

2003-04 COLLEGE ANNUAL EFFECTIVENESS REPORT

Results_College Plan of Action_0304

COLLEGE ANNUAL GOAL	MAJOR OBJECTIVE	SUCCESS FACTOR	RESULTS / IMPROVEMENTS / CHANGES
<p>1. Provide collaborative arrangements with area secondary schools to give high school students the opportunity to receive college credits. (Related to Institutional Goals 1&10)</p>	<p>* Respond to outreach needs through collaboration, marketing, and planning</p>	<p>I. EDUCATIONAL PROGRAMS Effectiveness Indicators: Assessment of Academic Programs Program Review Articulation Agreements Art</p> <p>III. SUPPORT SERVICES Effectiveness Indicators: Access and equity Recruitment</p> <p>IV. COLLABORATION Effectiveness Indicators: Dual Enrollment</p> <p>V. ACCESSIBILITY Effectiveness Indicators: Accessibility to Citizens of Area</p> <p>VI. ADMINISTRATION/RESOURCES Effectiveness Indicators: Cooperative Planning Mission Focus</p>	<p>Results and Improvements Made:</p> <ol style="list-style-type: none"> 1. Increased total outreach enrollment by 22 percent from Fall 2002 to Fall 2003 2. Increased by 57 percent since 2002-03 the number of dual enrollment students served in local high schools 3. Increased by 21 percent the number of students served and by 18 percent the number of sections offered at the Kershaw County Campus and the DuBose Center since 2002-03 4. Collaborated with secondary guidance counselors, principals, and career center directors to promote articulation opportunities in the four-county area 5. Sustained flexible scheduling at off site locations including Saturday class offerings at the DuBose Center and Kershaw County Campus 6. Developed dual enrollment orientation and resource materials for faculty members teaching dual enrollment courses 7. Continued program at Turbeville Correctional Institute in Engineering Graphics and expanded general education course offerings at the facility 8. Implemented new dual enrollment program with Sumter School District Two which resulted in a total enrollment of 80 students at two high schools in Sumter School District Two 9. Initiated process for dual enrollment offerings with the Kershaw County School District for Fall 2004 resulting in the scheduling of four courses for the 2004-05 academic year 10. Added two technical courses (EGR 104 and EGT 106) to the dual enrollment roster of courses in Sumter School District Two and at the DuBose Center 11. Offered Chemistry and Biology at the DuBose Center and Astronomy at the Kershaw Campus 12. Provided facilities for AARP tax assistance in the library 13. Implemented new Heavy Equipment Certificate at Turbeville Correctional Institute <p>Future Improvements:</p> <ol style="list-style-type: none"> 1. Continue to develop quality programs and services at offsite locations 2. Continue to offer quality dual enrollment activities and courses in secondary schools 3. Assess all dual enrollment procedures 4. Assess course offering patterns at offsite and satellite locations to serve students more effectively 5. Assess articulation processes to better serve secondary students 6. Offer continued services and resources to support dual enrollment faculty 7. Offer new and continued special workforce programs upon request of business and industry 8. Expand dual enrollment opportunities in technical courses to secondary schools

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<p>2. Provide expanded distributed learning course offerings and alternative scheduling opportunities to improve service area access to postsecondary education. (Related to Institutional Goals 1, 8, 12)</p>	<ul style="list-style-type: none"> * Provide a comprehensive distance education program * Create and offer non-credit open enrollment programs and seminars to meet the needs of business and industry * Improve and enhance the life of citizens of the service area by offering a variety of personal interest courses * Explore a variety of delivery modes in order to increase access of ETC courses to environmental professionals 	<p>I. EDUCATIONAL PROGRAMS Effectiveness Indicators: Assessment of Academic Programs Program Review</p> <p>II. STUDENT OUTCOMES Effectiveness Indicators: Retention Rates</p> <p>III. SUPPORT SERVICES Effectiveness Indicators: Client Satisfaction Quality of Programs and Services Access and Equity Library Resources and Services</p> <p>L Marketing</p> <p>IV. COLLABORATION Effectiveness Indicators: Community Outreach Support of Economic Development</p> <p>V. ACCESSIBILITY Effectiveness Indicators: Accessibility to Citizens of Area Outreach Locations/Services</p> <p>VI. ADMINISTRATION/RESOURCES Effectiveness Indicators: Facility Development/Use Development and Use of Technology Cooperative Planning</p>	<p>Results and Improvements Made:</p> <ol style="list-style-type: none"> 1. Expanded distance education course offerings since 2002-03 by 20 percent in sections offered and by 14 percent in number of students served 2. Maintained focus group of faculty to develop online courses for each upcoming semester to expand offerings where appropriate 3. Evaluated the effectiveness of distance course offerings through online evaluations shared with faculty and supervisors for continuous improvement 4. Provided extensive and systematic training for distance education faculty members for development and delivery of distance courses 5. Delivered distance courses in the Health Sciences curriculum through the Tandberg equipment connection to Building 600 and the DuBose Center simultaneously resulting in service to 72 students concurrently 6. Utilized "Distance Learning Guidelines" for the development and delivery of online courses, compensation, loading, and release time for full-time faculty members 7. Maintained the distance education training and resource room for faculty and students 8. Developed "Quality Standards" for online courses and utilized these standards in evaluating online courses 9. Identified equipment needs and procured new computers for faculty teaching online courses 10. Developed "Online Learning Assessment" to help students and advisors assess student skills for taking online courses 11. Marketed online courses by listing them in the semester schedule and newspaper ads; created a flyer for distribution to area business and industry promoting the convenience of online courses 12. Provided orientation for students enrolled in distance courses at Main Campus and outreach locations each semester 13. Provided technical support for students and faculty using WebCT, e-mail, and telephone 14. Maintained a retention rate of 80 percent in online courses 15. Delivered an online Electronics course 16. Provided funding to faculty through Perkins to develop and deliver distance courses 17. Offered over 250 ED-to-Go non-credit courses 18. Utilized regional facilities to offer non-credit personal interest courses in each county of the College's service area in three consecutive terms 19. Increased efforts by Continuing Education to collaborate with AMT, Adult Ed, SCMEP, Special Schools, and CCTC Community Outreach to increase non-credit outreach offerings <p>Future Improvements:</p> <ol style="list-style-type: none"> 1. Continue to assess the number of distance courses and expand course offerings where appropriate 2. Review results of distance education course evaluations and improve instruction 3. Continue to schedule regular training opportunities for distance education faculty members 4. Review and revise Distance Education Guidelines for relevancy and maintain quality standards for distance education delivery 5. Continue systematic equipment purchases and upgrades for distance facilities

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			<ol style="list-style-type: none"> 6. Promote enrollment in distance education courses to prospective students through marketing initiatives 7. Provide information to all academic advisors on the requirements for enrollment in distance education courses and implement new enrollment requirements related to completion of developmental education courses 8. Evaluate the effectiveness of student orientation and revise content 9. Continue to offer a variety of Ed-to-Go non-credit courses 10. Continue to create and offer a variety of non-credit personal interest activities to meet the needs of the College's service area citizens 11. Increase ETC courses via distance learning in two states
<p>3. Direct distribution of the College's limited funding to maximize productivity and efficiency in achieving the College mission. (Related to Institutional Goals 4, 6, 7, 9)</p>	<ul style="list-style-type: none"> * Monitor and manage the College budget and other resources in response to reduced funding without negatively impacting College programs * Secure and manage budgetary resources * Continue process for effective review and revision of college policies and procedures related to Business Affairs * Coordinate and provide professional development opportunities for College personnel * Provide continuing education (CE) resources and support to the College's Industrial and Engineering Technology Division 	<p>III. SUPPORT SERVICES Effectiveness Indicators: Quality of Programs and Services</p> <p>IV. COLLABORATION Effectiveness Indicators: Community Outreach Support of Economic Development</p> <p>V. ACCESSIBILITY Effectiveness Indicators: Accessibility to Citizens of Area Outreach Locations/Services</p> <p>VI. ADMINISTRATION/RESOURCES Effectiveness Indicators: Ratio of Admin to Academic Costs Facility Development/Use Management of Resources Development and Use of Technology Cooperative Planning Professional Development Program</p>	<p>Results and Improvements Made:</p> <ol style="list-style-type: none"> 1. Managed the College budget with state budget cuts of 11 percent in FY 04 cumulative 31 percent over four years) and prevented cuts in instructional programs through effective management of new funds from enrollment growth and tuition increases 2. Implemented College salary compensation plan in FY 04 providing a 2.5- 3.0 percent merit increase and a Christmas bonus to employees, in a year when no State funding was available for salary increases 3. Obtained procurement certification of \$25,000 (up from \$5,000), which decreases processing time for procurements between \$5,000 and \$25,000 4. Achieved outstanding audit results from the annual inventory audit and the external audit, both receiving no findings or recommendations 5. Increased Bookstore sales and profit from the previous year 6. Sold old Mitel SX 200 telephone system, yielding \$9,250 for the College 7. Developed and submitted a RUS grant proposal that did not receive funding 8. Developed budget requests through College planning process 9. Purchased total of \$270,880 in equipment for Academic and Student Affairs Division 10. Added nine smart classrooms (six permanent and three portable) 11. Utilized Perkins funding to support Academic and Student Affairs' programs/services 12. Submitted USDA RUS grant proposal with Sumter District Two, Lee County, Sumter District 17 for technology access and integration with secondary system - did not receive approval 13. Applied for and received PACE grant award of \$10,000 from Cooper Tools 14. Applied for and received First Steps Grant of \$2,380 for the Early Childhood Development Department in support of the T.E.A.C.H. Early Childhood Scholarship Project 15. Reviewed and revised College's Directives in Sections 3 and 4, as a result of the fall registration critique and various other factors 16. Reviewed and revised approximately one-half of Directives in Section 5 17. Reviewed and revised sections of the College's Procurement Manual and the Environmental Health and Safety Manual 18. Provided funds for employees to attend external professional development programs, including faculty tuition reimbursement 19. Offered/participated in numerous professional development activities such as New Employee Orientation; Personnel Policies and Procedures update; Faculty Updates; Adjunct Faculty Orientations; Supervisor Training; and Safety & College Emergency Response

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			<p>Training (via the Web)</p> <ol style="list-style-type: none"> 20. Wrote a grant proposal (CE) for the College industrial division 21. Identified at least three types of equipment used in non-credit courses that could be used in credit industrial programs 22. Referred non-credit students for enrollment in credit courses, including IMT and EEM 23. Due to the College's acquisition of SCT Banner, planned FOCUS training became obsolete <p>Future Improvements:</p> <ol style="list-style-type: none"> 1. Identify equipment needs and submit budgetary request to upgrade classroom facilities 2. Submit grant requests for Perkins, PACE, and TRIO grants to develop alternative funding sources 3. Submit 2004-05 budgetary requests to support programs and services based on needs identified as a result of the planning and evaluation process 4. Review and revise second half of College Directives in Section 5 5. Complete the review of the College's Procurement Manual 6. Complete the review of the College's Environmental Health and Safety Manual 7. Develop and re-submit RUS grant proposal
<p>4. Provide new technical/ industrial programs designed specifically for service area business and industry to meet the demands of the current divergent and volatile economy. (Related to Institutional Goals 1, 8, 9)</p>	<ul style="list-style-type: none"> * Maintain current academic programs in order to meet the needs of business and industry * Offer existing and develop new continuing education (CE) contract training programs to meet known needs of business, industry, and other organizations in the four-county service area * Focus on enhancing workforce skills in the four-county area by offering CE non-credit training * Serve as a state Innovative Technology Training (ITT) Resource Center in the area of environmental training through the Environmental Training Center (ETC) 	<p>I. EDUCATIONAL PROGRAMS Effectiveness Indicators: Assessment of Academic Programs Program Review Employer Feedback Advisory Committee Feedback</p> <p>II. STUDENT OUTCOMES Effectiveness Indicators: Retention Rates</p> <p>III. SUPPORT SERVICES Effectiveness Indicators: Client Satisfaction Quality of Programs and Services Access and Equity Library Resources and Services Marketing</p> <p>IV. COLLABORATION Effectiveness Indicators: Community Outreach Support of Economic Development</p> <p>V. ACCESSIBILITY Effectiveness Indicators:</p>	<p>Results and Improvements Made:</p> <ol style="list-style-type: none"> 1. Held advisory committee meetings for all programs and utilized results of recommendations 2. Revised individual course competencies in Health Sciences, Business, General Education, and Industrial and Engineering Technology 3. Increased the CISCO course offerings and training for faculty 4. Prepared for implementation of the Medical Assisting Diploma program for Fall 2004 5. Recommended implementation of five new programs: Certificate in Advanced Air Conditioning and Heating, Certificate in Environmental/Natural Resources Mapping, Certificate in Heavy Equipment Operator, Certificate in Infant and Toddler Care, and Certificate in Network Security Professional 6. Compiled summary report and used the results of the findings of the Employer Survey for continuous improvement 7. Completed all scheduled academic program reviews and evaluated results 8. Performed at least 40 needs assessments (CE) 9. Developed and provided 35 CE training contracts for new or existing clients/customers 10. Offered four satellite CE training programs to multi-companies 11. Expanded EZA program by ten percent and presented concept to three new companies 12. Developed 12 new contracted programs, including Culinary Team Building, Leadership, Supervision, Communications 13. Offered at least two apprenticeship programs designed specifically for service-area industry 14. Employed a variety of CE testing methodologies, including WorkKeys, and Nocti, for testing at least 100 individuals 15. Developed expert CE OJT for at least two companies 16. Profiled twenty industrial jobs using WorkKeys 17. Managed WIA contract to ensure support of workforce with non-credit training and case management functions and supported 50 students

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		Accessibility to Citizens of Area Outreach Locations/Services VI. ADMINISTRATION/RESOURCES Effectiveness Indicators: Facility Development/Use Development and Use of Technology Cooperative Planning	18. Developed and offered three non-credit Industrial Job Readiness Programs, serving at least 50 students 19. Created and offered a large variety of non-credit open enrollment programs and seminars to meet the needs of business and industry 20. Provided environmental resource services, open enrollment and contract courses, and ongoing training to environmental professions and other technical colleges 21. Provided technical assistance and on-site training to small wastewater treatment facilities identified as having compliance problems through the 104g grant program 22. Offered two ETC courses via distance learning in two states 23. Established two ETC collaborative relationships in the industrial, municipal, education, and regulatory communities Future Improvements: 1. Develop new credit and non-credit courses and programs in response to the needs of business and industry 2. Continue to offer effective and applicable existing credit and non-credit courses and programs 3. Provide additional technical assistance and on-site training to small wastewater treatment facilities 4. Make improvements in academic programs based on program reviews and employee and advisory committee feedback
5. Deploy applicable portions of the College's Facilities Master Plan and appropriate deferred maintenance actions as funding becomes available. (Related to Institutional Goals 5, 7)	* Provide and maintain College facilities (buildings and grounds) that are safe, attractive, and efficiently operated	VI. ADMINISTRATION/RESOURCES Effectiveness Indicators: Management of Resources Facility Development/Use Development and Use of Technology Cooperative Planning	Results and Improvements Made: 1. Completed HVAC renovations on building 700 (ETC) and 900 (Shaw Center) 2. Conducted various renovations and refurbishment projects to improve the appearance or functionality of the campus, including: <ul style="list-style-type: none"> • Replaced four oversized HVAC units on Bldg 500 with smaller units to resolve ongoing humidity problem • Removed tile from Bldg 400, refurbished existing terrazzo flooring underneath, and added terrazzo to concrete • Repaved sections of parking lots at main campus • Painted various areas in Bldgs 100, 200, 400, 500, and 600 • Replaced carpet in Bldg 700 • Renovated welding lab in Bldg 400 to create space for HVAC lab • Created designated smoking areas on campus and purchased two smoking shelters • Replaced auditorium chairs in Bldg 700 3. Decreased energy consumption per square foot to 46.06 kBtu versus an average of 74.20 for non-residential SC Colleges, attaining a ranking of 4 th lowest of 21 institutions Future Improvements: 1. Continue deployment of applicable portions of the College's Facilities Master Plan and appropriate deferred maintenance actions as funding becomes available

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<p>6. Provide appropriate data collection and analysis to substantiate institutional improvement, external accountability, and the effectiveness of the College in achieving its Mission. (Related to Institutional Goals 6, 7)</p>	<ul style="list-style-type: none"> * Provide structure and direction for the College's annual planning and evaluation actions * Monitor success factors and performance and effectiveness indicators * Substantiate and document comprehensive institutional improvement, accountability, and the effectiveness of the College in achieving its mission * Maintain regional and program accreditation * Provide quality instruction * Facilitate effective planning for Academic and Student Affairs and identify use of results * Initiate development of the Central Carolina Compliance Certification for the Commission on Colleges * Initiate internal and external monitoring of compliance with the new SACS CoC standards and principles of accreditation system * Enhance College analysis and reporting capabilities * Direct effective and efficient preparation, dissemination, 	<p>I. EDUCATIONAL PROGRAMS Effectiveness Indicators: Assessment of Academic Programs Program Review Program Accreditation Student Evaluation of Instruction Faculty Performance Mgt System Supervisory Evaluation of Instruction Alumni Survey Graduate Survey</p> <p>II. STUDENT OUTCOMES Effectiveness Indicators: Graduate Placement Rates Retention Rates icensure Exam Rates</p> <p>L GRS/Graduate Success Rates Transfer Rates</p> <p>III. SUPPORT SERVICES Effectiveness Indicators: Evaluation of Academic Advisement Quality of Programs and Services Access and Equity ibrary Resources and Services</p> <p>L Marketing</p> <p>V. ACCESSIBILITY Effectiveness Indicators: Accessibility to Citizens of Area Outreach Locations/Services Minority Student Enrollment and Retention Rates</p> <p>VI. ADMINISTRATION/RESOURCES Effectiveness Indicators: Employee Satisfaction Mission Focus Employee PerformanceMgt System Regional Accreditation Cooperative Planning</p>	<p>Results and Improvements Made:</p> <ol style="list-style-type: none"> 1. Obtained a 97.9 percent graduate placement rate for 2003 graduates 2. Obtained an overall rating of "Exceeds" on College Report Card with a score of 90 percent 3. Submitted all accreditation reports for programs in Business and Health Sciences 4. Completed Self-Study for ABET and completed the ABET visit during fall 2003 5. Received report from ABET visiting team indicating that all areas of previous concerns had been completely resolved for the Civil Engineering Technology program 6. Held annual planning forum for faculty and staff and used results in development of 2004-05 Plan of Action 7. Developed 2004-05 Plan of Action and presented to faculty and staff for input and revision prior to final submission to Executive Leadership Team 8. Integrated all aspects of planning to ensure program outcomes and assessment criteria were consistent for continuous improvement 9. Maintained appropriate transcripts and records of faculty credentials using systematic process 10. Developed and implemented College timeline and processes for strategic planning 11. Improved and conducted the College's strategic planning process 12. Revised procedures in College policy Directives 7.17 and 7.18 to further define quality, demonstrate effectiveness, and ensure accountability 13. Improved and conducted College annual planning processes 14. Collected, distributed, and monitored information used for the College planning and evaluation system 15. Prepared timely, accurate reporting documents and submitted to appropriate federal, state and regional agencies 16. Prepared, verified and submitted timely, accurate institutional program evaluation and other reports to the SBTCE and various other agencies/entities 17. Prepared, submitted to CHE, and published a timely and accurate College institutional effectiveness report in the areas of Program Review; Program Accreditation; Results of Professional Examinations; Student Services; Admissions and Counseling Services; and Financial Aid 18. Increased involvement in institutional research through Institutional Effectiveness Peer Group endeavors 19. Completed internal and external surveys of College programs and services 20. Facilitated assessment processes supporting major effectiveness initiatives 21. Prepared and disseminated summary survey reports related to the quality of programs, services and resource management and the satisfaction of present and former students 22. Made improvements in the internal College survey distribution, analysis, and reporting 23. Developed and implemented College timelines for completion of the Compliance Certification document and for the 2005 Off-Site and On-Site Reaffirmation of Accreditation Visits 24. Monitored compliance with the most current <i>Principles Of Accreditation: Foundation for Quality Enhancement</i> 25. Planned FOCUS training became obsolete due to College acquisition of SCT Banner 26. Continued development of IS training at the SBTCE prohibited establishment of CERS baseline data

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	<p>completion, collection, and analysis of comprehensive internal and external surveys of College programs and services and facilitate other assessment processes that support major effectiveness initiatives, as well as classroom-based research activities upon request.</p> <p>* Direct the College's consistent internal and external monitoring of compliance with the Commission on Colleges of the SACS new standards and principles of accreditation system</p>		<ol style="list-style-type: none"> 27. Disseminated College goals and action plans 28. Began development of Outcomes for Programs of Study for all programs 29. Reviewed Math, Reading, and English developmental education course competencies to ensure instructional integration between all courses and eliminated the RDG 031 course 30. Compiled a summary report of the findings of the Employer Survey and distributed to all program areas for use in continuous improvement 31. Compiled summary report and used the results of the findings of the Employer Survey for continuous improvement 32. Revised individual course competencies in Health Sciences, Business, General Education, and Industrial and Engineering Technology 33. Prepared for implementation of the Medical Assisting Diploma program for Fall 2004 34. Recommended implementation of five new programs: Certificate in Advanced Air Conditioning and Heating, Certificate in Environmental/Natural Resources Mapping, Certificate in Heavy Equipment Operator, Certificate in Infant and Toddler Care, and Certificate in Network Security Professional 35. Incorporated findings from program reviews in College Institutional Effectiveness Report 36. Completed all scheduled program reviews and submitted information to the AMT for consideration 37. Completed all scheduled academic program reviews and evaluated results 38. Reviewed results of student evaluation of instruction with faculty members and used results to make continuous improvements 39. Developed framework for reporting program outcomes in academic programs 40. Completed program review of scheduled programs and incorporated recommendations of ELT into the 2004-05 Plans of Action 41. Prepared and submitted timely, accurate Fall 2003, Winter 2003-04, Spring 2004, and Summer 2004 institutional reports for NCES IPEDS, the CoC, and appropriate State agencies 42. Prepared, verified and submitted timely, accurate institutional program evaluation and other reports to the SBTCE and various other State agencies/entities 43. Prepared and submitted timely and accurate College institutional effectiveness reporting in accordance with ACT 629 and other legislative mandates 44. Facilitated solutions to obstacles in reporting internal institutional improvements 45. Received Peer Review of Planning/Effectiveness Division from sister technical college 46. Increased involvement in State Institutional Research Peer Group 47. Annual IR agenda items regarding institutional effectiveness accomplished 48. Prepared and disseminated effective reports related to the quality of programs and services, satisfaction and retention of students, post-education satisfaction and success, and resource management 49. Made improvements in the 2003-04 internal and external College survey distribution, analysis, and reporting based on feedback from AMT 50. Increase communication with CHE and SBTCE to improve the process for gathering and reporting transfers-in and transfers-out 51. Continue to assess the feasibility of providing on-line survey instruments to students in order to maximize efficiency in achieving the College's mission 52. Implement changes resulting from feedback from the P/IE Survey distributed college-wide 53. Completed the College's new annual profile documents and other reports requested by the CoC

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			<p>54. Developed and implemented the College timeline for completion of Compliance Certification Report</p> <p>55. Developed the College timeline for the 2005 Off-Site and On-Site Reaffirmation of Accreditation Visits</p> <p>56. Established the College's compliance team and prepared all appropriate documents/ processes for the compliance certification review</p> <p>57. Coordinated the College's active participation in the CoC Compliance Workshop</p> <p>58. Increased college-wide awareness and knowledge of the new CoC principles, standards and guidelines</p> <p>59. Increased involvement in Commission on Colleges</p> <p>60. Preserved College regional accreditation files and consistent updating of CoC materials accomplished</p> <p>61. Reviewed new CoC principles and standards relating to institutional research</p> <p>62. Reviewed and recommended revisions in planning and institutional effectiveness College policies, procedures and processes to be more consistent with current College practice and in line with commonly accepted higher education practices</p> <p>63. Disseminated appropriate information to ELT about requirements of accreditation entities and coordinating boards regarding campus expansion, outreach activities and governance issues</p> <p>Future Improvements:</p> <ol style="list-style-type: none"> 1. Revise format of College and Division Annual Effectiveness Reports to clarify the Use of Results for Improvements section 2. Continue to promote the value of technical education as it relates to job placement 3. Assess all student data to use for planning and implementation of programs and services for continuous improvement 4. Revise employer survey to assess general education competencies 5. Continue to monitor all program and institution accreditation criteria and standards for compliance 6. Monitor all program and institution accreditation criteria and standards for compliance 7. Develop SACS Compliance Certification and initiate the Quality Enhancement Plan 8. Evaluate accreditation criteria for NAEYC pilot project for Early Care and Education program 9. Revise the formats for Division Effectiveness Reports and College Effectiveness Report to clarify the Use of Results for Improvements section 10. Refine meaningful data collection/dissemination to document the College's continuous compliance with all changes in accountability and institutional effectiveness elements 11. Further the usefulness of summary survey reports related to the quality of programs, services, and resource management, as well as the satisfaction of present and former students 12. Increase communication with the CHE and SBTCE to improve processes for gathering and reporting transfers-in and transfers-out 13. Continue to assess the feasibility of providing on-line survey instruments to students 14. Revise, update, and implement the College's timelines and processes for completing the Compliance Certification document and the Off-Site and On-Site Reaffirmation of Accreditation Visits 15. Develop and submit to CoC the College's Prospectus for Off-Campus Locations 16. Continue monitoring compliance with the most current <i>Principles Of Accreditation: Foundation</i>

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			<p><i>for Quality Enhancement</i></p> <ol style="list-style-type: none"> 17. Establish IS/CERS baseline data as soon as appropriate SBTCE training becomes available 18. Assess input provided by advisory committees for implementation to improve academic programs 19. Develop program outcomes for all academic programs 20. Review all data from employer survey to improve instruction 21. Review course competencies in Reading, Math, and English 22. Conduct all scheduled program reviews 23. Review roster of degrees, diplomas, and certificates in programs inventory and determine if selected certificates should be retained 24. Continue to assess curriculum needs in all academic divisions 25. Make improvements in academic programs based on program reviews 26. Provided results of surveys conducted at the College for evaluation of processes and for continuous improvement 27. Expanded faculty positions in three program areas: biology, math, and Spanish 28. Publish program outcomes for all academic programs 29. Continue to assess program content through program review process for effectiveness of program outcomes 30. Continue to involve faculty and staff members in planning, implementing and evaluating annual major objectives and in developing the College Certification SBTCE document and Quality Enhancement Plan 31. Continue to review and use results of student evaluation of instruction and supervisor observations to improve instruction 32. Monitor progress toward accomplishment of 2004-05 College goals and objectives through periodic assessment of progress in departmental plans of action 33. Monitor and use results of key evaluation processes to make institutional improvements 34. Refine meaningful data collection/dissemination to document the College's compliance with all changes in accountability and institutional effectiveness elements 35. Implement suggestions from Peer Review to improve P/IE effectiveness 36. Lead State Institutional Research Peer Group beginning in Fa2004 37. Revise, update, and implement the College's timelines and processes for the Off-Site and On-Site Reaffirmation of Accreditation Visits 38. Develop and submit to CoC of SACS the College's Prospectus for Off-Campus Locations
<p>7. Improve student support services, library resources and electronic linkages at Outreach locations to ensure a more learner-centered environment. (Related to Institutional Goals 2, 4, 12)</p>	<p>* Improve Academic and Student Affairs policies, procedures, and practices</p> <p>* Increase the use and awareness of the library and learning resources available for students and faculty</p>	<p>I. EDUCATIONAL PROGRAMS Effectiveness Indicators: Program Review</p> <p>II. STUDENT OUTCOMES Effectiveness Indicators: Retention Rates</p> <p>III. SUPPORT SERVICES</p>	<p>Results and Improvements Made:</p> <ol style="list-style-type: none"> 1. Revised Academic and Student Affairs' policies and procedures 2. Submitted proposed College Directive revisions to Executive Leadership Team for consideration 3. Reviewed new standards for academic progress implemented Fall 2003 and determined these should be maintained for financial aid satisfactory progress 4. Implemented the 30-hour limitation policy in Developmental Education enrollment 5. Revised Attendance Policy for the College for Fall 2004 implementation to effectively manage the "Last Date of Attendance" for financial aid purposes

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	<p>* Improve the retention and subsequent graduation of students</p> <p>* Provide consistent and accurate advisement of students</p>	<p>Effectiveness Indicators: Evaluation of Academic Advisement Client Satisfaction Quality of Programs and Services Access and Equity Library Resources and Services L Marketing</p> <p>IV. COLLABORATION Effectiveness Indicators: Community Outreach Support of Economic Development Adult Education</p> <p>V. ACCESSIBILITY Effectiveness Indicators: Accessibility to Citizens of Area Outreach Locations/Services</p> <p>VI. ADMINISTRATION/RESOURCES Effectiveness Indicators: Development and Use of Technology Employee Performance Management Cooperative Planning</p>	<ol style="list-style-type: none"> 6. Implemented residency requirements for admissions processing 7. Communicated FERPA information to College personnel 8. Revised practices for College testing procedures 9. Revised practices for effective advisement 10. Offered increased activities in the Library to increase student and faculty/staff awareness of Library resources 11. Updated Library holdings and Library usage information 12. Migrated to a new online Library catalog 13. Increased online resources such as eBooks and full text journal databases 14. Increased Library resources at outreach locations 15. Maintained work of College Retention Committee to improve retention rate and graduation rate 16. Integrated retention principles throughout Academic and Student Affairs 17. Implemented the STAIRS program and delivered workshops to all DVS students each semester during and received high evaluation ratings on the delivery of this program 18. Supported Student Activities to provide access to student organizations and maintained five-star status of the College's Chapter of Phi Theta Kappa 19. Provided stipends(using Perkins funds) to faculty serving as advisors to student organizations 20. Reviewed the Awards Convocation program to more effectively serve students 21. Revised content of New Student Orientation and changed the date for Fall 2004 to accommodate students earlier in the registration and advisement process 22. Updated and maintained faculty advisor list 23. Offered training for all faculty in advisement procedures and Campus Pipeline services 24. Utilized On-Course and Web for Faculty for the retention of advisement and registration data 25. Reviewed all COMPASS scores and made revisions to admissions standards to eliminate the writing sample requirement 26. Revised all procedures for Adult Education referrals and hosted annual meeting with Adult Education Coordinators from the College's four-county service area 27. Adopted a statewide minimum score for Reading placement for College entry 28. Improved communications between the staff in the Student Services area and the academic program areas 29. Implemented recommendations of Health Sciences Division for a Competitive Entry program in the Associate Degree Nursing, Practical Nursing, and Surgical Technology programs 30. Held registration critique each semester and used results to improve administrative processes for registration and advisement 31. Implemented on-line registration in selected programs <p>Future Improvements:</p> <ol style="list-style-type: none"> 1. Continue to review all Academic and Student Affairs policies for relevance and submit changes for consideration to Council of Deans and Directors, Academic Management Team, and Leadership Team 2. Monitor all standards for academic progress to determine appropriateness 3. Monitor the implementation of Attendance Policy with changes effective for Fall 2004 4. Continue to provide FERPA information to all college employees 5. Implement and monitor new College testing procedures and facilities utilization 6. Continue to assess advisement procedures for improvement of programs and services

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			<ol style="list-style-type: none"> 7. Assess Library usage and make recommendations for effective use of resources 8. Assess Library resources at offsite and satellite locations and determine adequacy, enhancing holdings where appropriate 9. Review all retention data and determine progress of retention efforts 10. Assess STAIRS effectiveness in relation to retention efforts 11. Provide training for Student Activities leaders and assess management of student organizations 12. Continue to assess College sponsored programs for students, such as Awards Convocation and New Student Orientation 13. Provide Advisor Training for student organization advisors 14. Revise content of faculty advisor training based upon feedback from the Academic Management Team and Council of Deans and Directors 15. Continue to assess appropriateness of academic placement scores relative to student success 16. Continue to offer Skills Institute through collaborative arrangement with area Adult Ed 17. Assess implementation of Competitive Entry process for selected Health Sciences programs 18. Implement changes to improve registration procedures and student services based on results of Registration Critique
<p>8. Strengthen the comprehensive recruiting and public relations strategies that clearly communicate to College constituents information related to curriculum offerings, and program delivery options. (Related to Institutional Goal 11)</p>	<ul style="list-style-type: none"> * Increase overall College FTE and headcount enrollment by 5 percent from previous year * Ensure continued transferability of courses and programs * Increase working relationship with Shaw AFB area and Kershaw County * Continue marketing non-credit courses and Environmental Training Center (ETC) offerings 	<p>I. EDUCATIONAL PROGRAMS Effectiveness Indicators: Program Review Advisory Committee Feedback</p> <p>III. SUPPORT SERVICES Effectiveness Indicators: Client satisfaction Quality of Programs and Services Recruitment Marketing</p> <p>IV. COLLABORATION Effectiveness Indicators: Community Outreach Support of Economic Development Quality of Programs and Services</p> <p>V. ACCESSIBILITY Effectiveness Indicator: Transfer-in Rates</p> <p>VI. ADMINISTRATION/RESOURCES Effectiveness Indicator:</p>	<p>Results and Improvements Made:</p> <ol style="list-style-type: none"> 1. Fall 03 enrollment compared to Fall 02 decreased by 2.4 percent headcount and decreased by 4.8 percent FTE 2. Developed marketing plans to target specific programs in industrial and engineering technology 3. Implemented Kuder Career Assessment online inventory 4. Increased science course offerings in Biology and Chemistry in order to accommodate an overall enrollment increase in these courses 5. Enhanced the overall scheduling formats with Saturday, one-night per week classes, distance, and outreach locations 6. Planned and implemented a marketing plan for recruitment of students and increasing the public's awareness of the role of the technical college system 7. Implemented Microbiology course offerings to accommodate growth in science 8. Revised and published new academic program brochures 9. Published Program Profiles to be used in College recruitment initiatives 10. Developed specialized marketing initiatives for the NRM, EVT, Industrial and Engineering Technology, and Cisco programs 11. Published a Parent's Guide for parents of prospective students 12. Held special recruitment and college awareness programs including the Bridges Competition, Speech Bowl, Psychology Bowl, Coffee House, and College Open House at various College locations 13. Held program Advisory Committee meetings for each academic program 14. Worked closely with Registrar to ensure transferability of courses both in and out of the College 15. Developed and implemented new forms for communicating transfer credit 16. Identified various methods of tracking the progress of AA and AS students

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		Cooperative Planning	<ol style="list-style-type: none"> 17. Participated in senior college transfer seminars at Winthrop, College of Charleston, and University of South Carolina 18. Assessed non-credit (CE) and credit programming needs for Shaw ABF 19. Offered at least 50 different types of continuing education enrollment opportunities at Shaw Center and Kershaw County 20. Promoted the non-credit CDL program at Shaw AFB and Kershaw County 21. Developed Continuing Education affiliation with Certifying Associations such as Nursing Home Administrators, Social Workers, Bankers, CPAs and co-sponsored/ offered required professional non-credit continuing education to these groups 22. Offered increased number of non-credit computer-related courses 23. Developed and mailed CE course catalogs in a timely manner 24. Developed improved system of producing/ mailing CE and ETC flyers to target groups 25. Established and maintained improved CE mailing list 26. Evaluated Campus Pipeline for marketing non-credit courses and improved CE and ETC webpage <p>Future Improvements:</p> <ol style="list-style-type: none"> 1. Compare fall enrollment trends to determine College and program growth patterns to plan effectively for student population in delivering programs and services 2. Develop comprehensive plan to implement Kuder Career Assessment program 3. Continue to develop and implement effective course scheduling procedures 4. Implement marketing and recruitment plans for collegiate image in community 5. Assess the effectiveness of marketing initiatives 6. Assess programming needs in science department to meet expanding student enrollment 7. Assess effectiveness of College publications and determine publication needs 8. Maintain communication with personnel at senior institutions to facilitate ease of transfer for students 9. Increase new and enhance current working relationships with Shaw AFB and Kershaw areas 10. Continue to make improvements in College website 11. Use results of assessment of non-credit (CE) needs for Shaw ABF to improve offerings
<p>9. Provide increased technology-based solutions that enhance efficiency and customer service at the College. (Related to Institutional Goals 2, 3)</p>	<p>* Create a cooperative and collaborative method of providing consistent and reliable access to high quality and innovative technology solutions to assist the College in achieving its mission</p> <p>* Increase the use of information technology resources for communication, student functions, and</p>	<p>I. EDUCATIONAL PROGRAMS Effectiveness Indicators: Alumni Survey Graduate Survey</p> <p>III. SUPPORT SERVICES Effectiveness Indicators: Client Satisfaction Quality of Programs and Services Access and Equity Library Resources and Services</p> <p>L</p> <p>V. ACCESSIBILITY</p>	<p>Results and Improvements Made:</p> <ol style="list-style-type: none"> 1. Prioritized instructional technology equipment requests 2. Received approval of administrative plans by the SC Budget and Control Board 3. Reviewed and responded to survey responses of student satisfaction with College resources 4. Participated in the SCT Consortium for the planning of a Banner implementation and selection of platform 5. Identified methods for using technology for student, faculty, and staff efficiency through the work of College ASUG 6. Implemented online grading for full and adjunct faculty 7. Expanded the services of the College's Media area for faculty and staff on Main Campus and outreach locations 8. Completed deployment of <i>Web for Students</i> to eligible students in approved programs

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	<p>administrative purposes</p> <p>* Provide academic and administrative systems that are responsive to the operation and management needs of the College and delivered in a timely and effective manner</p> <p>* Create a support system that trains and assists users in effective use of technology, and provides comprehensive, responsive, and efficient assistance with sufficient flexibility to meet the changing requirements of users</p> <p>* Provide a reliable and responsive network infrastructure such that users are unhampered by bandwidth, application, or location</p> <p>* Increase the flow and value of information throughout the College</p>	<p>Effectiveness Indicators: Accessibility to Citizens of Area Outreach Locations/Services</p> <p>VI. ADMINISTRATION/RESOURCES Effectiveness Indicators: Facility Development and Use Development and Use of Technology Professional Development Program Mission Focus Cooperative Planning</p>	<p>to complete the self-service functions with online registration</p> <ol style="list-style-type: none"> 9. Continued to deploy additional and enhance existing self-service features of current College software, such as online access to articulation agreements, online financial aid counseling and online graduation applications 10. Implemented the SBTCE Fixed Assets System 11. Began training for using Oracle and Banner systems 12. Maintained the SCT software to within two weeks of vendor releases and facilitated meetings for Administrative Systems Users Group (ASUG) 13. Modified the facilities system to accommodate new numbering scheme for buildings and rooms 14. Modified CERS system in response to changes 15. Completed migration to Windows XP for all employees and computer lab facilities 16. Maintained WebCT and created interface with SIS for loading student rosters 17. Expanded Help Desk services and functions to include IP Telephony and video conferencing to accommodate 6,000 service calls this year versus 3,500 last year 18. Installed and implemented new Cisco AVVID architecture for voice, video, and data communications over a converged network 19. Replaced an out-of-date H.320 protocol system with an additional Tandberg video conferencing system using H.323 without additional networking hardware, allowing use of video resources at Main Campus and F.E. Dubose 20. Replaced various office computers and replaced 139 instructional computers as part of the College's ongoing replacement cycle for instructional computing 21. Established new procedures for updating and maintaining the College website 22. Maintained and continued deployment of Exchange <p>Future Improvements:</p> <ol style="list-style-type: none"> 1. Implement recommendations of ASUG to improve faculty, staff, and student technology utilization 2. Implement new procedures for use of Media Services 3. Continue deployment of replacement cycle for instructional computing
<p>10. Develop the 2004-09 Central Carolina Technical College Strategic Plan. (Related to Institutional Goals 5, 6, 7)</p>	<p>* Provide support in developing the 2004-2009 Central Carolina Technical College Strategic Plan</p>	<p>IV. COLLABORATION Effectiveness Indicators: Community Outreach Support of Economic Development</p> <p>VI. ADMINISTRATION/RESOURCES Effectiveness Indicators: Mission Focus Cooperative Planning</p>	<p>Results and Improvements Made:</p> <ol style="list-style-type: none"> 1. Developed and implemented the 2003 processes and timeline for constructing the 2004-09 College Strategic Plan for Continuous Improvement 2. Facilitated and documented activities of the College strategic planning team in accomplishing its purpose 3. Provided data and documents to FOCUS Groups, strategic planning team, and ELT 4. Held College planning summit for foundation of planning and strategic decision making 5. Completed the 2004-09 Strategic Plan for Continuous Improvement through broad-based participation of College's internal and external constituencies and submitted it to Area Commission for final approval. 6. Disseminated 2004-2009 Strategic Plan college-wide 7. Continued to integrate planning with internal and external evaluation processes to ensure improvements in programs and services.

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			<p>Future Improvements:</p> <ol style="list-style-type: none"> 1. Monitor annual progress toward accomplishment of institutional Strategic Directions through College Annual Goals and division/unit objectives through periodic assessment of progress in departmental plans of action 2. Continue to refine evaluation processes to produce demonstrable use of results
<p>11. Attract and retain appropriately credentialed, diverse, and talented faculty to support a multi-cultural campus environment inclusive of the diversity reflected in the College's service region. (Related to Institutional Goal 4)</p>	<p>* Provide convenient faculty and staff development and training</p> <p>* Exchange accurate and timely information to improve communication and enhance the culture of the College</p>	<p>III. SUPPORT SERVICES Effectiveness Indicators: Client Satisfaction Quality of Programs and Services Access and Equity</p> <p>V. ACCESSIBILITY Effectiveness Indicators: Outreach Locations and Services</p> <p>VI. ADMINISTRATION/RESOURCES Effectiveness Indicators: Management of Resources Development and Use of Technology Professional Development Program Faculty/Staff Diversity Employee Satisfaction</p>	<p>Results and Improvements Made:</p> <ol style="list-style-type: none"> 1. Provided faculty training and funding through participation in external conferences and workshops 2. Provided AMT with academic departmental training for supervisors emphasizing supervision of academic programs and services 3. Extended the Adjunct Orientation to a one-day event including technology training in August, January, and May 4. Offered online PDP training activities to allow for greater flexibility and accessibility 5. Expanded Adjunct Faculty Orientation to one-day format for Fall 2004 6. Completed cross-training in the Center for Student Information, Admissions, and Financial Aid areas 7. Provided Customer Service Training session for all members of Student Services 8. Published catalog, student handbook/calendar, faculty handbook, adjunct faculty handbook, semester course schedules, and advisory committee handbooks 9. Held periodic faculty meetings to maintain communication 10. Held Adjunct Faculty Orientation at the beginning of each semester 11. Held registration critique following fall and spring semester registrations 12. Trained faculty on roster verification process from the Center for Student Information 13. Increased awareness of advisement and admissions procedures through training sessions with faculty 14. Published monthly College-wide newsletter 15. Maintained standards for faculty loading and provided banking options for faculty teaching overloads 16. Assisted faculty members in expanding scope of teaching credentials 17. Provided financial assistance for faculty to acquire industry certification 18. Achieved increase in annual overall EEO goal attainment from 87.9 percent in 2002 to 98.9 percent in 2003, ranking the College 1st among technical colleges and 3rd among state agencies 19. Implemented a compensation plan for FY 04 that provided 2.5- 3.0 percent merit increases, as well as Christmas bonuses to employees in a year when there was no State funding available for increases 20. Offered a Health Benefits Fair and health screenings to all employees <p>Future Improvements:</p> <ol style="list-style-type: none"> 1. Determine 2004-05 PDP activities based on input from evaluation of personnel needs 2. Present supervisor training for AMT based upon requests from department chairs and program managers 3. Revise content of Adjunct Faculty Training to reflect changes in policies/procedures

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			<ol style="list-style-type: none"> 4. Assess effectiveness of the PDP program through formal evaluations and compile report of findings 5. Provide specialized advisement training for faculty and staff 6. Publish a PDP calendar outlining offerings for faculty and staff 7. Continue to involve faculty and staff in planning and implementation of Academic and Student Affairs Division objectives and in developing the Quality Enhancement Plan 8. Provide communication in a timely manner to faculty and staff regarding College events and activities 9. Continue to assess the number of faculty positions to meet the instructional needs of the College
<p>12. Explore the possibility of participating in the statewide "Teacher Transfer Track."</p>	<p>n/a</p>	<p>n/a</p>	<p>Results:</p> <ol style="list-style-type: none"> 1. Statewide program was determined to apply only to four-year institutions