fall 2014.	Continue to seek accreditation of the Human Services program during the 2014-15 academic year.
Complete Early Care and Education NAEYC site visit (3.3)	Completed NAEYC site visit and received Decision Report in February 2014. Documentation: NAEYC Decision Report February 2014	Implement requirements of decision report and submit any action items in the Annual Report.
Complete Program Reviews as prescribed on review schedule (3.4)	<p>B&PS Paralegal and Computer Technology successfully completed Program Reviews.</p> <p>Gen Ed AA and AS Programs successfully completed the program review process.</p> <p>HS Nursing, Massage Therapy, and SURGT successfully completed program reviews November 2013.</p> <p>The massage Therapy program was approved for the addition of laboratory hours for MTH 136 Kinesiology for Massage Therapy. Documentation: 2013-14 Massage Therapy AERDOC I Doc: Program Review Report (SUR I) (See Nursing SPE with AERs)</p> <p>IET HVAC Technology successfully completed Program Review.</p>	<p>The following programs are scheduled for reviews in 2014-15:</p> <ul style="list-style-type: none"> • Human Services • Medical Assisting • Mechatronics • Automotive • Pharmacy Technician • General Technology • General Education
Hold Advisory Committees meetings, maintain minutes, use input for improvement (3.1)	<p>As required by the College and/or program, annual Advisory Committee Meetings were held in 2013-14 to stay current with trends in industry, employment and education.</p> <p>B&PS Held Advisory Committee Meetings in each program area. Maintained minutes.</p>	<p>Advisory Committee Meetings for all programs will be held during the 2014-15 academic year.</p> <p>B&PS Implement approved curriculum changes.</p>

	<p>Used results to make curriculum changes.</p> <p>Gen Ed Advisory meeting for the AA and AS Programs completed in April 2014.</p> <p>HS Advisory committee meeting for SURT was held on Oct 17. All others were held on Oct 18. Pharmacy tech held a second mandated advisory committee meeting in Spring 2014.</p> <p>The massage therapy department successfully held the Advisory Committee meeting. Communication of students was addressed as a concern of the advisory committee. Massage therapy addressed Student communication which was a concern of the advisory committee. Massage Therapy Faculty attended a conference Feb 21, 2014 in Atlanta, GA through ABMP addressing student communication responsibilities and improvement.</p> <p>Documentation: 2013-14 Massage Therapy AERDOC J Documentation: 2013-14 Massage Therapy AERDOC D Documentation: Allied Health Advisory Committee Minutes (AERDOC2014 B) Doc: Advisory Committee meeting minutes (SUR J)</p> <p>IET Held Advisory Committees for each program in the I&ET Division.</p>	<p>HS Massage Therapy and Pharm Tech were approval by advisory board to have a Spring admission in 2014-15 in addition to the fall admission Pharm tech will request purchase utilizing Perkins funds of QS/1 point of sale cash register with software as recommended by Advisory committee.</p> <p>IET Will implement curriculum changes.</p>
Develop a systematic strategy for what courses are offered at outreach locations (3.5)	<p>All Divisions Not done.</p>	<p>All Divisions Deans will work with Outreach Coordinator to try to simplify the process of scheduling classes appropriate for the location and term.</p>
Respond to requests for dual enrollment courses as practical (3.5)	<p>ALL DIVISIONS During 2013-14 404 students were taught dual enrollment classes at 14 high schools.</p>	<p>All Divisions Deans and Dual Enrollment Coordinators will promote and expand dual enrollment to area high schools, including home schooled</p>

	<p>B&PS Provided dual enrollment courses for several local high schools.</p> <p>Gen Ed College transfer courses were scheduled and taught at high schools in all four counties served by the College. Some dual enrolled classes are conducted at CCTC campuses as well.</p> <p>IET As requested, I&ET offered two courses for the Middle College in the Fall 201410 semester.</p>	<p>and private schooled students.</p> <p>IET New Mechatronics Pathway program will begin implementation in 2014-15.</p>
<p>Increase recruitment activities at the program level in concert with recruiting staff (3.6)</p>	<p>B&PS, GEN ED, HS Held “Come See Me” event during March 2014 for approximately 250 students.</p> <p>HS ATEC visits in Fall and again in Spring to HSC for recruitment of students interested in health careers. Worked with recruiting staff to visit in High Schools.</p> <p>Over 100 students in Fall and over 60 ATEC students in spring visited HSC. Health care programs presented to students. Pharmacy Tech, Massage Therapy, Surg Tech, Pharm Tech, Nursing all visited high schools.</p> <p>Documentation HS ATEC AERDOC</p> <p>The massage therapy department has used recruiting events to gain interest in the massage therapy program. The program manager has attended 3 local conferences ABMP, American Massage Conference and AMTA.</p> <p>Documentation: 2013-14 Massage Therapy AERDOC K</p> <p>IET I&ET Division hosted the “Tour of Technology” and participated in the “Come See Me” events during March 2014.</p>	<p>B&PS, GEN ED, HS Participate in College promotional events in 2014-15.</p> <p>HS The massage therapy program has obtained new contacts for staff and faculty interested in teaching positions at the conventions and conferences. One of the attendees of the conference will be employed by the college beginning in Fall 2014.</p> <p>IET Will conduct “Come See Me” and “Tour of Technology” activities in 2014-15.</p>

Review Distance Education Policy and ensure compliance at the departmental level (3.7)	<p>B&PS Updated Distance Education Directive 6.15 to reflect departmental review process. Included new rules about accessibility. Four new online courses were reviewed and approved for Fall 2013. 97 Instructor Self-Evaluation Checklists were completed by faculty and the Distance Education office reviewed 28 courses in Fall 2013.</p> <p>Gen Ed Several General Education faculty members participated on the Advisory Committee to improve online courses.</p>	<p>B&PS Review and update policies and procedures as needed.</p> <p>Gen Ed General Education Division to monitor and submit self-assessments to improve the quality of online courses.</p>
Work with PR to develop a comprehensive plan for distance education marketing and recruitment (3.8)	Not done.	Work with new PR personnel to develop marketing plans for programs in 2014-15.

Goal No. 4 FISCAL RESOURCES AND RESPONSIBILITY - Academic Affairs will operate with fiscal responsibility and provide adequate facilities and human resources to support teaching and learning.

Supports College Annual Goals 11 and Strategic Plan 6A & 7G

Expected Outcome for Goal No. 4

- 4.1 New faculty positions added based on program growth. (SP6A)
- 4.2 Criminal Justice and Paralegal relocated to the Legal Studies Center. (CAG11)
- 4.3 Grants managed in support of the College mission. (SP7G)

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Analyze program growth and part-time faculty utilization and request new full-time faculty positions as possible (4.1)	<p>B&PS Requested new position in Human Services based on program growth.</p> <p>Gen Ed General Education Division has identified more adjuncts who can qualify to teach distance education courses. This will help to free up some full-time instructors for dual enrollment and face-to-face classes.</p> <p>HS No FT faculty needs identified at this time. Dean requested Dept. Chair for Allied Health Sciences due to addition of 3 new AHS programs in addition to</p>	<p>B&PS Request an additional faculty position for the Human Services Program.</p> <p>Gen Ed Hire more adjuncts in 2014-15 – especially for online courses.</p> <p>HS Will request appointment of AHS Department Chair for 2015-16.</p>

	<p>the current 5 AHS programs (8 AHS programs). No appointment made.</p> <p>IET All I&ET Programs were reviewed. FT/PT Faculty members were requested based on results. Request denied due to budget constraints.</p>	<p>IET Request a FT Faculty member based on program growth.</p>
Obtain DOE approval for the Legal Studies Center (4.2)	<p>B&PS Obtained DOE approval to offer courses and programs at the Legal Studies Center.</p>	<p>B&PS Offer courses at the Legal Studies Center.</p>
Move Law Library to Legal Studies Center (4.2)	<p>B&PS Moved Law Library from Main Campus to the Legal Studies Center. Hired PT Library Assistant to provide student research support.</p>	<p>B&PS Support the Paralegal program with Library resources through text and electronic methods. Monitor the ABA requirements for library resources to ensure compliance.</p>
Complete grant requirements and manage grant funds appropriately (4.3)	<p>B&PS Completed Local Plan for Perkins. Completed the development of CPT 101 for the BOOST Grant with specific curriculum components related to health sciences simulation. Two sections were offered in Fall 2014 for approximately 25 BOOST students.</p> <p>Gen Ed General Education RDG and BIO faculty involved in course development (RDG 101 & BIO 110) for BOOST Grant offerings.</p> <p>HS 8 of 10 BOOST grant positions filled. BOOST grant director managing grant funds. Simulators have been ordered as well as hospital room furniture. All office equipment and purchased. 3D equipment to be ordered at a later date. Renovations have not started as yet. Documentation: See Business office records for balance of BOOST funds.</p> <p>IET ASSIST and DUKE grants activities completed successfully. Funds have been managed appropriately.</p>	<p>B&PS Monitor Perkins expenditures and ensure proper reporting and compliance to the grant. Revise CPT 101 and ensure compliance with the BOOST grant.</p> <p>Gen Ed Reading instructors who developed RDG 101 (for BOOST Grant Program) will monitor the course for effectiveness. First teaching of course in Fall 201410.</p> <p>HS Implement courses for BOOST certificates starting Fall 2014.</p> <p>Complete renovations by end of 2014.</p> <p>IET ASSIST grant activities will terminate September 30, 2014 with transition of activities to Career Services personnel.</p>
Seek new grant opportunities as appropriate (4.3)	<p>B&PS Submitted NSF Grant and have initial</p>	<p>B&PS Monitor the provisions of NSF</p>

	approval.	grant and ensure compliance.
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Goal No. 5 COLLEGE ADVANCEMENT – Academic Affairs will support college-wide initiatives that advance the college and support the needs of its constituencies.

Supports College Annual Goal 4 & 12 and Strategic Plan 3A & 1D

Expected Outcome for Goal No. 5

- 5.1 The College will be in good standing with SACS. (CAG12)
- 5.2 The framework for the College’s QEP will be developed. (CAG12)
- 5.3 New industry partnerships will be explored. (CAG4) (SP1D)
- 5.4 New higher education partnerships (2+2) will be explored. (SP3A)

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Critically analyze academic policies and practices to ensure compliance with SACSCOC (5.1)	<p>ALL DIVISIONS Reviewed five academic Directives during Deans Meetings.</p>	<p>ALL DIVISIONS Complete review of College Directives systematically throughout 2014-15.</p>
Perform internal audits to ensure compliance with SACSCOC and other requirements (5.1)	<p>B&PS Implemented divisional share drives to house documents. Performed internal audits by division to ensure proper document preservation.</p> <p>Gen Ed In General Education, currently consolidating all SACSCOC (accreditation) documents for security and simple access.</p> <p>HS All programs are placing required information on HS shared drive.</p> <p>IET I&ET Internal Audits were conducted for the 2012-13 academic year and revealed the departments are in compliance with SACSCOC and other requirements. Documentation: 2012-13 I&ET Departmental Audits</p>	<p>B&PS Further use the BPSD Share drive to organize and store documents.</p> <p>Gen Ed Department Chairs and Deans will utilize the share folders for organization of compliance data and documents.</p> <p>HS Use shared drive for document sharing.</p> <p>IET Internal audits will be conducted in the future to ensure compliance with SACSCOC and other requirements.</p>
Provide input into selection of the next QEP topic (5.2)	<p>B&PS Provided academic representation and input through Topic Selection and QEP Development Teams.</p> <p>Gen Ed Several General Education faculty members were selected and serve on the QEP Topic Committee.</p>	<p>ALL DIVISIONS Respond to requests from QEP Development Team. The QEP topic has been selected.</p>

	<p>HS Health Sciences Division faculty members were selected and serve on the QEP Topic Committee. Documentation –See QEP member list and minutes.</p> <p>IET I&ET provided academic representation and input through Topic Selection and QEP Development Teams.</p>	
Contact business and industry leaders for the purpose of developing new partnerships (5.3)	<p>B&PS Department Chair of Management working with new company, Fastenal, to develop internships and employment opportunities.</p> <p>IET Various visits with industry have been conducted to develop new partnerships. Documentation: 2013-14 I&ET Industry Visits.</p>	<p>B&PS Follow up with Fastenal during 2014-15.</p> <p>IET Will visit mechatronics industries for improved program partnerships.</p>
Contact other colleges and universities for the purpose of exploring additional 2+2 partnerships (5.4)	<p>B&PS Implemented articulation plans with Columbia College. Developing articulation agreement for CRJ graduates and the Citadel.</p>	<p>B&PS Follow up with Citadel and Palmetto College.</p>

Goal No. 6: Departmental Management – Academic departments will implement strategies to plan, manage, and evaluate departments for the purpose of continuous improvement according to the attached checklist.

Supports College Annual Goal 2

Expected Outcome For Goal 6:

6.1 All departments in Academic Affairs will answer “Yes” to 100% of the Academic Affairs Departmental Checklist items.

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
All academic departments will demonstrate planning, management, and evaluation for the purpose of continuous improvement by successfully completing activities listed in the Academic Affairs Departmental Checklist (6.1)	All academic departments successfully completed the Academic Affairs Departmental Checklist.	Utilize the Academic Affairs Checklist to demonstrate completed management tasks.

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: 2012-13 Department Assessment Report and 2013-14 Plan of Action)
- Y N N/A 2. Departmental plans of actions are linked to strategic plans. (Documentation: 2012-13 Departmental Plans of Action)
- Y N N/A 3. FPMS/EPMS process has been completed. (Documentation: FPMS/EPMS on file with Personnel)

- 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 Administration and Planning Division)
- 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 with Academic Affairs Division)
- Y N N/A 8. All required tracking for cohorts has been completed. (Documentation: Tracking Sheets)
- Y N N/A 9. All program changes and course pre-requisite changes were submitted to the CCTC Curriculum Committee by November 1, 2013. (Documentation: Curriculum Committee Minutes on file with Academic Affairs Division Office.)
- Y N N/A 10. Used State Tech program vitality results as an indirect measure of program success. (Documentation: Reports on file in IE Dept.)

Administration and Planning Division Annual Effectiveness Report

2013-2014

Division Purpose: To provide leadership and service supporting the College’s mission and institutional effectiveness through strategic planning and reporting for continuous improvement; provide accurate and timely data for decision making related to student success and reporting requirements; manage the College’s regional accreditation compliance process; provide support for program accreditation; manage the alumni affairs program; manage the College’s professional development program; and provide leadership and management for the grant compilation and submission process.

Goal No. 1:

- 1. Manage the College’s planning process to ensure a comprehensive, college-wide planning and assessment system supporting teaching and learning; complete ongoing evaluation of CCTC Strategic Plan and annual goals to identify benchmarks and manage progress; integrate the planning process into the College’s annual workflow, budget, and procedures for continuous improvement.**

Expected Outcome for Goal No. 1

- 1.1 The College’s planning process will be managed effectively; progress reports and status of Strategic Plan and annual goals will be developed, and the planning process will be integrated into the College’s workflow and budgeting process.**

Supports College Strategic Goal: 7

Supports College Annual Goal: 2

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented and Documentation Reference	Use of Results for Continuous Improvement
Monitor the progress of the Strategic Plan and the annual goals on a periodic basis through the ELT	Led discussion with ELT and documented progress toward the 2010-2015 Strategic Plan on November 4, 2013, and February 10, 2014 Documentation: Minutes from November 4, 2013, and February 10, 2014, meetings	Progress recorded for Strategic Plan; pending areas were assigned to members of ELT; annual goals progress was recorded for annual planning process; and new areas of focus for the College were identified to be considered in the 2015-2020 Strategic Plan
Complete inventory of department and divisions plans of action for 2013-2014 and annual effectiveness reports for 2013-2014 and place in the data repository	Inventory completed for POA’s institution-wide and documents placed in the data repository Documentation: Data Repository Contents	POA’s used to direct the program of work for academic and administrative units
Develop annual goals in conjunction with ELT and college faculty and staff for 2014-2015	Developed 2014-2015 annual goals and distributed to CCTC faculty and staff for review; submitted to Area Commission on March 20,	Area Commission approved 2014-2015 annual goals to be used in institution-wide planning

	<p>2014</p> <p>Documentation: 2014-2015 Annual Goals</p>	
<p>Revise and publish 2014-2015 Planning Guide for Institutional Effectiveness</p>	<p>2014-2015 Planning Guide for Institutional Effectiveness was published and distributed at annual planning and budgeting meeting; documents placed in myCCTC for electronic access</p> <p>Documentation: 2014-2015 Planning Guide for Institutional Effectiveness</p>	<p>Planning Guide used to employ consistent and comprehensive institutional planning and assessment linked to budgetary process</p>
<p>Conduct planning and budgeting sessions with College personnel to support institutional effectiveness and college-wide planning processes in Spring 2014</p>	<p>Planning and Budgeting meeting conducted on Wednesday, April 9, 2014, by VP for Business Affairs and VP for Administration and Planning</p> <p>Documentation: Minutes from April 9, 2014, Planning and Budgeting Meeting</p>	<p>College faculty and staff use the resources provided to complete departmental unit planning and budgeting for 2014-2015</p>
<p>Maintain the college-wide process for assessment of administrative unit outcomes, provide support and guidance for the development of outcomes, and place information in myCCTC for electronic access</p>	<p>Communicated with administrative units to ensure continuous assessment of unit outcomes</p> <p>Documentation: January 6, 2014, email to managers</p>	<p>Results of assessment of outcomes used in individual units for continuous improvement</p>
<p>Manage the administrative unit review process for institutional effectiveness and place information in myCCTC for electronic access</p>	<p>Conducted administrative unit review meeting for unit managers conducting administrative unit reviews in the 2013-2014 cycle on June 24, 2013; results of assessment stored in data repository</p> <p>Documentation: Agenda for June 24, 2013, meeting</p>	<p>Results of administrative unit review used in individual units for continuous improvement</p>

Goal No. 2:

- 2. Manage the process for the SACSCOC Compliance Certification Report including timelines, persons responsible, and an analysis of any gaps in compliance.**

Expected Outcome for Goal No. 2

2.1 The SACSCOC Compliance Certification Report will be compiled to be submitted to the COC by the deadline with a draft of the Report compiled by December 2013.

Supports College Strategic Goal: 7

Supports College Annual Goal: 12

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented and Documentation Reference	Use of Results for Continuous Improvement
<p>Review SACSCOC requirements for Compliance Certification Report, prepare schedule for completion of the Compliance Report draft by December 2013, and complete other significant benchmarks through March 2015</p>	<p>Continuously reviewed SACSCOC website, Resource Manual, and Handbook for Reaffirmation to ensure compliance standards are met; followed schedule for completion of the Compliance Certification Report for 2013-2014; began distribution of narrative drafts for Core Standards to ELT; and distributed selected Comprehensive Standards to content reviewers</p> <p>Documentation: Compliance Certification Report</p>	<p>Information from SACSCOC website and resources integrated into compilation process; content review feedback incorporated into narratives</p>
<p>Identify data needed for validation of standards</p>	<p>Data needs identified in Academic Affairs, Student Affairs, and Business Affairs and communicated to respective units; communicated with Research and IE staff on data needs</p> <p>Documentation: Various Communication Records—emails, meeting minutes, and notes</p>	<p>Divisions compile data for evidence of compliance and develop strategies if gaps identified</p>
<p>Manage data repository and compile documentation</p>	<p>Data repository updated when documents received in an ongoing manner</p> <p>Documentation: Data Repository</p>	<p>Data repository updated and monitored</p>
<p>Conclude the QEP Topic Research process and present potential topics to the faculty, AMT, and ELT</p>	<p>Completed work of the QEP Topic Research Team and made recommendations on top three topics for consideration by the ELT</p> <p>Documentation: QEP Topic</p>	<p>QEP Research Team information submitted to QEP Team with transition meetings with co-chairs</p>

	Research Team Minutes	
Make recommendations to the ELT regarding the appointment of a QEP Team	Made recommendations to ELT for QEP Team and appointed co-chairs appropriate for the topic Documentation: QEP Team Minutes	QEP Team will meet and develop the CCTC QEP
Coordinate the functions of the SACSCOC institutional Leadership Team	Conducted meetings of the SACSCOC institutional Leadership Team in October, March, and May Documentation: SACSCOC institutional Leadership Team Meeting Minutes	SACSCOC institutional Leadership Team will continue to meet and provide leadership to the reaffirmation process
Participate in ongoing training for Compliance Assist users	Continued to enter information into Compliance Assist and develop Document Directory for linking of evidence Documentation: Compliance Assist Report	Narratives will continue to be prepared
Prepare narrative of standards and enter into Compliance Assist; schedule review for content experts for each standard; communicate regarding any gaps and compliance issues on an ongoing basis; review CCTC policies and procedures and revise if appropriate	Prepared narratives for review by content reviewers; met with ELT on gaps in compliance on December 16, 2013; continued to review CCTC policies and procedures to ensure accuracy and completeness Documentation: CCTC Compliance Gaps Report for December 16, 2013	Review process will continue according to the schedule developed for review of all standards prior to submission of report
Communicate with the College's Area Commission on the management and status of the Compliance Certification Report	Reported at each Area Commission meeting regarding Compliance Certification Report status Documentation: Area Commission Minutes	Reports will continue to be provided at each Area Commission meeting; will plan a presentation for Fall 2014
Participate in SACSCOC Annual Conference and share information to improve compliance	Attended SACSCOC Annual Conference and compiled documents for supporting units in compilation of narratives Documentation: Annual Meeting Summary Notes	Attendance at 2014 SACSCOC Conference will be a part of the PDP for selected staff and faculty members
Maintain the system for updating faculty credentials, revise forms,	Communicated with each academic division regarding	Faculty credentials files will continue to be updated on a

complete an internal audit of credential files, maintain system of records management, and initiate the loading of credentials into the Compliance Assist database on a semester basis	updates to faculty credentials; submitted faculty records to Compliance Assist for compilation of faculty roster for Spring 2014 roster on March 28, 2014 Documentation: Faculty Credential Files	periodic basis through December 2014
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Goal No. 3:

3. Submit all required reports and data in a timely and accurate manner reflecting the College's adherence to reporting requirements through collaborative integration of the College's systems and personnel and for sound decision making.

Expected Outcome for Goal No. 3

- 3.1 Reports are submitted in a timely and accurate manner supporting sound decision making.
 Supports College Strategic Goal: 7
 Supports College Annual Goal: 1 and 2
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented and Documentation Reference	Use of Results for Continuous Improvement
Review all reporting requirements and submit by the deadline	Reports were submitted on time for 100% of external reporting requirements	Continue to monitor all reporting requirements and integrate into the Division's calendar of work
Communicate with internal divisions regarding reporting requirements for effective management of data	Communication was disseminated on the College's website through the Fact Book, IE Reports, IPEDS Reports, Accountability Report, and Annual Effectiveness Reports; meetings conducted with departments and divisions to review data and survey results throughout the year; and communication facilitated regarding the availability of data to support the reporting processes Documentation: CCTC website, myCCTC, and Agenda from Dean's meetings	Identify reporting needs for individual departments to provide greater service
Submit IPEDS, SC Commission of Higher Education IE reports, Accountability Report for	IPEDS, IE reports for CHE, Accountability Report, and the SACSCOC Institutional Profile	Continue to monitor any changes in reporting requirements from

<p>SBTCE, and SACSCOC Institutional Profile Report</p>	<p>Report were submitted on time to each agency</p> <p>Documentation: IPEDS Verification of Receipt, CHE IE Report, Accountability Report, and SACSCOC Institutional Profile Report</p>	<p>external agencies</p>
<p>Identify data needs throughout the College and track data requests; communicate availability of data to internal College users</p>	<p>Data needs were expanded for the Semester Academic Report, Gainful Employment, Academic Program Fees, and QEP</p> <p>Documentation: Semester Academic Report, Gainful Employment web posting, Academic Program Fees web posting, and QEP Draft</p>	<p>Monitor college-wide needs for data and communicate services available to internal audiences</p>
<p>Identify efficient data gathering through surveys to provide accurate, timely data; help identify diverse methods of measurement including direct and indirect methods; and review Programs and Services Survey for additional questions</p>	<p>Developed surveys to measure administrative unit outcomes from requesting departments; revised the Semester Academic Report and expanded data categories to include disaggregated data by program of study; added questions to the 2014 Programs and Services survey instrument</p> <p>Documentation: Survey instruments; Spring 2014 SAR; and revised 2014 Programs and Services survey</p>	<p>Administrative units will use results from surveys to improve programs and services in respective areas; academic deans will be asked for input on the revised SAR; and data acquired from new questions on the Programs and Services survey will be provided to appropriate areas</p>
<p>Identify data and trends to be reported, interpreted, and utilized by the ELT, Academic Affairs, Student Affairs, Business Affairs, and Administration and Planning for decision making and to accomplish the College's mission</p>	<p>Reported and reviewed CCCSE results with the Deans Council; provided revised SAR to the Deans Council</p> <p>Documentation: CCCSE Report and Spring 2014 SAR</p>	<p>CCCSE results will be used to compare the institution against peer institutions and for overall institutional improvement</p>
<p>Manage the academic program review process to determine effectiveness of academic programs for continuous improvement and expand criteria to include learning resources</p>	<p>Reviewed the 2013-2014 Academic Program Review Reports</p> <p>Documentation: 2013-2014 Academic Program Review Reports</p>	<p>Academic Program Review process will continue to be utilized for academic program improvement</p>

Goal No. 4:

4. Maintain an ongoing process to identify grant needs and opportunities for the College through a systematic process of analysis and alignment with grant funding sources.

Expected Outcome for Goal No. 4

4.1 The College will compile and submit grant proposals to support the mission of the College.

Supports College Strategic Goal: 7

Supports College Annual Goal: 4

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented and Documentation Reference	Use of Results for Continuous Improvement
Identify the College's needs in programs, services, and activities for potential grant proposals	<p>Identified potential needs in the areas of tutoring, security communications equipment, and collaboration with K-12 career centers; grant funding sources were identified through Caterpillar Corporation, Fire House Subs, and Santee-Lynches COG to address these needs; collaborated with the VP for Student Affairs, the Director of Security, and the VP for Academic Affairs on these grant proposals</p> <p>Documentation: Grant Proposals for Caterpillar Corporation, Fire House Subs, and Santee-Lynches COG</p>	Grant funding will be used for approved projects, and the Director of Advancement and Development will continue to work with College employees to determine needs
Identify grant funding sources that may address gaps in programs, services, and activities	<p>Submitted grant proposals to Caterpillar, Fire House Subs, and through Santee-Lynches COG for tutoring services, communications equipment, and collaborative workforce development programs with local career centers for each respective grant source</p> <p>Documentation: Grant Proposals for Caterpillar Corporation, Fire House Subs, and Santee-Lynches COG</p>	Gaps will be matched to grant funding sources
Compile grant proposals and submit for consideration	Received a total of \$6,229,059 in grant awards which included funding from the US Economic Development Administration for	Feedback when available from grant sources will be used for improvement of the grant

	<p>\$2,500,000; Carl Perkins Postsecondary Program for \$268,059; TAA Round 3 Program for \$3,400,000; Duke Energy Foundation and Clemson University Center for Workforce Development Foundation for \$51,000; and Adult, Family, Summer Literacy for \$10,000 (Adult, Family, Summer Literacy was submitted by Adult Education Coordinator for F. E. DuBose Center) 8 grant proposals were submitted in 2013-2014 with 5 being funded for a 62.5% funding success rate (1 grant proposal still pending as of 6-30-2014)</p> <p>Documentation: Grant packages and approval letters for each source</p>	writing process
Monitor grant performance for those awards made to CCTC	<p>Maintained contact with Sumter School District on the Duke grant for the joint Mechatronics project</p> <p>Documentation: Grant funding report submitted in July 2014</p>	Funded grants will be monitored throughout the year to determine progress toward performance benchmarks and budget
Identify potential private funding sources for grants	Private funding sources were identified with Caterpillar Corporation and Fire House Subs	Continue to identify potential private funding sources and match to institutional needs
Develop an accessible and organized records management system for grants information	<p>Maintained an accessible and organized records management system for grants</p> <p>Documentation; Grant records</p>	Continue to maintain records management system for grant information
Expand internal communication among all stakeholders to improve grant implementation efficiency	Continued to develop internal and external networks of funding sources to address College gaps and to help fulfill the College's mission	Communicate more frequently with internal stakeholders regarding grants and potential for institutional impact with grant funding sources

Goal No. 5:

- 5. Provide a comprehensive Professional Development Program for faculty and staff that supports teaching and learning within the College.**

Expected Outcome for Goal No. 5

5.1 The 2014-2015 CCTC Professional Development Program will be developed and delivered to the College's faculty and staff.

Supports College Strategic Goal: 7

Supports College Annual Goal: 1

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented and Documentation Reference	Use of Results for Continuous Improvement
Review the results of the 2013-2014 evaluation of the PDP program to determine program effectiveness	<p>Conducted 61 professional development offerings to 1,417 (duplicated headcount) faculty and staff participants with 97% of the participants rating the sessions as excellent or good; reviewed the results of the 2013-2014 evaluations provided by the Office of Research and Institutional Effectiveness; reviewed the attendance patterns; and developed a survey to determine institutional needs for professional development offerings for 2014-2015</p> <p>Documentation: 2013-2014 PDP Survey Results and institutional survey for 2014-2015 needs assessment</p>	Areas were identified that needed consideration for revision, and changes were made to the 2014-2015 PDP Calendar
Identify areas for improvement or changes to meet institutional needs	<p>Identified programs that needed to be eliminated in the area of personal development; incorporated SACSCOC reaffirmation and QEP sessions; and realigned the guidelines for the required training</p> <p>Documentation: 2014-2015 PDP Calendar</p>	Changes were made to the required courses, new sessions were added to reflect the needs of the institution during the 2014-2015 academic year, and some deletions were made to the calendar based on feedback
Provide leadership for PDP Team in the development of offerings	<p>Conducted planning meetings; maintained minutes of meetings; and communicated with the PDP Team</p> <p>Documentation: PDP meeting agendas, minutes, and emails</p>	Continue to provide leadership and incorporate feedback into planning
Provide all scheduling arrangements for offerings	Completed all functions to schedule PDP sessions for 2013-2014 including rooms, times,	Monitor scheduling arrangements to determine if any changes are necessary

	locations, and speakers Documentation: 2013-2014 PDP Calendar	
Complete the pre-registration process for required courses in PDP	Completed all Banner functions for the required courses Documentation: Banner tables	Monitor Banner scheduling functions to determine if any changes are necessary
Assess effectiveness of offerings throughout the year	Evaluations were provided for all sessions, results compiled, and speakers provided the results for continuous improvement Documentation: PDP session evaluation results	Ongoing communication with session presenters will be maintained to ensure effective delivery of program offerings
Compile evaluation results for offerings for continuous improvement	Compiled evaluation results for PDP sessions with 97% of the participants rating the sessions as excellent or good Documentation : PDP session evaluation results	Results from evaluations will be reviewed immediately following sessions and provided to presenters

Goal No. 6:

6. Manage the strategic plan for the CCTC Alumni Partnership to accomplish its mission.

Expected Outcome for Goal No. 6

6.1 The Alumni Partnership Plan of Action will be implemented to support the College's alumni and the institution's role in the community.

Supports College Strategic Goal: 7

Supports College Annual Goal: 2

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented and Documentation Reference	Use of Results for Continuous Improvement
Conduct a planning session with Alumni Council to develop strategies to accomplish the purpose of the CCTC Alumni Partnership program with measurable benchmarks for the 2013-2014 year	Scheduled regular meetings with the Alumni Council to maintain communication on the work of the Alumni Partnership on October 29, 2013, and January 28, 2014 Published two newsletters during the year to maintain communication with alumni membership Recognized two outstanding alumni at the College's	Continue to communicate with and meet with Alumni Council to determine role of this advisory group

	<p>graduation ceremonies in May of 2014</p> <p>Documentation; Alumni meeting agenda, Alumni meeting minutes, 2013-2014 Newsletters</p>	
<p>Monitor budget for the implementation of the CCTC Alumni Partnership</p>	<p>Budget monitored throughout the 2013-2014 year</p>	<p>Budget needs will continue to be identified and submitted for consideration</p>
<p>Identify internal and external partners for collaboration with the CCTC Alumni Council</p>	<p>Expanded the membership to all current employees of CCTC; 650+ members on June 30, 2014; identified new partners for member benefits which resulted in 7 member services provided to members</p> <p>Documentation: Membership Roster</p>	<p>New partners will continue to be identified to expand the member benefits of the Alumni Partnership</p>

Goal No. 7:

7. Manage the Administration and Planning Division personnel and resources effectively.

Expected Outcome for Goal No. 7

7.1 The Administration and Planning Division will accomplish its purpose and provide ongoing service to the College.

Supports College Strategic Goal: 7

Supports College Annual Goal: 2

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented and Documentation Reference	Use of Results for Continuous Improvement
<p>Measure administrative unit outcomes for the Administration and Planning Division</p>	<p>Measured administrative unit outcomes scheduled for the 2013-2014 year</p> <p>Documentation: Administrative Outcomes Report for 2013-2014</p>	<p>Measure administrative unit outcomes for 2014-2015 as planned and use results from 2013-2014 for improvement</p>
<p>Manage the administrative unit review process for those units scheduled for participation in 2013-2014 for improving programs and services and provide guidance to those units for the 2014-2015 year</p>	<p>Conducted Administrative Unit Review Orientation Meeting on June 24, 2014, for all unit managers scheduled for 2014-2015 review process and provided materials, templates, and feedback on process</p> <p>Documentation: Meeting Agenda and Reporting Forms</p>	<p>Administrative unit managers communication regarding effectiveness of the information and ease of incorporation of process will be evaluated</p>

<p>Develop and implement a Research and IE Department Plan of Action for 2013-2014</p>	<p>Compiled a Research and IE Department POA for 2013-2014</p> <p>Documentation: 2013-2014 Research and IE Department POA</p>	<p>Use results from goals and objectives' accomplishments to determine 2014-2015 POA</p>
<p>Measure administrative outcomes for the Research and IE Department</p>	<p>Administrative outcomes were measured for Research and IE Department for reporting and data analysis</p> <p>Documentation: Administrative Unit Outcomes Report for Research and IE</p>	
<p>Develop an Advancement and Development Plan of Action for 2013-2014</p>	<p>Compiled an Advancement and Development POA for 2013-2014</p> <p>Documentation: 2013-2014 Advancement and Development POA</p>	<p>Plan will be used to direct the work of the department to accomplish its mission</p>
<p>Measure administrative outcomes for the Advancement and Development Department</p>	<p>Administrative unit outcomes were measured for PDP offerings, grant submissions, and Alumni Partnership</p> <p>Documentation: Administrative Unit Outcomes Report for Advancement and Development</p>	
<p>Communicate effectively to other divisions within the College regarding services of the Administration and Planning Division</p>	<p>Communications were distributed throughout the year to administrative units and academic units to provide assistance with planning and budgeting; Division personnel coordinated the annual planning and budget meeting; two sessions were conducted for the Professional Development Program regarding reaffirmation and the QEP; and documents were posted in the College's web portal, myCCTC, for access</p> <p>Documentation: Administrative Unit Review meeting agenda for June 24, 2014; emails to managers; Planning and Budget meeting agenda for April 9, 2014; minutes for Planning and Budget meeting for April 9, 2014; and inventory of planning</p>	<p>Feedback received has been positive with evaluations conducted at all meetings; managers have contacted the VP for Administration and Planning and met to review unit review process; PDP evaluations were positive; and the Division will continue to monitor feedback</p>

	documents in myCCTC in Administration and Planning section	
Assess the effectiveness of the Administration and Planning Division role at the College	Evaluations from various sources were reviewed for improvement Documentation: Survey results	Evaluations will continue to be considered for Division effectiveness
Identify areas for cross training within the Division for each staff member	Staff members were trained in the Compliance Assist software to edit, link documents, and format the Compliance Certification	Continue to identify additional job duties and responsibilities that can be incorporated into cross training opportunities
Complete professional development activities by each staff member	Three staff members attended the SACSCOC Annual Conference; and one staff member completed the SC Technical College System Leadership Program Documentation: SACSCOC Annual Conference Notes	Professional development activities will be incorporated into individual planning stage documents
Maintain a sound records management system for all functions within the Administration and Planning Division	Records were revised and expanded in several areas as needs were identified; a roster of all substantive changes since the last reaffirmation was formulated; an updated communication record with SACSCOC was completed; and a record of the status of all narratives for the Compliance Certification Report was developed Documentation: Records in the Administration and Planning Office	Records management will continue to be monitored for effective accessibility
Explore possible expansion of services to be offered by the Administration and Planning Division	Ongoing assessment of potential programs and services was completed, but no expanded services were identified	Will continue to assess institutional needs to determine if the Division can integrate more services
Manage the data repository to support documentation needs for all College functions	Data repository was managed effectively, and access has been effective for users of the share drive Documentation: Data Repository	Manage data repository documents
Assess personnel needs of the Administration and Planning	Additional personnel was requested for the Research and	Continue to identify ways to accomplish the work of the

Division to accomplish the Division's mission	IE Department Documentation: Budget Request	Division with limited personnel
Continue to assess physical facilities needs for the Division	This strategy was identified as one that would not be pursued based upon the initial cost estimates for renovations	May be included at a later date

Business Affairs Division Annual Effectiveness Report

2013-2014

Purpose/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 Outcomes 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 Standard reports are produced automatically on a predetermined schedule.
- 1.3 Employees and College leadership have accurate and current reports when needed.
- 1.4 Audit reports are accurate and contain no major findings.
- 1.5 Accurate reports and forms are submitted prior to deadlines.
- 1.6 Employees and students are able to use the website and myCCTC as a source for current and accurate information and forms.
- 1.7 Receive Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of America (GFOA) for the College’s Comprehensive Annual Financial Report (CAFR).

Supports College Strategic Goal: 7(I)
 Supports College Annual Goal: 2, 10
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Review and revise College policies and procedures related to Business Affairs. Follow the review schedule for reviewing 1/3 of the directives each year so that no directive is more than 3 years old.	<ul style="list-style-type: none"> • As of 6/30/14, only 1 out of 77 Business Affairs directives had not been reviewed and updated within 3 years. The schedule was used to review. 	<ul style="list-style-type: none"> • The one missed directive (5.09) will be reviewed in FY 15, in addition to the others scheduled to be reviewed in FY 15 and the schedule will be updated as needed.
Develop and distribute reports to assist managers and other employees to perform their job duties and make informed decisions.	<ul style="list-style-type: none"> • Managers were able to review current charges on accounts and manage their budgets and process online budget transfers • Developed and distributed reports as required (ex: # employees; retirees; promotions; vacancies; man hours) 	<ul style="list-style-type: none"> • An online training will be created for managers on how to review budgets, complete, and approve budget transfers
Complete accurate internal and external reports and submit on a timely basis.	<ul style="list-style-type: none"> • Most reports were completed accurately and timely (ex: financial reports; IPEDS; EEO report; campus crime statistics; building condition report) 	<ul style="list-style-type: none"> • Personnel dept will start reports earlier and review more thoroughly before submission
Maintain publications, public website and myCCTC with current	<ul style="list-style-type: none"> • The public website was updated with current information for 	<ul style="list-style-type: none"> • Web accessibility for ADA will be improved and reported to the

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
information for students and employees. Increase employee awareness of resources available on myCCTC.	<ul style="list-style-type: none"> employees, students, and the public A “supervisors corner” was created for employees with information tailored to supervisors’ needs 	State in FY 15
Complete annual audit report and CAFR for FY 13 and submit to GFOA for award	<ul style="list-style-type: none"> The FY 13 audit report and CAFR were completed timely and GFOA award was received 	<ul style="list-style-type: none"> The FY 14 audit will be completed by the deadline of 9/30/14 and the FY 14 CAFR will be completed by the deadline of 12/31/14
Review and update (if needed) all employee manuals issued by Business Affairs, such as the procurement and credit card manuals.	<p>Updated and posted:</p> <ul style="list-style-type: none"> Procurement manual Purchasing card manual Safety Plan Information security program Information security plan 	<ul style="list-style-type: none"> The Emergency Operations Procedures Manual will be updated and posted to myCCTC in FY 15 All manuals will be reviewed and updated as necessary annually

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 Outcomes for Goal No. 2

- 2.1 Effectively and efficiently manage the College’s employment and recruiting process.
- 2.2 State delegation audits will result in no major problems or findings.
- 2.3 The College pay plan will be more competitive as budget allows, increasing productivity and retaining excellent employees.
- 2.4 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.
- 2.5 The College will have a plan for filling vacancies in critical positions and areas; existing employees will be retained and prepared for promotional opportunities.
- 2.6 EEO reports will show progress in achieving EEO goals.
- 2.7 Improvements will be made to processes and services when survey results indicate weaknesses.
- 2.8 All payroll and personnel external and internal reports will be accurate and meet deadlines.

Supports College Strategic Goal: 6 (A)–(F)

Supports College Annual Goal: 1, 2, 3

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Recruiting and employment files are organized and current, allowing for immediate response to questions or reporting needs.	<ul style="list-style-type: none"> Recruiting and employment files have been kept organized and current 	<ul style="list-style-type: none"> Files are accessible for immediate response to questions or reporting needs
Hiring managers will have and use electronic access to applications for	<ul style="list-style-type: none"> Hiring managers have and use electronic access to applications 	<ul style="list-style-type: none"> Hiring managers are able to review and select applicants

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
all positions and encourage applicants to use NEOGOV.	for all positions and encourage applicants to use NEOGOV	
HR will process classification and compensation actions as requested, following all applicable laws and regulations.	<ul style="list-style-type: none"> • Class and comp actions were processed as requested, following all applicable laws and regulations. 	<ul style="list-style-type: none"> • The HR office is conducting a self-audit of the comp files in preparation for an OHR audit
The College pay plan will be developed to increase average salaries of faculty and staff as budget allows.	<ul style="list-style-type: none"> • There were no funds for increases in FY 14 but the College processed a 2% general increase for FY 15 	<ul style="list-style-type: none"> • Faculty and staff are paid appropriately in accordance with the pay plan
The College will provide professional development and training opportunities for new and current employees in the areas of new employee orientation, budget, Banner, safety and security, personnel, personal interest, and wellness.	<ul style="list-style-type: none"> • Provided professional development and training opportunities for new and current employees in the areas of new employee orientation, personnel, supervisor, safety and security (including active shooter training), budget, wellness, procurement and purchasing card, IT security, cashier training, Windows 8 & Office 2013 	<ul style="list-style-type: none"> • Professional development funds for FY 15 were reduced by 53% due to an anticipated enrollment decline, which will result in less external workshops being funded
Continue to prepare existing employees for promotional opportunities.	<ul style="list-style-type: none"> • Employees are provided training and development opportunities as part of the College's PDP program • Two employees were in the Technical College System Leadership Program in FY 14 • Employees are cross trained in various areas of the division and College 	<ul style="list-style-type: none"> • Professional development funds for FY 15 were reduced by 53% due to an anticipated enrollment decline, which will result in less external workshops being funded • Continue to identify employees with leadership potential in order to give them opportunities for growth
Prepare annual EEO report and submit to SCHAC on a timely basis.	<ul style="list-style-type: none"> • Our EEO Goal attainment for the reporting year was 83.7 compared to 86.5% in the prior year 	<ul style="list-style-type: none"> • Will continue to look for new recruitment opportunities to increase diversity
Provide flexibility in work schedules that meets College and employee needs.	<ul style="list-style-type: none"> • Based on approved flexible schedules on file in the personnel office, approximately 80 employees work a variable or compressed workweek schedule 	<ul style="list-style-type: none"> • Flex schedules will continue to be offered to employees • College-wide no-leave/no-flex periods are being eliminated in favor of divisional versions
Analyze results of all student and employee satisfaction surveys.	<ul style="list-style-type: none"> • PDP programs were all evaluated • Student surveys indicated: <ul style="list-style-type: none"> ○ 98% satisfaction with accounting services ○ 96.8% satisfaction with main campus classroom facilities ○ 93.7% for outreach facilities ○ 92.75% to 95.45% for 	<ul style="list-style-type: none"> • PDP programs will continue to be offered based on requests and surveys • Detail employee and student survey results will be analyzed to find ways to improve services

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
	<ul style="list-style-type: none"> security services <ul style="list-style-type: none"> ○ 95.8% for ILT services • Employee survey indicated the following satisfaction levels: <ul style="list-style-type: none"> ○ 100% for inventory services ○ 98% for surplus and records management services ○ Varying levels for custodial services from 81% for restrooms to 93% for classrooms and public areas ○ 100% for print shop services ○ 99.26% for mail room services ○ 87.84% overall rating for ILT services 	
Provide comprehensive employee wellness program for employees	<ul style="list-style-type: none"> • Wellness program provided workshops, free exercise classes, discounts on gym memberships • An employee challenge was offered but there were not enough participants to continue 	<ul style="list-style-type: none"> • Exercise classes are being discontinued starting in FY 15 due to low participation • Employee challenges will be discontinued or toned down due to low participation • The wellness team will meet less often (quarterly instead of bi-monthly)
Internal schedule of reports and due dates will be kept up to date and monitored to ensure all deadlines met; reports will be verified and proofed by another person before they are submitted	<ul style="list-style-type: none"> • Schedule of reports created and updated with current due dates. Eleven reports submitted. 3 required revision. 9 submitted early or on time and 2 were late. 	<ul style="list-style-type: none"> • The schedule will be updated to ensure all reports are included and the error rate will be reduced by starting reports earlier and getting more input on review before submission.

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 Outcomes for Goal No. 3

- 3.1 College employees will understand how to monitor their budgets, and make transfers and revisions as necessary.
- 3.2 The College will operate within the approved budget.
- 3.3 Available resources are allocated to support the College's mission and Annual Plan of Action.
- 3.4 The College will comply with state law and SC Energy Office requirements to submit an energy plan and reduce energy consumption.
- 3.5 The procurement process will be as efficient as possible by continuing credit card usage and decentralizing small purchases as allowed under state procurement and credit card regulations.
- 3.6 External and procurement audits will result in no major findings related to procurement or internal controls; the College will adhere to all federal and state regulations.

- 3.7 The College’s surplus property process will be managed in accordance with State requirements.
 3.8 90% of College faculty and staff surveyed will be satisfied with inventory management, surplus property disposal, and records management services provided.

Supports College Strategic Goal: 7(C) (G) & (I)
 Supports College Annual Goal: 1 - 12
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Offer periodic new employee orientation and budget training to teach employees to monitor and adjust budgets	<ul style="list-style-type: none"> • New employee orientation was provided at least once per semester • Budget training was provided online and in person. Academic & Student Affairs departments were trained in person • Procurement and purchasing card training was provided online • Cashier and identity theft training was provided online 	<ul style="list-style-type: none"> • Training will be reviewed to determine if any changes are needed and offered again in FY 15
Prepare and distribute/review and analyze monthly or periodic financial reports; monitor online reports as necessary	<ul style="list-style-type: none"> • Various financial reports are prepared monthly or periodically and analyzed • Budget information is available through myCCTC and is up-to-date • The State transparency report was updated and posted to the web before the 15th of each month 	<ul style="list-style-type: none"> • Financial reports will continue to be monitored to determine if any budget actions need to be taken
Monitor energy usage and utilize electronic energy management system to schedule HVAC and lower energy costs; prepare required annual reports	<ul style="list-style-type: none"> • The College has continued to monitor energy usage and utilize the energy management system to schedule HVAC • Required annual reports were submitted • The Energy Team met quarterly and discussed energy related initiatives • Light fixtures at Shaw Center were converted from T12 to T8 bulbs • The building 200 roof replacement project increases roof insulation from an R value of 2.08 to 18.17, an increase of 773.6% 	<ul style="list-style-type: none"> • Continue to monitor energy usage and utilize the energy management system for scheduling HVAC • The Energy Team will continue to meet quarterly and seek ways to reduce energy costs • The new AMTTC will be designed to achieve 2 Green Globes certification as the project budget allows • A 20% reduction in electricity cost is anticipated for building 200, which we project to save about \$1,327 per year
Continue to analyze all business processes to identify areas to reduce costs and increase efficiency.	<ul style="list-style-type: none"> • Processes have continued to be analyzed for opportunities to streamline and automate • The fixed assets and inventory records and functions were 	<ul style="list-style-type: none"> • All departments will continue to review current business processes and look for ways to improve efficiency and/or decrease costs

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
	<ul style="list-style-type: none"> • moved to the Banner Fixed Assets module, which eliminated the need to reconcile to the State AIMS system • Participated in the system-wide data collection of IT (ERP) maintenance costs and evaluation of alternative approaches to reduce IT costs and increase efficiencies • Partially implemented web-based emergency management system that integrates multiple notification systems 	<ul style="list-style-type: none"> • The system-wide IT maintenance agreement has resulted in an annual increase cap of 5% for 5 years, and validated the relative reasonableness of IT maintenance costs • The web-based emergency management system will continue to be integrated to get full benefit of the system • An automated EPMS/FPMS system will be implemented by 9/30/15
The accounting/purchasing office will stay abreast of state laws and regulations concerning purchasing and credit card usage.	<ul style="list-style-type: none"> • The Director of Accounting attended various training and conference sessions related to purchasing and credit card usage 	<ul style="list-style-type: none"> • Credit card usage will be monitored to ensure all policies are adhered to and new features implemented to improve efficiency
Surplus fixed assets will be reviewed on a regular basis and reallocated or turned in as quickly as possible.	<ul style="list-style-type: none"> • Redeployed existing equipment within the college including classroom tables and chairs in buildings 100, 200 & 500 • Obtained surplus equipment at low or no cost throughout the year • Coordinated disposal of 476 line items of surplus equipment in FY 14 • Received \$4,611 from surplus sales and auctions 	<ul style="list-style-type: none"> • Continue to dispose of old & obsolete equipment as soon as possible, following state policies, procedures & guidelines for disposition
Employees will be surveyed to determine satisfaction with inventory management, surplus property disposal, and records management services provided.	<ul style="list-style-type: none"> • Employees were surveyed in 2/14. Satisfaction was: <ul style="list-style-type: none"> ○ 100% with quality of inventory services ○ Over 96% with all areas measured on the survey 	<ul style="list-style-type: none"> • Continue to provide quality services and use the results of the survey and other data gathered by the department for continuous improvement

Goal No. 4

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

Expected Outcomes for Goal No. 4

- 4.1 College facilities and equipment (including vehicles) will be maintained adequately, and deferred maintenance will not increase. Tri-annual CHE building condition survey will indicate all college maintained facilities have a building condition code of 70 – 100.
- 4.2 Work order and maintenance requests will be completed in a timely manner.
- 4.3 Facilities and grounds will be maintained at a high level of cleanliness and attractiveness.

- 4.4 The Survey of Programs and services report will indicate that at least 90% of respondents rate the physical facilities as “good” or “excellent”.
- 4.5 Capital projects will stay on schedule and within budget. One major project will be in process: the Advanced Manufacturing Technology Training Center.
- 4.6 At least two (2) safety and security training sessions and two (2) mandatory drills will be conducted for the College community

Supports College Strategic Goal: 4(E), 5(B), 7(F)
 Supports College Annual Goal: 11
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Continue to implement and maintain a planned maintenance program that provides for upkeep of facilities and equipment, including vehicles.	<ul style="list-style-type: none"> • Schedule was updated in FY 14 but not completed as planned • Preventive maintenance was performed as needed to keep buildings and equipment maintained 	<ul style="list-style-type: none"> • A comprehensive schedule of planned maintenance will be completed by 6/30/15 that will encompass all of the College’s buildings and equipment in order to ensure maintenance is up to date
Improve cleanliness of all College facilities by developing and following a detailed schedule of regular and special cleaning for each area to be cleaned, and by appropriately training all custodial staff.	<ul style="list-style-type: none"> • This schedule is in progress but wasn’t completed in FY 14 as planned. 	<ul style="list-style-type: none"> • Schedule will be complete by 9/30/14 and will be reviewed by the VP monthly
Complete work order and maintenance requests in a timely manner.	<ul style="list-style-type: none"> • Work order reports were reviewed to ensure all requests were responded to in a timely manner 	<ul style="list-style-type: none"> • Work order reports will continue to be reviewed • If funds become available, a maintenance scheduling and work order software system will be considered
Conduct weekly and monthly inspections of all facilities and grounds and make corrections as needed.	<ul style="list-style-type: none"> • The custodial supervisor inspects on a daily basis • Weekly and monthly inspections of all facilities and grounds are conducted and corrections made as needed 	<ul style="list-style-type: none"> • Deficiencies are corrected before becoming a major problem or being reported by other employees
Work with architects, engineers and contractors to renovate the old Walmart facility for an Advanced Manufacturing Technology Training Center	<ul style="list-style-type: none"> • Design continued throughout FY 14 • Construction was delayed due to EDA grant issues, but began in June 2014 	<ul style="list-style-type: none"> • Construction should be complete in time for classes to begin in Fall 2015
Provide project management, coordination, and support for all College capital and renovation projects.	<ul style="list-style-type: none"> • A roof project for building 200 was initiated and ongoing at the end of FY 14 • CHE building condition survey completed in May 2014. The average condition code was 85 and the range was between 74-94 • Other small projects completed include: 	<ul style="list-style-type: none"> • Depts. given project request forms for FY 15 • FY 15 capital projects will be very limited due to budget issues • Detail building condition survey report will be used to determine renovations needed when funds are available

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
	<ul style="list-style-type: none"> ○ New entrance gates & brick columns at NRM ○ City water installed at NRM ○ New carpeting & flooring in various areas of the College ○ Painting in various areas 	
Meet weekly to monitor the progress of all capital projects.	<ul style="list-style-type: none"> ● Meetings were held as needed, although there were less projects to be monitored 	<ul style="list-style-type: none"> ● Meetings will continue as needed
Update the College Emergency Operations Procedures manual.	<ul style="list-style-type: none"> ● A subcommittee of the safety team has been established to improve the existing Emergency Operations procedures manual 	<ul style="list-style-type: none"> ● Continue to work on the EOP manual and complete no later than 12/31/14
Provide college-wide training on safety and security procedures.	<ul style="list-style-type: none"> ● Annual safety and security training was conducted online in Oct 2013 ● Active shooter training was conducted for all employees in March of 2014 ● Training for students was provided during student fun days, and seminars for sexual assault were conducted in conjunction with Student Services 	<ul style="list-style-type: none"> ● Continue to provide annual online training to employees ● Conduct annual active shooter training ● Continue to provide training on drug and alcohol awareness, and rape and sexual abuse awareness for students
Conduct periodic tornado and fire drills as required by College policy.	<ul style="list-style-type: none"> ● Fire and tornado drills were conducted in accordance with College Directives 	<ul style="list-style-type: none"> ● Drill results were reviewed with the Safety Team and no follow-up actions were necessary

Goal No. 5

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

Expected Outcomes for Goal No. 5

- 5.1 Print shop and mail room services are efficient and provided at a lower cost than outsourcing.
- 5.2 90% of employees surveyed will be satisfied with the quality and turnaround time of the print shop
- 5.3 90% of employees surveyed will be satisfied with the quality and timeliness of mail services
- 5.4 The Bookstore and vending services will operate at a profit
- 5.5 Food service will be provided by external vendors on main campus.

Supports College Strategic Goal: 7(I)

Supports College Annual Goal: 1, 2, 8, 9

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Maintain a high level of customer	<ul style="list-style-type: none"> ● From the annual programs & 	<ul style="list-style-type: none"> ● The bookstore will continue to

service to all students, faculty, and staff	services survey of students for traditional classes: 91.7% of students were satisfied with bookstore promptness and 92.9% with courtesy; for online classes: 95.4% were satisfied with promptness & courtesy.	seek ways to improve customer service and follow up on negative comments received on surveys
Continue to work with department chairs and look for ways to reduce the cost of required materials for students.	<ul style="list-style-type: none"> • A new textbook rental program was implemented • e-texts are offered as an option for many courses • Used book buybacks are conducted at the end and beginning of each term on main campus and at the end of the term at Kershaw Downtown location 	<ul style="list-style-type: none"> • Continue to offer rentals and e-texts • Continue to work with dept chairs to reduce costs for students when possible
Continue to provide computer and other products that students need for classes.	<ul style="list-style-type: none"> • The bookstore has continued to offer a variety of merchandise to students for their classes 	<ul style="list-style-type: none"> •
Work with local food vendors to continue to provide lunch 4 days a week, and breakfast as many days as possible.	<ul style="list-style-type: none"> • Two new food vendors were identified in FY 14. One began in FY 14, reducing duplication 	<ul style="list-style-type: none"> • A second vendor is ready to start service on campus if a slot becomes available
Survey employees about their satisfaction with print shop and mail room services	<ul style="list-style-type: none"> • Internal surveys of employees gave the print shop a satisfaction rating of 100% and the mail room a satisfaction rating of 99.26% 	<ul style="list-style-type: none"> • Operations will continue as close as possible to the way it has been in the past

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

Expected Outcomes for Goal No. 6

- 6.1 Administrative and academic systems will be maintained at the current level (Banner, Oracle, Luminis).
- 6.2 Administrative systems will be used to improve efficiency and productivity.
- 6.3 A reliable and responsive network and hardware infrastructure will be provided such that users are unhampered by bandwidth, application, or location.
- 6.4 ILT provides reasonable protection of information resources and systems from illegal access and use.
- 6.5 Classroom technology will support sound pedagogy and instructional design in both the traditional and distance courses.

Supports College Strategic Goal: 4(B) & (D), 7(I)
 Supports College Annual Goal: 1, 2, 6, 7, 8, 12
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Banner system will be current with upgrades and patches released by vendor. A schedule of planned	<ul style="list-style-type: none"> • All Banner modules were updated to the current release, exceeding the benchmark of applying releases 	<ul style="list-style-type: none"> • Renew the annual maintenance agreement and incorporate changes into the change

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
downtime will be developed and approved.	to within two releases. This is attributable to outsourcing maintenance	management process
Equipment and classroom technology will be maintained and replaced on a recurring schedule as resources allow in order to keep current with technology	<ul style="list-style-type: none"> • The Learning Spaces Community of Practice evaluated the lab and classroom replacement cycle with respect to the instructional requirement in CPT and AOT to upgrade to Windows 8 and Office 2013. It was decided that the replacement schedule would be amended to purchase 362 touch screen monitors for the instructional labs and testing centers (excluding HSC and Legal Studies), 210 touch screen notebooks for the carts, and 2 HP tablets for a cost of over \$610,000. Procurements were also made for projection systems and extra lamps. • All employees are working with computers not more than 3-4 years old 	<ul style="list-style-type: none"> • The Learning Spaces CoP will meet in the Fall 2014 to revisit the replacement cycle and construct a replacement cycle through 2018 to reflect the major upgrades from 2014. Expectations for a lower enrollment will be incorporated into the revenue projections. The CoP will explore more wireless capabilities within the classrooms and labs to give the instructor more flexibility in instructional methods and will study available research on the effect of classroom design on student engagement and learning. • ILT will continue to explore options for employees that provide technology that is effective, productive, and flexible while adhering to security safeguards
The backup and recovery system for major systems, programs, and data will be monitored and managed appropriately	<ul style="list-style-type: none"> • The standard disk to disk and disk to tape backup procedures are completed as scheduled and stored in the vault in M300. • An interim solution for disaster recovery was implemented this year with a Tier 1 facility in Oregon and provided by TechProven. This interim step was negotiated in order that key personnel have access to critical systems in the event the data center or parts of it are inoperable for 48 hours or more. The following link under "Data Center 1" is the colocation of the servers: http://easystreet.com/facilities/portland-data-centers/ 	<ul style="list-style-type: none"> • Test the plan in August 2014 for remote access from Sumter to Oregon as well as restoring back to Sumter following remote updates, and adjust as necessary. • Continue to work with the ISM Peer Group to explore and select a BCDR solution for all 16 technical colleges and the system office.
Collaborate with ISM peer group to implement disaster recovery and system monitoring services.	<ul style="list-style-type: none"> • The LogRhythm solution was implemented successfully. The implementation included 4 training sessions. 	<ul style="list-style-type: none"> • Participate in system-wide discussions and meetings by LogRhythm users in order to share knowledge and experience with LogRhythm.
Utilize the ERP Innovation	<ul style="list-style-type: none"> • The Banner User Group was not 	<ul style="list-style-type: none"> • Re-establish the Banner User

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Community of Practice as well as the Banner User Group in order to assess current practices as well as discover new and innovative applications for the College and its digital community.	<p>formed this year and will be objective for next year</p> <ul style="list-style-type: none"> The decision was made not to form the ERP Innovation CoP Course Signals was identified as a resource for the QEP topic. At this point, the specific assessment tools and resources have not been identified for measuring student success as well as detecting early warning signals 	<p>Group to determine how the ERP system can be improved enhanced, or replaced</p> <ul style="list-style-type: none"> ILT will continue to work with the QEP team to identify early alert tools
Incorporate mobility into the infrastructure design to securely support remote users and mobile apps.	<ul style="list-style-type: none"> There was not sufficient manpower this year to deploy Banner Mobility. This objective will be moved to next year with a high priority since it was cited as an expectation from users 	<ul style="list-style-type: none"> Establish a priority project for Banner Mobility implementation

Goal No. 7

7. Create a support system that trains and assists users in effective use of technology and other resources, and provides comprehensive, responsive, and efficient and effective assistance to meet the changing requirements of users

Expected Outcomes for Goal No. 7

- 7.1 Provide a centralized single point of contact for all User Support Services (USS).
- 7.2 Provide technology training to employees and students as needed.
- 7.3 95% of students rate ILT programs and services as “good” or “excellent”

Supports College Strategic Goal: 6(C), 7(I)
 Supports College Annual Goal: 1
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Continue to build on the success of the first phase of the ITIL-model and Single Point of Contact by expanding the focus beyond incident management to include change management.	<ul style="list-style-type: none"> A proposal for Change Management was developed by the User Support Services Community of Practice and is awaiting approval by the Executive Leadership Team. This process will satisfy the recommendations from the EarthLink Security Assessment as well as conforming to the one of the 13 new policies and procedures from the SC Division of Information Security. 	<ul style="list-style-type: none"> Provide orientation and training for the Change Advisory Board as well as conducting a PDP session for the leadership and managers/directors on the change management process and the roles of the change initiator, change manager, and change advisory board. Develop a calendar in Exchange/Outlook to document and display the changes and heighten user awareness of change impacts.
Continue to build on the structure of the Webual for employee	<ul style="list-style-type: none"> Efforts this year have been focused on the online version of 	<ul style="list-style-type: none"> Redesign the Webual to look like the online version of the

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
orientations and training for ILT.	the New Student Orientation.	NSO
Provide training when new systems are installed and/or implemented	<ul style="list-style-type: none"> User Support Services provided training activities through the PDP program as well as the through special offerings. Employees who received devices installed with Windows 8 and Office 2013 were invited to a training session based on differences from previous configuration. Office 365 was discussed with the ACT Director to see if it was a good fit for the Apple iPads (old version) in order to make the device more compatible with the College environment. 	<ul style="list-style-type: none"> Training associated with software installations and upgrades will be confirmed through the new Change Management process.
Implement Luminis 5.	<ul style="list-style-type: none"> Luminis 5 is installed in the Test system. However, it was learned that SharePoint will also be an option for the portal. 	<ul style="list-style-type: none"> Explore the advantages and disadvantages for using SharePoint in lieu of the Luminis portal for our digital community.
Develop programs and adjust service delivery to address the areas that lowered the expected level of 95% user satisfaction in FY 13	<ul style="list-style-type: none"> Attention to customer service, access and availability of myCCTC, and continuous refreshing of myCCTC content resulted in raising the overall satisfaction with ILT user services by 1.4% to exceed the benchmark of 95%. 	<ul style="list-style-type: none"> Continue to request user feedback on services in all areas and implement changes where possible.

Goal No. 8

8. Provide services and support to all other departments of the College and students in the areas of accounting, procurement, personnel, physical plant, auxiliary and internal services (print ship, mail service, shipping/receiving), safety and security, inventory management, and information and learning technologies

Expected Outcomes for Goal No. 8

- 8.1 90% of students will be satisfied with student accounting services.
- 8.2 Provide accounting and procurement services efficiently and effectively.
- 8.3 Provide personnel services efficiently and effectively.
- 8.4 Provide physical plant services efficiently and effectively.
- 8.5 Provide Auxiliary and internal services efficiently and effectively.
- 8.6 The College will be a safe and secure campus for faculty, staff, students, and visitors.
- 8.7 College fixed assets will be secured, maintained, and accounted for.
- 8.8 Coordinate the College Record Retention/Disposal system.
- 8.9 Provide Information and Learning Technologies services efficiently and effectively.

Supports College Strategic Goal: 7(I)
 Supports College Annual Goal: 1 - 12

Supports Division Goal:

N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Accounts payable services will be streamlined and automated as much as possible, including providing ACH payments to vendors and students.	<ul style="list-style-type: none"> • ACH payments were used when possible. • Payments to all students, employees and vendors are correct. 	<ul style="list-style-type: none"> • Continue to increase awareness of ACH deposits and increase enrollment for vendors. • Continue to contact vendors currently receiving a check and request for them to enroll in ACH deposit.
Accounts receivable processes will be streamlined and automated as much as possible, including providing online payment options; automatic drafting of accounts for students on payment plans; and use of a third party refund process	<ul style="list-style-type: none"> • Students are able to make payment for tuition online. • Students enrolled in the payment plan can have payments drafted to ensure timely payments on accounts. Students are given the option to enroll early and pay over an extended period. • Student refunds are processed through a 3rd party provider. 	<ul style="list-style-type: none"> • Credit students are able to receive financial aid refunds on a debit card
Accounting department staff will provide assistance to College faculty and staff as requested.	<ul style="list-style-type: none"> • College faculty and staff were given the correct information and accounting department staff assisted in other areas of the college during registration. 	<ul style="list-style-type: none"> • Accounting department staff will continue to have refresher training before each registration period to assist in security, bookstore and DPP. • We will also continue to process the purge on approved dates/times for each semester.
Personnel department staff will advise employees on HR issues and manage employee relations issues.	<ul style="list-style-type: none"> • Personnel department staff advised employees on HR issues and managed employee relations issues. 	<ul style="list-style-type: none"> • Decrease in number of employee relations matters. • Increase in number of DEW and UI claims favorable to the College. • Increased contact with Personnel office by supervisors and employees on advice about how to handle situations.
Payroll will be processed timely and accurately.	<ul style="list-style-type: none"> • Payroll processed timely. Processed accurately with a few glitches. • Processes modified to reduce errors. Number of errors per payroll decreased. 	<ul style="list-style-type: none"> • Will track payroll errors and meet to discuss why they occurred and plans to prevent recurrence.
The fixed assets and inventory records and functions will be moved to the Banner Fixed Assets module in FY 14.	<ul style="list-style-type: none"> • The conversion occurred in FY 14. FY 13 ending equipment and depreciation were transferred to Banner 	<ul style="list-style-type: none"> • Banner Fixed Assets is being utilized by Inventory and Accounting departments
Changes will be made to College inventory and surplus property	<ul style="list-style-type: none"> • As new procedures have been issued by the System Office 	<ul style="list-style-type: none"> • Continue to comply with the System Office inventory

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
procedures as a result of revised SBTCE policy and procedures approved in July 2012.	during the year, they have been implemented by the College	procedures, federal and state laws, regulations, and rules

Goal No. 9

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

Expected Outcomes for Goal No. 9

- 9.1 Publish divisional and departmental plans of action, annual effectiveness reports, and unit outcomes that reflect and support the College’s strategic plan and annual goals.
- 9.2 Complete EPMS process annually for all staff, ensuring they support the annual plans of action.
- 9.3 Implement the College Facilities Master Plan.
- 9.4 Comply with the Information Security Plan requirements.
- 9.5 Comply with “red flag rule” requirements and prevent identity theft.
- 9.6 Achieve 85% or higher satisfaction rating by faculty, staff, and student users of the services of ILT as measured by the TECHQUAL+ Assessment Survey

Supports College Strategic Goal: 4(E), 5(B), 7(I), 7(J)
 Supports College Annual Goal: 2, 12
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Develop and complete plans of action for the division and departments by deadlines	<ul style="list-style-type: none"> • Divisional and departmental plans of action completed on time for all areas 	<ul style="list-style-type: none"> • Plans of action are monitored during the year and an effectiveness report is prepared at the end of the year
Update and monitor unit outcomes developed in FY 13	<ul style="list-style-type: none"> • Unit outcomes were monitored • Surveys were sent out as required for reporting on unit outcomes in FY 14 • Results of unit outcomes were reported for FY 14 	<ul style="list-style-type: none"> • Continue to update and monitor unit outcomes in FY 15
Review results from College surveys and other means of assessment to improve services	<ul style="list-style-type: none"> • All applicable surveys, evaluations, and reports were reviewed for feedback on Business Affairs Division services as documented in this AER 	<ul style="list-style-type: none"> • Most results were positive, but negative comments were reviewed and assessed
Perform an Administrative Unit Review and assessment for Auxiliary & Internal services, Personnel, and Security departments	<ul style="list-style-type: none"> • The Administrative Unit Review and assessment was conducted for these departments and reports issued 	<ul style="list-style-type: none"> • Results of review and assessment are being used in FY 14 AER and FY 15 POA • This review will be continued for Accounting & Purchasing, Property and Inventory Control, and Physical Plant departments in FY 15
Activate the Community of Practice for Strategic Planning for the ILT	<ul style="list-style-type: none"> • The TechQual+ Survey administered to faculty and staff 	<ul style="list-style-type: none"> • The results will be used by the Strategic Planning and

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
<p>department to conduct a quantitative and qualitative survey of current and future service needs using the TechQual+ framework and develop a multi-year strategic direction for the department from the results.</p>	<p>in May 2014 indicated that all measured services exceeded the adequacy gap score. None of the services met or exceeded the superiority gap score. This reveals that services are within the minimum and desired expectation levels with overall perceived satisfaction at 87.84%. The department exceeded its benchmark of 85%. The service receiving the highest rating at 92.44% was “having a technology support staff who are consistently courteous and thoughtful”. The service receiving the lowest rating at 74.97% was “having campus web sites and online services that are easy to use.</p>	<p>Performance CoP to develop a technology plan. In the interim, the department will focus on connectivity and access at the remote locations to ensure the most cost effective method of telecommunications is available for the locations and the students it serves. The department will also provide focus on the deployment of mobile apps for multiple types of devices.</p>
<p>Assess progress of POA objectives and compile an annual effectiveness report showing outcomes and use of results.</p>	<ul style="list-style-type: none"> • Divisional and departmental effectiveness reports were completed showing outcomes and use of results 	<ul style="list-style-type: none"> • Effectiveness reports are used in developing the following year’s plans of actions
<p>Prepare EPMS documents for all employees by deadlines</p>	<ul style="list-style-type: none"> • EPMS documents prepared and submitted for all Business Affairs employees by deadline 	<ul style="list-style-type: none"> • Objectives for individual employees are tied to departmental plans of action
<p>Ensure that the College capital plan and budget reflects the priorities of the facilities master plan as resources allow.</p>	<ul style="list-style-type: none"> • The facilities master plan was used in developing the annual capital plan and budget • The AMTTC renovation project was not part of the master plan, as it was a need that was identified in the past few years with the announcement of Continental Tire, a new industry in the area 	<ul style="list-style-type: none"> • The facilities master plan will be reviewed annually and adjusted if needed, and used as a basis for planning of large capital projects
<p>Update and monitor the Information Security Plan.</p>	<ul style="list-style-type: none"> • The Information Security Team conducted a risk analysis of critical departments with access to personally identifiable information. Their asset identifications and risk priorities coupled with the 2011 and 2014 Security Assessment Reports by external evaluator EarthLink and the 2012 Remediation Report were used to develop the Information Security Plan 2014-2015 as well as the updated Information Security Program. 	<ul style="list-style-type: none"> • The results documented in the new plan revealed the need to expedite the documentation and testing of the interim disaster recovery plan as well as upgrading the policies and procedures related to information security. User awareness training is also a high priority. These activities will be incorporated into EPMS planning and departmental planning.
<p>Update and monitor the identity theft</p>	<ul style="list-style-type: none"> • Training completed 5/30/14. 	<ul style="list-style-type: none"> • The Identity theft training will

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
program.	Cashiers are trained to look for signs of identity theft or fraud when handling student payments	continue to be offered online. <ul style="list-style-type: none"> • The identity theft program will be incorporated into the information security program/plan in FY 15
Support the QEP team with resources as needed.	<ul style="list-style-type: none"> • Information has been provided as requested on the SACSCOC reporting requirements and the QEP project. • ILT chaired the topic committee for Retention which was the topic that was selected for the QEP. • Two members of ILT are members of the QEP team. 	<ul style="list-style-type: none"> • Continue to be responsive to the needs of the Division of Administration and Planning for both SACSCOC standards and the QEP.

Student Affairs Division Annual Effectiveness Report

2013-2014

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

Goal No. 1

1. Support, assess, and improve student success in a technology-based environment with strategies to engage students and integrate workplace readiness into the curriculum at all locations.

Expected Outcome for Goal No. 1

- 1.1 Effective technology methods for improving communication and student success will be identified.
- 1.2 Innovative means to serve students within budget constraints will be identified.
- 1.3 Career Services programs and technology will be fully utilized to integrate workplace readiness into the curriculum.
- 1.4 Online version of New Student Orientation will be revised.
- 1.5 Online versions of workshops will be developed to ensure accessibility for all students regardless of location or delivery method of enrollment.
- 1.6 Electronic transcript project will be fully implemented in collaboration with ILT.
- 1.7 Good Student discount letters will be implemented in collaboration with ILT.
- 1.8 Changes to COMPASS score sheets will be implemented to better communicate with students.
- 1.9 Feasibility of a college-wide Job Fair will be determined.
- 1.10 An “Ask Me” channel to be housed on college website will be developed as a means to improving communication with students.
- 1.11 Comprehensive library resources will be available at all campus locations.

Supports College Strategic Goal: 4

Supports College Annual Goal: 1

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Identify and implement effective technology methods, such as group pages, online resources, etc. for communicating to students to improve participation in activities.	<p>Group pages were developed for TRiO, ACT, Special Populations, and Student Life. Due to technical difficulties, this is not a valid means of improving communication to students.</p> <p>Promotion of activities using technology methods was completed through use of plasma screens, college-wide emails, myCCTC news announcements, College Central, YouTube, text messaging for targeted groups, and the development of a Student Life Calendar.</p>	Group pages will phase-out to accommodate newer technology for student communication. Various forms of social media and technology will be used to communicate with students for the continuation and improvement of student participation.

	<p>Documentation: TRiO Group Page, ACT Group Page, Copies of Emails and Announcements, Event Information on College Central, YouTube Resources, Student Life Calendar, Public Relations Marketing Requests</p>	
Continue laptop and tablet lending programs to ensure access to technology for students.	<p>Continued laptop and tablet lending through the TRiO program and two PBI programs; Career and Learning Services held 13 Laptop Lending Orientations each semester with 63 students in attendance; the ACT Program loaned 57 tablets to students and conducted technology workshops; 10 laptops were loaned through the TRiO Program.</p> <p>Documentation: Technology Orientation Schedules, Laptop/Tablet Lending Reports</p>	Continue lending programs to ensure access to technology for students in special programs.
Review all ARGOS reports to ensure appropriate reports are available and are accurate.	<p>New ARGOS reports were developed as needed; existing ARGOS reports were edited as needed to ensure accuracy.</p> <p>Documentation: ARGOS Report System</p>	Continue to ensure accuracy of all ARGOS reports.
Participate in training related to Banner and Extender to ensure proper use of technology to best serve students.	<p>Conducted annual admissions training to include best practices for entering information into Banner in June 2014; Banner RECR training provided to Recruiters, Lee County Site staff, Dual Enrollment staff and Secondary Programs staff in November 2013 and May 2014; Outreach Campus/Sites Administrative Specialists participated in Administrative Specialist cross-training which included Banner ADMA, GOAMTCH, best practices, ARGOS reports, Extender, and financial aid in November and December 2013.</p> <p>Documentation: Sign-in Sheet and Training Presentations, Recruiter Reports, Recruitment Calendar, Admin Cross-Training Sign-in Sheets</p>	Provide continuous training related to Banner and processes; assess document scanning through Extender to improve processing.
In response to decreased funding, grant directors will identify innovative methods for continuing to provide services to students to ensure grant objectives are met.	<p>Analyzed budget expenditures and submitted new budgets to Department of Education for approval. Adhered to newly approved budgets and effectively</p>	Continue to monitor grant budgets and make adjustments as needed based on annual Grant Award Notifications.

	<p>managed all resources while providing quality services to students.</p> <p>Grant programs collaborated on workshop offerings and special programs to ensure quality services were provided to program participants.</p> <p>Documentation: Budget Forms, Budget Expenditures Reports, Workshop Sign-In Forms</p>	
Provide opportunities for business, industry, and college visits for students in specialized programs.	<p>The TRiO Program made 10 visits to various colleges within South Carolina with an average of 14 students per college visit; the ACT Program made 3 business tours; Career and Learning Services provided 5 tour opportunities and received 100% satisfaction rate from students.</p> <p>Documentation: TRiO Student College Visit and Cultural Event Sign-Up Sheets, ACT Sign-In Sheets, CLS Student Evaluations</p>	Continue to provide college, business, and industry visits to meet or exceed grant requirements and to expand student knowledge of opportunities; ensure Student Learning Outcomes exist for all visits.
Continue to collaborate with faculty to integrate workplace readiness activities in the classroom.	<p>Career Services conducted 41 classroom presentations, representing an increase of 7 compared to prior year.</p> <p>Documentation: Classroom Presentation List</p>	Provide a list of career classroom presentations to faculty and encourage faculty to request Career Services support needed in curriculum and/or for their students.
Revise electronic sign-in system for Career Services to better identify student type served.	<p>Revised the electronic sign-in for Career Services Center.</p> <p>Documentation: Electronic Sign-In Screen</p>	Improve sign-in system for all CLS Programs to include tutored labs and Men In Motion.
Increase number of students registered with College Central.	<p>Registered 659 students on College Central, representing an increase of 312 compared to previous year.</p> <p>Documentation: College Central Reports</p>	Continue to market College Central to students as a valuable career preparation and search tool.
Implement and market Career Coach.	<p>Implemented and marketed Career Coach which resulted in 2,405 visits made on Career Coach since implementation in September 2013.</p> <p>Documentation: Career Coach Reports</p>	Continue to market Career Coach to students as a valuable career preparation tool.
Determine the feasibility of a college-wide job fair.	<p>Used College Central to announce area job fairs. Held a Health Sciences Job Fair. Participated in the</p>	Use data gathered to improve the Health Sciences Job Fair. Survey program managers to

	ASSIST Job Fair. Documentation: Job Fair Announcements	determine interest in hosting job fairs for students. Assist in planning and implementation of job fairs held.
Revise online version of New Student Orientation for Fall 2013 implementation.	Did not complete revision of online New Student Orientation due to changes in Public Relations Department. Documentation: PR Requests	Will work with Public Relations Office to develop an online New Student Orientation to be implemented Fall 2014.
Develop online versions of department workshops to ensure accessibility for all students, from all locations.	Online workshops were not developed due to technical issues and time constraints. Documentation: None	Work with Distance Education Office to develop online workshops to ensure accessibility for students to workshop information.
Collaborate with ILT to fully implement the Electronic Transcript Project.	Collaborated with ILT and National Clearinghouse on implementing the Electronic Transcript Project. Documentation: None	Unable to implement Electronic Transcript Project due to requirement of Banner XE upgrade. Implementation timeframe is undetermined.
Collaborate with ILT to implement Good Student letters.	Implemented Good Student Discount letters through National Clearinghouse with availability to students through myCCTC. Documentation: Emails to Information Learning Technologies Department; Good Student Letter	Collaborate with PR to market Student Records services to include Good Student Discount Letters.
Implement changes to COMPASS score printouts to provide more information to students and counselors.	Implemented introductory questions for students taking COMPASS to collect demographic and interest information; counselors used information to promote services to students; printouts provided contact information for services to students. Documentation: COMPASS Score Sheets with Questions	Use information obtained to produce data reports to analyze placement score attainment.
Work with ILT to develop "Ask Me" channel to be housed on website.	Not completed. Documentation: None	Due to staff reductions in ILT and projects with higher priority, this was not completed. Will collaborate with Public Relations Office to improve recruitment area of website.
Work with Librarian to ensure comprehensive library resources are available at all outreach locations.	Library resource area established at all Outreach locations and updates made as needed to existing library resource areas. Schedule established with Main Campus Library for onsite support each semester at Kershaw County Downtown or promotion of Virtual Library at other locations. Documentation: Outreach	Continue to ensure comprehensive resources are available at all off-site locations.

	Campus/Sites Library Resource Areas and Sign-in Sheet	
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Goal No. 2

2. Ensure student success and integrate assessment methodology through the utilization of various data management systems to analyze data for continuous improvement.

Expected Outcome for Goal No. 2

- 2.1 Proper verification of non-citizen students will occur through SAVE.
- 2.2 Administrative Unit Reviews will be completed for two units for analysis and improvement.
- 2.3 Data reports for each department will be updated each semester for analysis and to identify areas of improvement.
- 2.4 Multiple evaluation methods will be used to make improvements in services provided to ensure satisfaction rates at or above 90%.
- 2.5 Disciplinary files will be well-documented and classroom management training will be provided to academic departments based on data analysis.

Supports College Strategic Goal: 4

Supports College Annual Goal: 2

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Complete registration with SAVE to ensure proper verification of non-citizen students.	Completed SAVE registration during Fall 2013 semester. Verified students as needed. Documentation: SAVE Memorandum of Agreement	Continue to use SAVE to verify legal presence of students.
Complete Administrative Unit Review for Recruitment, Outreach, and Testing.	Completed Administrative Unit Review for department and submitted to Administration and Planning Division for review. Documentation: Recruitment, Outreach, and Testing Administrative Unit Program Review	Address needs identified in unit review on plan of action for upcoming year to ensure continuous improvement.
Complete Administrative Unit Review for Career and Learning Services.	Completed Administrative Unit Review for department and submitted to Administration and Planning Division for review. Documentation: Career and Learning Services Administrative Unit Program Review	Address needs identified in unit review on plan of action for upcoming year to ensure continuous improvement.
Complete departmental data reports each semester and identify areas of improvement based on data analysis.	Completed data reports for all departments; identified areas in need of improvement. Documentation: Department Data Reports	Address areas in need of improvement in upcoming plans of action. Continue to track data for future analysis.
Utilize Programs and Services Survey, workshop evaluations,	All departments reviewed Programs and Services Survey, workshop	Continue to use Programs and Services Survey and department-

department surveys, and feedback cards to determine student satisfaction; ensure satisfaction rates are at or above 90%.	evaluations, and department surveys to determine student satisfaction. Admissions and Records received overall satisfaction rate of 95%; Financial Aid and Veterans' Affairs received overall satisfaction rate of 95%; Career and Learning Services received satisfaction rate of 90% or higher on workshops; Outreach received satisfaction rate of 95%; Testing Services received 96% satisfaction rate; TRiO workshops received 93% overall satisfaction rate; Secondary Programs and Retention workshops received 100% satisfaction rate. Feedback cards were reviewed to assess customer service issues. Documentation: Programs and Services Survey, Workshop Evaluation Summaries, Department Surveys, Feedback Cards	level evaluations to identify areas of improvement. TRiO Year-end Program and Services Survey will be conducted after summer 201330.
Conduct thorough review of disciplinary files and ensure accuracy of electronic data system. Assess data to determine training needs.	Conducted review of all disciplinary files, updated electronic spreadsheet, and purged records according to State Records Retention Regulations. Documentation: Student Issues Excel Workbook; Discipline Files	Use spreadsheet to identify areas for faculty and student training.

Goal No. 3

3. Maintain strong partnerships with secondary schools, high school students, and parents by providing comprehensive information related to dual enrollment, college readiness, financial aid, and the Scholars Program.

Expected Outcome for Goal No. 3

- 3.1 Scholars Program will be marketed to potential 2015 high school graduates.
- 3.2 Increased number of financial aid presentations will be conducted at area high schools.
- 3.3 Increased number of college readiness activities will be conducted in area high schools.
- 3.4 Recruitment and grant program staff will maintain strong partnerships with counselors, high school students, and parents through improved communications.
- 3.5 Enrollment of recent high school graduates from the college's service area will increase by 2%.

Supports College Strategic Goal: 2
 Supports College Annual Goal: 5

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Identify and implement specific activities for the Class of 2015 to promote the Scholars Program.	Collaborated with Public Relations Office and developed specific marketing materials for potential	Develop Scholars Implementation Plan to provide specific activities for high school seniors who are eligible

	<p>Scholars students, parents, and guidance counselors. Distributed information at various high school events.</p> <p>13 “Getting College Right” workshops were conducted for area high schools serving a total of 797 students. In addition, 6 workshops specializing in Time Management, Financial Aid, and Study Skills were conducted serving a total of 97 students.</p> <p>Documentation: Scholars Postcard, Mailer, and Flyer; Workshop Sign-In Sheets</p>	<p>for Scholars Program. Host Scholars events to complete processing of eligible students. Utilize social media to market Scholars Program.</p>
<p>Determine feasibility of offering COL 103 to high school students as part of dual enrollment program.</p>	<p>This strategy is still in progress due to the lack of interest from secondary staff in offering the course in high schools through the dual enrollment program.</p> <p>Documentation: Dual Enrollment Course Schedule, Teaching Schedule</p>	<p>Grant staff, Dual Enrollment Coordinators, and the Academic Affairs Division will continue to have ongoing meetings to determine the future of College 103 in area high schools. Feedback will be provided to Academic Affairs to improve COL 103 content.</p>
<p>Continue to conduct financial aid presentations at area public and private high schools.</p>	<p>Conducted financial aid presentations at area high schools: Camden High – Sept. 2013 Lakewood High – Oct. 2013 Robert E. Lee – Jan 2014 E. Clarendon – Jan 2014 Lugoff-Elgin – Jan 2014 Crestwood High – Feb. 2014 Phoenix Charter – Feb 2014 Manning High –March 2014</p> <p>Documentation: E-mail From High School, Event Program, Financial Aid Presentation</p>	<p>Work with Recruiters and other CCTC staff to encourage daytime workshops and presentations in high schools and other venues.</p> <p>Increase number of workshops and presentations made in Fall term instead of Spring.</p>
<p>Increase number of college readiness activities in high schools in the college’s service area.</p>	<p>Test preparation sessions for the College’s placement exam were provided to 151 students; Asset placement exam was administered to 1,087 students at local public and private high schools.</p> <p>Documentation: Session Sign-In Sheets, Student Scantrons, Student Scores Spreadsheets</p>	<p>Staff will utilize the designated lunch hour and study hall sessions to distribute Asset test preparation materials as an alternative to classroom presentations which have been difficult to schedule. Will continue to promote the benefits of test prep sessions to high school administration.</p> <p>Conduct Asset Testing Sessions to determine college readiness of high school students.</p>

<p>Host “Come See Me” events for high school students.</p>	<p>Hosted “Come See Me At College Day” event during March 2014; 178 students attended. 92.4% Student Satisfaction Rate, 98.3% Secondary Staff/Administrators Satisfaction Rate.</p> <p>Documentation: Come See Me At College Day Sign-In Sheets, Event Evaluations</p>	<p>Use survey results and feedback to change start time of event. Continue to meet with partners to discuss various strategies to engage students at “Come See Me At College Day.”</p>
<p>Host annual Counselors Breakfast and determine best time to hold event.</p>	<p>Held January 31, 2014 with 30 Guidance Counselors and Career Specialists in attendance (attendance impacted by inclement weather). 96.3% Satisfaction Rate; Survey conducted and best time to host breakfast is the last Friday in January.</p> <p>Documentation: Sign-in Sheets and Survey Results</p>	<p>Host breakfast January 30, 2015. Investigate other ways to engage Guidance Counselors during the year.</p>
<p>Expand mailings for dual enrollment program in conjunction with Dual Enrollment Coordinator.</p>	<p>Identified publicity opportunity for the College to congratulate graduated dual enrollment seniors who were valedictorian and salutatorians; identified opportunity for dual enrollment coordinators to contact students to encourage completion of first two-years at Central Carolina.</p> <p>Documentation: Director of Recruitment, Outreach and Testing Emails</p>	<p>Dual Enrollment Program will correspond with this cohort. Recruitment Department will correspond with Parents of this cohort.</p>
<p>Increase recruiter visits to high schools by 5%.</p>	<p>Made 170 High School visits representing a 20% increase (AY12/13 141 high school visits).</p> <p>Documentation: Recruiter Reports</p>	<p>Make regular visits to area high schools (public and private).</p>
<p>Increase enrollment of high school graduates to 17.5% by end of academic year through activities targeting high school seniors.</p>	<p>Increased enrollment of high school graduates to 16%, representing a .5% increase from last year. Conducted twelve Application Round Up events resulting in 86 applications received.</p> <p>Documentation: High School Enrollment Report 2013-14, Roundup Schedule & Report, Recruiter Report</p>	<p>Implement Scholars Program activities to increase awareness of CCTC among high school students and parents. Continue Application Round Up events at area high schools.</p>

Goal No. 4

4. Support student success and graduation by delivering quality programs and services and ensuring accessibility.

Expected Outcome for Goal No. 4

- 4.1 Quality workshops aimed at improving student success will be provided to all students regardless of location or delivery mode.
- 4.2 Specialized services through grant programs will be provided to increase success and graduation rates.
- 4.3 Early Alert systems used by grant programs will be improved.
- 4.4 Usage of tutoring services and pass rates in TRiO and Student Learning Center will increase.
- 4.5 Retention efforts will be supported by student services programs.
- 4.6 Various scholarship programs will be effectively managed to ensure available aid is awarded to students with unmet need.
- 4.7 New Student Orientation will be revamped to encourage more student interaction and ensure student learning outcomes are met.
- 4.8 Students will be trained on using Degree Works.
- 4.9 Student participation in graduation ceremonies will increase by 5%.
- 4.10 A comprehensive, high-quality TRiO grant proposal will be developed.
- 4.11 Feasibility of two Financial Aid appeals deadlines will be determined.

Supports College Strategic Goal: 4, 5
 Supports College Annual Goal: 7

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
<p>Identify workshops of interest to students to improve participation. Ensure all marketing methods are utilized and marketing is timely. Coordinate workshop offerings at all campus locations.</p>	<p>Held 17 workshops and Student Services Informational Meetings at outreach locations with a 96% Satisfaction Rate; held 8 Financial Aid and Veterans’ Affairs workshops; TRiO workshop attendance showed a slight improvement by 2%; Career and Learning Services surveyed students to identify workshops of interest and marketed top ten workshops on “Save the Date” cards; evaluation feedback used to identify workshops.</p> <p>Plasma screens, webpage, flyers, and counseling sessions were used to market workshops.</p> <p>Documentation: Workshop Sign-in Sheets and Evaluations, Career Services Survey, Save the Date Card, Plasma Messages, Flyers, TRiO Counselor Student Report</p>	<p>Ensure all campuses utilize Student Affairs Workshop Evaluation Form for consistent evaluation results.</p> <p>Align appropriate workshops with College Skills, English and Reading classes to increase attendance.</p> <p>Work with Distance Education staff to increase number of workshops available online to ensure student access to important information.</p> <p>Increase tracking efforts of student learning outcomes and evaluations of Financial Aid & Veterans’ Affairs workshop events to ensure accreditation compliance and improve student understanding.</p>
<p>Develop programs and workshops for second-year students through the Secondary Programs and Retention department to ensure success for continuing students.</p>	<p>147 students participated in workshops offered by ACT program with an overall satisfaction rate of 100%.</p> <p>Documentation: ACT Workshop</p>	<p>Develop appropriate workshops for ACT participants and ensure student learning outcomes and assessment methods are in place for all workshops.</p>

	Schedule and Evaluations	
Increase the graduation rate of high need students and African-American males through services provided by all grant programs.	<p>Provided various support services including tutoring, business and industry tours, laptop/tablet lending programs, and individualized counseling to students in grants programs. College graduation rate is 11%.</p> <p>Documentation: Career and Learning Services Annual Performance Report, TRiO Annual Performance Report, Secondary Programs and Retention Annual Performance Report</p>	Provide needed services to students to provide opportunity for success.
Provide integrated services through Academics in Motion, Career Services, and Men in Motion programs to increase success rates of high need and African-American male students.	<p>Referred Men in Motion (MIM) students who fell below 2.40 GPA to Student Learning Center for assistance in developing an academic plan. Introduced a MIM tutor coordinator to bridge the gap between MIM and tutoring services. Established Resource Coaching to help at-risk MIM participants.</p> <p>Documentation: MIM Tutoring Results and Revised Early Alert Form</p>	Explore more effective ways to connect MIM tutor with MIM participants.
Improve Early Alert systems used by grant programs to ensure consistency across programs and ease of use by faculty.	<p>Grades First Retention Software Company provided Student Affairs staff with a demonstration of services offered. Secondary Programs and Retention Director will purchase software upon the approval of CCTC Business Office.</p> <p>Career and Learning Services Department followed the ACT Early Alert process to obtain academic status of first time Men in Motion students.</p> <p>Documentation: Grades First Communications, Instructions for Students and Faculty, Assessment Form</p>	<p>Implement Grades First Early Alert System Fall 2014 for ACT Cohort.</p> <p>TRiO Director will collaborate with other directors to develop and implement Early Alert approach for TRiO participants Fall 2014.</p>
Increase unduplicated headcount of students using TRiO and SLC tutoring services.	<p>Unduplicated headcount of TRiO students increased by 1%.</p> <p>Developed "Resource Coaching," a process to include conducting a study skills assessment, designing an academic plan, and inviting referred students to follow-up sessions.</p>	<p>Increase TRiO student usage of tutoring services with Early Alert system; students will have mandatory tutoring as a requirement of the program.</p> <p>Refer Men In Motion (MIM) students for a Resource Coaching</p>

	<p>Documentation: TRiO Tutor Effectiveness Report and Data Report, Flow Chart for Men in Motion Referral Process, Tutor Assistant Duties, Resource Coaching Results, Men In Motion Tutoring Referral Application</p>	<p>session and emphasize tutoring assistance to MIM and Concentrated Learning students who are in Laptop Lending.</p>
<p>Increase passage rates of students using TRiO and SLC tutoring services by closely monitoring usage and academic progress.</p>	<p>Passage rates of students using the TRiO tutoring services increased an average of 28.5% in 201310 and 201320 bringing the passage rate to 83%.</p> <p>Piloted Resource Coaching for Concentrated Learners and Men In Motion students to conduct a study skills survey, create an academic plan, and propose actions.</p> <p>Documentation: TRiO Tutor Effectiveness Report and Data Report, Flow Charts of Concentrated Learners and Men in Motion Resource Coaching Process</p>	<p>Offer in-depth one-on-one tutoring sessions for TRiO students.</p> <p>Determine if Resource Coaching should be expanded to include students who are not in Concentrated Learning or Men in Motion.</p>
<p>Continue to hold Student Retention Intervention Committee (SRIC) meetings; develop strategic plan to improve student retention of first-year students.</p>	<p>Bi-monthly meetings were held throughout the academic year. SRIC committee members developed a mission statement and have formed subgroups to work on the identified retention strategies.</p> <p>Documentation: Committee Meeting Minutes</p>	<p>Determine direction of SRIC for 2014-15 academic year.</p>
<p>Manage various scholarship programs to ensure timely and appropriate awards to students with unmet need.</p>	<p>IET Scholarships: 15 Recipients, \$19,543 awarded</p> <p>Educational Fee Waivers: \$15,528 awarded</p> <p>TRiO Grant Aid: 7 students awarded a total of \$3,948</p> <p>Rotary Club of Sumter Scholarship: 7 students awarded a total of \$1,750</p> <p>Documentation: Banner Budget Records, IET Scholarship Spreadsheets, Scholarship Applications</p>	<p>Increase training of Financial Aid staff on Foundation Scholarships to increase knowledge of scholarship opportunities, ensure a Financial Aid Counselor and the Director have ability to process applications for Foundation Scholarships.</p> <p>Implement semester meetings between Financial Aid Staff, TRiO Director, and Foundation Director to improve communication of available funds and processing of applications and awards.</p>
<p>Revamp in-person New Student Orientation by adding Student Services rotations, student meal, and</p>	<p>Revised New Student Orientation (NSO) presentation; added Student Services breakout sessions, multiple</p>	<p>Explore strategies to improve New Student Orientation to include adding QEP components for first</p>

changing student evaluations.	<p>orientations by academic divisions, student meal, and revised student evaluations; used RSVP method to increase participation.</p> <p>Fall 2013 NSO attendees: 400 Spring NSO attendees: 167 Summer NSO attendees: 57</p> <p>Documentation: Sign In Sheets, NSO Flyers and Postcards, Registration Checklist, PowerPoint Presentations, Evaluation Summaries</p>	semester students and increase attendance.
Increase student awareness of Degree Works to assist students in understanding requirements for program completion.	<p>Provided Degree Works handout to all new and readmitted students during the first semester advisement process.</p> <p>Documentation: Degree Works Handout</p>	Provide Degree Works handout to students during advisement process to increase awareness and student usage of Degree Works.
Increase percentage of graduates who participate in graduation ceremonies by 5%.	<p>Promoted graduation through posting flyers, myCCTC announcement, plasmas, call campaign, and marquee. Number of graduation ceremony attendees: 263 compared to 249 in May 2013. (6% increase).</p> <p>Documentation: Flyers, myCCTC Announcement, Plasma Messages, Graduation Call Campaign List, Graduation Sign-In Sheet</p>	Collaborate with Public Relations to improve Graduation Fair and graduation marketing strategies to include investigating feasibility of creating a graduation video to increase participation.
Write and submit a TRiO Student Support Services grant proposal.	<p>Collaborated with grant writer to develop TRiO grant proposal with targeted completion date of December 2014.</p> <p>Documentation: Contract, Email Communication</p>	Submit TRiO Student Support Services Grant Proposal.
Determine the feasibility of two financial aid appeals deadlines each semester to ensure access for students.	<p>Added financial aid appeal deadline for Minimester II for Fall and Spring semesters. 2nd Appeal Deadline- Fall : 45/301 = 15% Spring: 23/193 = 12% (2nd appeals submitted/Overall)</p> <p>Documentation: SAP Appeal Spreadsheet</p>	Fall 2014 and Spring 2015 appeals will be evaluated to ensure benefit of the second appeal deadline.

Goal No. 5

5. Increase the College's opening enrollment by 3% by Fall 2013 and 5% by the end of the academic year to serve the educational and training needs of the College's service area.

Expected Outcome for Goal No. 5

- 5.1 Comprehensive recruitment marketing strategy will be developed and implemented.
- 5.2 Specialized programs will be marketed to increase the number of high-need students enrolled.
- 5.3 Conversion rate of pending applicants and prospects will increase.
- 5.4 Financial aid opportunities for prospective and current students will be marketed each semester.
- 5.5 Webpages will be reviewed and updated to ensure accuracy of information and ease of finding information.
- 5.6 Web prospect information received will increase by 25%.

Supports College Strategic Goal: 7
 Supports College Annual Goal: 8

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Develop a comprehensive recruitment marketing plan with specific strategies identified to increase enrollment by 3% for Fall 2013 and 5% for the year.	<p>Collaborated with Public Relations Office to identify new marketing strategies and ways for collaboration between Recruitment and Public Relations offices.</p> <p>Recruitment plan updated to identify monthly tasks and strategies to meet goals for Plan of Action.</p> <p>Did not increase enrollment.</p> <p>Documentation: Recruiter Weekly & Monthly Reports, Argos Enrollment Report, PR Request List</p>	Coordinate a Noel-Levitz visit and use results to develop a comprehensive Enrollment Management Plan.
Market the Academics in Motion program to developmental students to increase enrollment of high need students.	<p>201310: Mailed 279 postcards to potential students.</p> <p>201320: Expanded Concentrated Learning (CL) services to Lee and Clarendon Counties.</p> <p>Documentation: AIM CL Post Card Proof, Post Card Mailing List, Schedules of CL Courses at CCTC Locations</p>	Develop a handout of features and benefits of Concentrated Learning classes for distribution through the Admissions Office.
Market Men in Motion program to prospective and current male students to increase enrollment, graduation, and success rates of male students.	<p>201310: Mailed 69 letters to first time and returning registered AA male students inviting them to join Men in Motion (MIM).</p> <p>201320: Mailed 30 MIM letters.</p> <p>201330: Mailed 72 MIM letters.</p> <p>Documentation: MIM Letter, MIM Mailing List</p>	Send mailings to include letters, postcards, and flyers to prospective Men in Motion students. Expand mailings in 201410 to include current CCTC males.
Develop ARGOS report for pending military and dependent applicants.	<p>Worked with ILT to develop military and dependent pending report.</p> <p>Documentation: ARGOS Report</p>	Use report to contact target population to secure applications for admission.

<p>Develop an improved process for pending applicants; ensure contact is made within 24-48 hours. Increase percentage of applicants admitted by 5%.</p>	<p>Recruitment Department established process to remove duplicate applicants and developed a 2-week call cycle for those remaining on the Pending Automated Call Campaign list and Pending list.</p> <p>Admissions Department developed a process for pending applicants to include contacts within 24-48 hours and semester mailers. Percentage of applicants admitted increased 1%.</p> <p>Documentation: Pending Report, Admitted and Readmitted Not Registered Reports, Admissions Information by Term Report, Postcards, Pending Applicant Letter</p>	<p>Implement strategies to include semester postcard mailings to increase the number of pending applicants admitted each semester.</p>
<p>Conduct personal call campaigns to achieve a minimum of 70% registered rate for admitted and readmitted students.</p>	<p>Created call campaign team to conduct ongoing calls to students on admitted/ readmitted not registered reports. 71% of new students were registered and 54% of readmitted students were registered for the academic year.</p> <p>Documentation: Admitted/ Readmitted Not Registered Reports, Excel Call Campaign Spreadsheets</p>	<p>Explore strategies to include counselor accountability for number of registered students to reduce number of students on admitted/readmitted not registered reports.</p>
<p>Increase conversion rate of prospects by 25%.</p>	<p>*2,899 Unduplicated Recruits for the year. 1,296 or 45% Admitted or Readmitted. AY12/13 3,425 Unduplicated Recruits of All Types for the year. 1,338 or 39% Admitted or Readmitted. Conversion rate increased 6%.</p> <p>*May or may not include Pending Applicants.</p> <p>Documentation: Argos General Recruiting Report</p>	<p>Develop recruitment funnel and strategies to increase the conversion rate of prospects and inquiries to applicant.</p>
<p>Market LIFE Scholarship opportunities to eligible graduating seniors.</p>	<p>Requested information from Guidance Counselors to receive 3.0 senior list; LIFE Postcard Campaign completed by Financial Aid Office with 833 postcards mailed to seniors at Camden High, East Clarendon High, Lakewood High, Laurence Manning High, Lugoff-Elgin High, North Central High, Phoenix Charter School, and Sumter High.</p>	<p>Market LIFE Scholarship to high school seniors.</p> <p>Send letter to students who have used less than 4 terms of LIFE Scholarship to include a new year LIFE Affidavit to encourage enrollment for new term and remind of renewal criteria.</p>

	<p>Documentation: Recruiters Weekly and Monthly Reports, Financial Aid Spreadsheet, Postcards/E-mails</p>	
Market available summer aid to students who did not use all aid during fall and summer semesters.	<p>Letters sent to VA Students March 2014 to register; 641 (Spring 2014) SAP Suspension letters included reminder of Lottery Tuition Assistance as an option if not on Suspension for GPA.</p> <p>Documentation: VA Files, SAP Suspension Letter Template, Financial Aid Data Report</p>	<p>Schedule meeting with Dual Enrollment staff & Recruitment staff before registration opens for Summer term to ensure understanding of all available options for graduating high school seniors.</p> <p>Send correspondence to students who have Pell Grant and/or Lottery Tuition Assistance remaining for Summer term.</p>
Host FAFSA awareness events and College Goal SC.	<p>6 Financial Aid awareness events held at area high schools; FAFSA information and deadlines for 13-14 and 14-15 added to Plasmas, Facebook page, “This Week@CCTC”, and myCCTC page; “Registered No FAFSA” automated calls start date changed from June 2014 to April 2014; hosted College Goal SC February 2014.</p> <p>Documentation: Presentation Schedule, Task List, E-mails to PR, Recruiter Reports, College Goal Sign-In Sheet</p>	<p>Contact Morris College and USC-Sumter to involve them in College Goal SC.</p> <p>Offer further feedback to CHE to improve College Goal SC.</p>
Review all web pages related to Student Affairs to ensure accuracy of information and ease of finding information.	<p>Reviewed all Student Affairs web pages and submitted changes to Public Relations Office.</p> <p>Documentation: Emails, Current Web Pages</p>	<p>Monitor web pages regularly to ensure accurate and required content.</p>
Increase web prospect information by 25%.	<p>Web prospects updated in Banner to improve tracking. Training provided for proper reporting and coding. AY13/14 - 131 Web Prospects (13 or 10% admitted). 27% decrease in inquiries and 67.5% decrease in web prospects admitted.</p> <p>AY12/13 - 180 Web Prospects (40 or 22% admitted).</p> <p>Documentation: ARGOS Web Prospect Report</p>	<p>Increase Web Prospect conversion rate by 5%.</p>

Goal No. 6

6. Expand student life programs, events, and services to increase student life experiences and opportunities for students.

Expected Outcome for Goal No. 6

- 6.1 Surveys will be used to determine interest in Student Life and for continuous improvement of activities.
- 6.2 Number of student life events will increase by three.
- 6.3 Veterans Resource Center will be established.
- 6.4 Student Life opportunities will be marketed to students in specialized programs to improve connectivity to the college.
- 6.5 Student involvement in TRiO activities will increase by 10%.
- 6.6 Student participation in the LTA Rally will increase.
- 6.7 SNAC will continue to operate effectively and serve students as needed.

Supports College Strategic Goal: 5
 Supports College Annual Goal: 9

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Use Student Life surveys to develop activity schedule for students to increase participation; ensure appropriate budget expenditures.	Student Life surveys were used to determine activity schedule; coordinated 118 Student Life events, representing an increase of 57 events over prior year. Documentation: Student Life Survey, Emails to Public Relations and Administrative Coordinator for Student Affairs, Flyers.	Coordinate workshops and events based on Student Life survey and make necessary improvements based on workshop evaluations.
Increase the number of student activities/events by 3 during the academic year.	Increased the number of Student Life events during the academic year by 57. Hosted new events such as Read Across America, Dental Health Awareness, and Thanksgiving Food Drive. Coordinated 118 Student Life events. Documentation: Event flyers, Student Life Calendar	Coordinate and host new Student Life events based on students' interests.
Establish a Veterans Resource Center to ease transition of veterans, active duty members, and dependents.	Designed and implemented a Veterans Resource Center (VRC); hosted grand opening Fall 2013; 1,489 student visits between September 2013 and June 2014; hosted workshops; held SVA meetings; provided work study opportunity for 4 VA students. Documentation: VRC in M110, Sign-in Logs, SVA meeting minutes.	Collaborate with SVA advisors on offering military related workshops and assist with coordination of annual staff training.
Host Veteran Recognition Event.	Event held November 6, 2013 in Veteran Resource Center. 30 students participated	Increase scale and marketing of Veteran Recognition Event for 2014 to increase awareness of VA student body, Veteran Resource Center, and

	Documentation: Sign-in Sheet, Flyers	SVA Chapter events at CCTC.
Promote community and student life opportunities to Special Populations participants.	Promoted community and student life opportunities to Special Populations Program participants through bi-monthly emails to program participant on upcoming events. 16 Special Populations program students participated in Student Life events. Documentation: Student Emails	Market community and Student Life opportunities to Special Populations participants to increase extracurricular involvement and count it towards program requirements.
Increase the percentage of students participating in TRiO activities by 10%.	Overall participation in TRiO activities increased by 11%. Documentation: Workshop Sign-in Sheets, Counseling Contact Sheets, College Visit and Cultural Events Sign-in Sheets, Triple "T" Night Sign-in Sheets	Encourage students to take advantage of TRiO services.
Increase participation in Lottery Awareness activities in conjunction with the System Office.	Lottery Tuition Assistance Rally canceled for 2014. Attended Commission on Higher Education (CHE) Grant & Scholarship Training – 07/2014; served on CHE Taskforce Committee – January-March 2014. Documentation: E-mail, Meeting Agenda, White Paper	Maintain contact with State Tech and the Commission on Higher Education to ensure understanding of regulations and training opportunities.
Develop a plan to secure food and funding for the SNAC program to ensure student needs are met.	Established agreement with Harvest Hope Food Bank to purchase food; provided support to SNAC through Umami student organization; raised \$791.90 in donations for food purchases through individuals and fundraisers. Documentation: Harvest Hope Agreement, UMAMI events list, SNAC Budget records, Requisition Forms	Bake sale planned for July 2014 - "SOS" – Stock Our Shelves Work with the COASt, SVA, VRC, and Shaw Base Education Center for cooperative efforts for fundraising.

Goal No. 7

7. Provide quality training to division staff and faculty to ensure operational efficiency, quality performance, and regulation compliance.

Expected Outcome for Goal No. 7

- 7.1 On-going, quality training will be provided to faculty, staff, and work study students.
- 7.2 Comprehensive cross-training for admissions, financial aid, and outreach staff will be conducted.
- 7.3 Policies and Procedures manuals will be in place for every department.

7.4 Grant initiatives will continue to be implemented to ensure objectives are met.

7.5 All new federal regulations will be implemented.

Supports College Strategic Goal: 6

Supports College Annual Goal: 8

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Provide ongoing training and feedback sessions for all staff to ensure quality support services are provided to students.	Training was provided to staff members by all directors; feedback on performance was conducted as part of the EPMS process. Documentation: Department Training Schedules, Meeting Minutes, EPMS Documents	Provide ongoing training and feedback to staff.
Provide college-wide professional development opportunities for faculty and staff to improve communications and teaching strategies for underrepresented students.	Held <i>Understanding and Engaging Under-Resourced College Students</i> workshop for all faculty and staff. Documentation: Contract and Agenda	Request funds for professional development opportunities in next grant application for various types of staff development.
Conducted comprehensive cross-training for admissions, financial aid, and outreach staff to ensure consistency of services and accurate information sharing.	Administrative Specialist cross-training developed and two sessions held November 21, December 3, and April 3. Documentation: Meeting Agenda, Handouts, PowerPoint Presentations, Sign-In Sheets	Conduct cross-training for counselors.
Develop Policies and Procedures manual for Recruitment, Outreach, and Testing; Career and Learning Services; and Secondary Programs and Retention. Conduct annual review of other departmental Policies and Procedures manuals. Revise directives as needed.	Developed Policies and Procedures Manuals for all three departments. Documentation: Department Policies and Procedures Manuals	Update manuals as needed.
Continue to implement grant initiatives, ensure objectives are met, practice sound budget practices, and engage in timely reporting to USDOE.	Effectively implemented initiatives in four grant programs; ensured grant objectives were met; effectively managed budgets; completed all required reports. Documentation: Annual Performance Reports	Effectively manage all grant programs and practice sound budget practices.
Implement changes related to Reauthorization of Higher Education Act.	Reauthorization of the Higher Education Act is still under negotiation. Documentation: None	Follow progress on Reauthorization of the Higher Education Act.
Implement all new federal regulations related to Financial Aid.	Reviewed all 2013-14 federal regulations and implemented changes as needed.	Review <i>NASFAA's Self-Evaluation Guide for Institutional Participation in Title IV and Other Federal Programs</i> and assess to ensure compliance.

	<p>Documentation: Updated Financial Aid and Veterans' Affairs Policies and Procedures Manual, 2013-14 Financial Aid Forms</p>	<p>Ensure understanding of regulations to ensure that all necessary information is reported on time to the appropriate agencies.</p> <p>Update FA & VA Policies and Procedures Manual to ensure accuracy of processing applications and reports.</p>
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Goal No. 8

- 8. Support SACSCOC activities to include the development of the QEP and the compilation of the Compliance Certification.

Expected Outcome for Goal No. 8

- 8.1 Student Affairs staff will serve on SACSCOC related committees.
- 8.2 Student Affairs staff will contribute to the completion of the SACSCOC Compliance Certification for reaffirmation.
- 8.3 Effective planning and assessment will ensure student learning outcomes and program outcomes are met.

Supports College Strategic Goal: 7
 Supports College Annual Goal: 12

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Support the development of the QEP by serving on appropriate committees and subgroups.	<p>Several staff members served on the QEP Leadership Team, QEP Topic Research Team, and various QEP subcommittees. Director of Admissions and Records served as QEP co-chair.</p> <p>Documentation: QEP Meeting Minutes</p>	Continue to serve on appropriate QEP teams and subcommittees; contribute to the development of an appropriate QEP; participate in pilot elements of the QEP.
Provide program information and data as requested to assist with the completion of the SACSCOC Compliance Certification.	<p>Assisted with completion of SACSCOC standards related to Student Affairs.</p> <p>Documentation: Completed SACS Standards</p>	Continue to assist with the writing and review of standards related to the Student Affairs Division.
Engage in effective planning and evaluation processes which support the mission of the college and division.	<p>Completed all departmental and division plans of action and annual effectiveness reports; completed and reviewed evaluation summaries from workshops and events; evaluated data from various ARGOS and data reports; implemented changes as needed to improve services to students.</p> <p>Documentation: POAs and AERs,</p>	Continue to engage in effective planning and evaluation processes.

	ARGOS reports, Department Data Reports, Enrollment Reports, Evaluation Summaries	
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