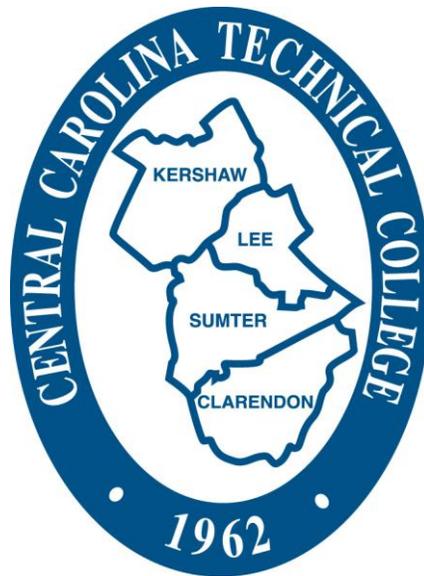


Central Carolina Technical College

2014-2015 Annual Effectiveness Report



Publication Date: October 2015

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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 the 2014-2015 College Annual Goals

Central Carolina Technical College employs the practices of reviewing the previous year's plans of action throughout the institution as a basis for the formulation of the upcoming year's plans of action. This is an institution-wide practice and results in an integrated and comprehensive review of the Annual College Goals. While the specific detailed level of accomplishments is recorded at the division and departmental levels, the College accomplished many objectives during the 2014-2015 year on both the divisional and institutional levels. This roster of accomplishments supporting the 2014-2015 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 2014-2015, and each goal was aligned with an area of focus and goal in the College's 2010-2015 Strategic Plan.

CCTC 2014-2015 COLLEGE ANNUAL GOALS

July 1, 2014 through June 30, 2015

Annual Goals Aligned with the 2010-2015 CCTC Strategic Plan Goals

1. Facilitate student learning in an appropriate academic technology-based environment to support student success and integrate assessment of learning for continuous improvement and in support of the College's Mission. (Reference Strategic Plan Goal 4B)
 - Offered three new Health Sciences programs of study through the BOOST grant initiative
 - Provided academic programs validated by advisory committee members to meet workforce needs
 - Integrated results from assessment of program outcomes for continuous improvement and reported through the Program Assessment Outcomes Tables
 - Assessed course success and retention in all modes of delivery through the Student and Course Success Team
 - Conducted academic program reviews for scheduled programs of study; presented findings to the Curriculum Committee; and used results for academic department continuous improvement
 - Conducted 22 advisory committee meetings to ensure linkages between instruction and workforce needs
 - Upgraded student technology resources in computer labs and classrooms
 - Incorporated web accessibility features into courses

- Expanded utilization and course integration of the Forensic Lab in Legal Studies Center
- Implemented simulation and 3D technology in Science programs and in Health Sciences programs
- Developed updated version of online New Student Orientation and implemented Fall 2014
- Provided laptops and tablets to students through lending program to ensure access to technology
- Provided tutoring resources via YouTube
- Implemented GradesFirst as an early alert system for ACT students
- Developed process to code New Student Orientation attendees to determine impact on student success
- Implemented Register Blast to provide online scheduling for testing appointments
- Implemented Remind 101 text messaging for TRiO students with 76% response rate
- Increased use of lectures with closed captioning
- Implemented text reader in D2L courses
- Piloted use of videoconferencing software to extend instruction to outreach locations
- Created hybrid courses and implemented lecture capture across new Allied Health courses
- Received approval from SC Board of Pharmacy for a pharmacy simulation laboratory to dispense non-controlled drugs
- Provided instructional environment resulting in student industry certifications as follows: National Institute for Metalworking Skills Certificates (NIMS)—30 students; Automotive Service Excellence Certificates (ASE)—3 students; NCCER Core Curriculum Certifications (Welding)—22 students; Air Conditioning Employment Ready Certifications—16 students; Light Commercial Air Conditioning Employment Ready Certifications—3 students; EPA 608 Certifications—9 students; HVAC Excellence Certifications—90 students; COMPTIA A+—4 students; COMPTIA Healthcare IT Technician—4 students; COMPTIA Network+—5 students; CISCO CCENT—6 students; CISCO CCNA Routing—4 students; CISCO Security+—6 students; CISCO Routing & Switching—4 students
- 100% of Surgical Technology August 2014 graduates passed the CST certification examination on first attempt; 100% of Massage Therapy August 2014 graduates passed the MBLEX certification examination on first attempt; 100% of Pharmacy Technology August 2014 graduates passed the ASHP examination on first attempt; 78% of Medical Assisting August 2014 graduates passed the AAMA certification on first attempt; 100% of Practical Nursing August 2014 graduates passed the NCLEX certification on first attempt; and 86% of Associate Degree Nursing May and August 2014 graduates passed the NCLEX certification on first attempt
- Facilitated a 40.9% success rate for first-time, full-time students; facilitated 92% placement rate for graduates placed directly in the workplace; facilitated 11% graduation rate for 2011 cohort of first-time, full-time students
- Established 16 new apprenticeships with 8 partners
- Served 3,726 unduplicated students in distance education courses for 2014-2015
- Offered new certificate program in Mechatronics Fundamentals Technician to be offered for Fall 2015
- Maintained support services at off-site locations and expanded to include an evaluation of the Library and learning resources to ensure appropriate and adequate student access

Measurement/Outcomes: Provide academic programs aligned with the College's Mission and in response to workforce needs for graduates; provide a technology-based learning environment; assess student learning in all modes of delivery and locations; and implement strategies for continuous improvement in academic programs

2. Provide student support services and programs that address the diverse needs of the student population by connecting students with the College's services and programs through activities to enhance their educational experience and support program completion. (Reference Strategic Plan Goal 5C)
 - Expanded tutoring services to off-site locations
 - Provided student leadership opportunities, events, and activities through Office of Student Life

- Realigned Student Life Coordinator position to allow focused approach to student activities; held 300 events and meetings
- Selected as a Military Friendly School by the G. I. Jobs magazine for fourth consecutive year
- Provided personal and academic support to more than 300 students through specialized grant programs
- Provided business and industry tours, college visits, and cultural exploration opportunities through grant programs
- Implemented early alert system for TRiO students
- Provided extensive career services through job fairs, personalized assistance, specialized workshops, and classroom presentations
- Developed an improved format of New Student Orientation and conducted five sessions for new students
- Developed ADA handbook with resources for students with disabilities and an online ADA orientation
- Updated Community Resource Book and web pages to communicate community and college resources to students
- Made 55 classroom presentations related to Career Services; promoted use of Career E-Tools
- Provided technology-based career services to students to improve job search and employability skills; 597 students registered with Career Central; and 85 students participated in mock interviews using Perfect Interview
- Increased usage of Career Services Center; 324 students had resumes reviewed; 85 students took career assessments; and 154 students requested general career assistance
- Hosted special events such as College Goal SC, Transfer Day, and Graduation Fair
- Reorganized Admissions Office to improve student processing and advisement
- Provided community service opportunities through Office of Student Life
- Hosted new Diversity Awareness event
- Held three Sexual Harassment Awareness events
- Awarded \$22M in financial aid to 4,528 students from public and private sources
- Improved services to veterans by relocating the VA Certifying Official and offering special events for veterans
- Hosted Constitution Day to provide students with information on voter registration
- Formed a Default Management Taskforce; identified strategies for improved communications to students regarding student loan borrowing; and partnered with EdManage for Financial Literacy 101 resources
- Established a Bridge program with Francis Marion University

Measurement/Outcomes: Identify and provide diverse and appropriate student support services that engage the student from initial contact with the College through program completion; and assess effectiveness of programs and services for continuous improvement

3. Provide appropriate physical facilities and resources to support the teaching and learning environment with a focus on expansion of facilities in Kershaw County and the construction of the Advanced Manufacturing Technology Training Center (AMTTC). (Reference Strategic Plan Goals 4F, H, I)
 - Continued construction of the AMTTC to be completed in FY 16
 - Developed and implemented a Preventive Maintenance plan for College facilities
 - Completed renovation of two classrooms at Health Sciences Center for new Health Sciences program
 - Completed M200 roofing replacement project
 - Began two major HVAC replacement projects in Buildings M500 and M600, to be completed in FY 16
 - Collaborated with Kershaw County and City Councils, CCTC staff, and architects to plan for the expansion of the Kershaw County Campus

- Obtained an additional \$1.5M from the State of South Carolina; a commitment of \$5M from Kershaw County, as well as a commitment of \$2M from the City of Camden for Kershaw Campus expansion project
- Obtained a \$1M allocation from the Sumter County Penny for Progress tax for the renovation of Building M400, in addition to the state allocation of \$750K received for the project (this was received in FY 15, but reported last year)
- Obtained a 1.3 mil increase in the Sumter County allocation to support the AMTTC estimated to provide \$377,000

Measurement/Outcomes: Provide resources for all programs and services to support the educational environment; collaborate with Kershaw County legislative and governing bodies as well as the general public to identify strategies for expansion of the Kershaw County campus; and begin construction of the AMTTC

4. Maintain collaborative relationships with workforce development partners throughout the College's service area to support economic development. (Reference Strategic Plan Goal 1B)
 - Maintained ongoing communication with business and industry partnerships in service area to support the recruitment, expansion, and continuing workforce development needs
 - Collaborated with SC Works and readySC to facilitate training opportunities for 33 industry partners
 - Met with economic development agencies in four-county service area to review workforce needs
 - Offered the SC Manufacturing Certification class to support employment readiness with 120 graduates completing the program during the 2014-2015 academic year; 69% of the graduates are employed in local businesses and industries
 - Received \$8,000 in funding from Caterpillar Corporation Foundation through a grant opportunity to expand tutoring services to outreach locations
 - Received \$12,500 from Wells Fargo for equipment for the AMTTC
 - Partnered with Duke Energy Foundation through a grant opportunity to fund the School Counselor Summer Institute and received \$25,000 from Duke Energy for this project along with additional funding from the Sumter Industrial Association, Sumter Economic Development Board, and Santee Lynches Workforce Investment Board
 - Received \$5,000 funding from Legacy Smoke-Free and Tobacco-Free Community College Grant Initiative to implement a tobacco-free environment by Fall 2016
 - Received \$268,059 Perkins grant for 2014-2015 to support teaching and learning across the institution
 - Received TRiO grant in the amount of \$1,155,515
 - Received total of \$1,474,074 in grant awards for 2014-2015
 - Submitted Caterpillar grant proposal for implementation of technology-based academic advising with AskOnline software
 - Conducted training for 521 students for Continental Tire, APEX Tools, and Accuride to support workforce development needs

Measurement/Outcomes: Provide training to participants for workforce development and collaborate with workforce partners to maintain a competitive position for the region's business and industry by meeting workforce needs

5. Maintain strong working partnerships with the secondary (K-12) school systems and provide programs for dual enrollment, college readiness, and the Scholars Program for Fall 2015 to increase the number of area high school graduates entering the College. (Reference Strategic Plan Goal 2D)
 - Began implementation of the Kershaw, Clarendon, and Lee Scholars programs for Fall 2015
 - Developed comprehensive program for School Counselor Summer Institute for implementation in July 2015
 - Offered dual enrollment courses for 13 high school partners at area high school locations and at three CCTC outreach campuses for 574 students

- Hosted “Come See Me” visits to CCTC for 193 K-12 students
- Articulated courses taught at high schools for advanced credit at CCTC
- Partnered with Sumter Career and Technology Center (SCTC) to implement a program to provide SCTC graduates an opportunity to earn a Mechatronics Certificate by the end of the 12th grade
- Partnered with Clarendon School District 2 and Lee County School District to develop Early College programs for 2015-2016
- Offered 385 placement test preparation sessions and 2 college readiness workshops to 54 high school students
- Administered placement exams to 1,402 high school students
- Conducted 10 financial aid presentations at area high schools
- Hosted annual Counselors’ Breakfast for secondary guidance counselors, Adult Education teachers, and Career Center staff
- Hosted College Goal SC to provide assistance with financial aid applications; increased attendance by hosting event at each campus location
- Developed Scholars blog to increase communications with high school counselors, students, and parents
- Conducted 34 Scholars Program presentations in participating high schools
- Developed “Get a LIFE” promotional materials for K-12 students and school personnel
- Hosted ADA training for school districts

Measurement/Outcomes: Offer dual enrollment courses in area high schools to at least 400 students; implement the college readiness program in the PBI grant; identify collaborative opportunities for seamless transition between high school and college; and maintain communications with secondary partners to prepare for the implementation of the Scholars Program in Fall 2015

6. Identify procedures and align personnel to increase the number of new, academically underprepared students enrolling in COL 103 during their first semester and structure course scheduling to support individual student success, retention, and timely program completion. (Reference Strategic Plan Goals 4B and 5H)
 - Reviewed existing COL 103 course content and identified new course (COL 105) for entering freshmen for Fall 2015
 - Reviewed procedures for requiring student enrollment in COL 105 for Fall 2015
 - Formed committees to identify key COL 105 competencies which could be taught in program introductory courses
 - Identified three associate degrees which will require COL 105 starting in AY 2015-2016
 - Conducted the Commit2Complete (C2C) event to encourage students to complete their courses and programs of study in support of program retention
 - Identified new course scheduling approach for the Kershaw County Campuses
 - Offered courses at Shaw AFB Education Center

Measurement/Outcomes: Develop academic and student support procedures to identify students with remedial academic needs and facilitate their enrollment in COL 103 (COL 105) during the first semester by implementing effective admission, advisement, scheduling options, and communication with this cohort

7. Develop a comprehensive marketing plan to focus on student recruitment for targeted student populations, College locations, and modes of delivery to positively affect student enrollment for the 2014-2015 academic year. (Reference Strategic Plan Goal 7A)
 - Appointed an Enrollment Task Force to address enrollment management and developed a comprehensive student enrollment and marketing plan resulting in clearly defined strategies and tasks to increase enrollment; enrollment goals for student types have been identified; Lunch and Learn series was developed; student study spaces were created; admissions communications were revamped; low enrollment programs were identified for increased marketing
 - Implemented Jump Week activity to support early registration completion

- Conducted an enrollment assessment by Noel-Levitz which included a comprehensive analysis of marketing, recruitment, and retention opportunities
- Identified target populations for specialized marketing to include high school seniors and transient students
- Identified specific academic programs for targeted marketing to include AA and AS

Measurement/Outcomes: Strategic enrollment and marketing plan implemented for 2014-2015 with elements of marketing for targeted student populations, College locations, modes of delivery, and programs of study

8. Maintain awareness by county and regional government officials of the role of the College in the higher education community and its impact on the economic development of the region. (Reference Strategic Plan Goals 1B and 7B)
 - Communicated with Kershaw County legislative delegation, Kershaw County Council, and City of Camden regarding expansion of Kershaw County campus
 - Participated in Legislative Day activities with Sumter Chamber of Commerce
 - Submitted College demographics and other requested information for consideration by Sumter County Council in deliberation regarding College funding
 - Collaborated with the Santee Lynches Workforce Investment Board and the Sumter County Economic Development entity to offer the Workforce Experience (WE) program with 18 participants
 - College President participated in the Shaw Sumter Community Council to maintain strong working relationship with military community

Measurement/Outcomes: Meet with county and regional government officials annually to communicate needs and request additional funding to support the College's facilities and programs

9. Support graduation and program completion with a goal of 700 graduates for the College for the period ending June 30, 2014. (Reported in September 2014). (Reference Strategic Plan Goal 5G)
 - Graduated 612 students for period ending June 30, 2014
 - Converted all developmental courses to 8-week term format to improve retention
 - Conducted two retention initiative pilot programs by implementing the reporting of mid-term grades and mid-term attendance to students in pilot cohort
 - Continued special populations retention programs through the ACT, TRiO, and Men in Motion programs
 - Established a Bridge program with Francis Marion University to support student transfer opportunities
 - Hosted expanded Graduation Fair
 - Increased use of DegreeWorks for advisement and student program completion tracking
 - Established an administrative graduation process to award and notify students

Measurement/Outcomes: The number of graduates for the period of July 1, 2013, through June 30, 2014, will be 700

10. Maintain appropriate qualified faculty and staff to support and deliver quality programs and services. (Reference Strategic Plan Goals 6B and C)
 - Hired qualified faculty and staff in Academic Affairs to support quality programs and services
 - Offered 85 professional development program offerings to support the teaching and learning environment with diverse training opportunities and required training
 - Conducted New Faculty Orientation each semester
 - Conducted New Adjunct Faculty Orientation each semester
 - Conducted Online Certification for faculty scheduled to teach online courses
 - Identified and trained Title IX/Clery Team to ensure adherence to federal regulations and appropriate services to students; identified Confidential Source for students

- Hired qualified staff in Student Affairs and provided structured training on programs, services, and college policies and procedures
- Hired and trained qualified staff for Call Center and Registration Lab during peak registration periods
- Conducted cross-training for admissions, financial aid, and outreach staff to ensure consistency of services provided
- Reorganized Admissions Office to provide more efficient services to students
- Used feedback from customers to improve services at all college locations
- Provided approximately \$48,000 in professional development activities for faculty and staff

Measurement/Outcomes: Assess academic and support areas to ensure appropriate personnel to deliver quality programs and services

11. Prepare and submit the 2015 Compliance Certification Report to the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) with a comprehensive Quality Enhancement Plan (QEP) as an element of the 2015 reaffirmation process. (Reference Strategic Plan Goals 7J and K)
 - Conducted SACSCOC Advisory Visit by SACSCOC representative in July 2014
 - Prepared CCTC's Compliance Certification Report and submitted to SACSCOC on February 23, 2015, with only three standards for follow up in the Focused Report
 - Developed a comprehensive QEP, "SMART Choices for Success," in support of student success and as a component of the reaffirmation process
 - Implemented a pre-pilot of the QEP during the Summer 2015 term to identify best practices and strategies for the pilot
 - Responded to the SACSCOC Off-Site Reaffirmation Committee's findings through the development of a Focused Report
 - Integrated data and reporting processes into reaffirmation, grants, and institutional functions and compared institutional data with peer, state, and national benchmarks

Measurement/Outcomes: Compliance Certification Report submitted by March 2, 2015, and Quality Enhancement Plan developed and a pilot identified for Summer 2015 semester

12. Develop the 2015-2020 CCTC Strategic Plan to accomplish the College's Mission and meet the comprehensive needs of the College. (Reference Strategic Plan Goal 1)
 - Conducted a strategic planning session with approximately 100 partners in October 2014 to develop the 2015-2020 CCTC Strategic Plan
 - Developed 2015-2020 CCTC Strategic Plan in conjunction with CCTC Area Commission for implementation on July 1, 2015
 - Distributed the 2015-2020 CCTC Strategic Plan to community partners
 - Reviewed the CCTC Mission Statement as recommended by the strategic planning partners
 - Completed the final report on the 2010-2015 CCTC Strategic Plan

Measurement/Outcomes: Implement strategies to facilitate collaboration with appropriate internal and external partners to develop a comprehensive 2015-2020 CCTC Strategic Plan by January 2015 for 2015-2016 planning

Areas of Focus Identified for 2015-2016

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 2015-2016 year were identified during several ELT ongoing assessment and planning sessions and served as the foundation for the identification of the 2015-2016 CCTC Annual Goals:

- Continuing focus on the assessment of student learning outcomes
- Increased focus on academic and student support services and programs to support student retention
- Implementation of strategies and resources to expand the Kershaw County Campus to accommodate growth and workforce needs
- Continued implementation of strategies and resources to support student enrollment at the Lee County site
- Full implementation of the Enrollment Task Force strategies for maintaining viable student enrollment
- 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 and at local career centers
- Implement Early College programs with secondary (K-12) schools systems desiring to facilitate these programs
- Delivery of distance education courses and programs with greater integration of services
- Increase the number of graduates and program completions through greater student success and retention awareness of students, faculty, and staff
- Increase 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
- Increase the number of business and industry services provided by the Workforce Development Division
- Increase collaboration between Student Affairs and Academic Affairs to better serve the students' needs
- Expand student life programs and services
- Increase awareness of county governments of the role of the College in economic development in the service area
- Increasing local funding resources for expanding facilities
- 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 completion of the Advanced Manufacturing Technology Training Center
- Assessment of the QEP pilot program to address retention issues and student success
- Completion of the 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, and 4
 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; student services programs, initiatives, and activities for relevancy reviewed; facility needs, utilization, and gaps discussed; and strategies developed to address issues appropriate to the accomplishment of the College’s Mission Documentation: Divisional plans of action and annual effectiveness reports reflect the work of each major division at the College within the organization	For Fall 2015, a new certificate in Mechatronic Fundamentals Technician was developed for implementation; curricula revision was recommended for the delivery of DVS courses with a new scheduling format for 8-week courses; for 2015-2016, the College will begin implementation of the QEP to address retention and program completion
2. Monitor progress of College’s annual goals and progress toward the culmination of the implementation of the 2010-2015 Strategic Plan.	Conducted two sessions to review the progress of the 2014-2015 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; and planning was integrated for the development of the 2015-2020 CCTC Strategic Plan Documentation: 2014-2015 CCTC Annual Goals Report and 2014-2015 CCTC Strategic Plan	The results from the progress of the 2014-2015 CCTC Annual Goals were used in the development of the 2015-2016 CCTC Annual Goals during the ELT’s Annual Retreat held on February 26, 2015; the progress of the 2010-2015 Strategic Plan and the draft of the 2015-2020 Strategic Plan were used to identify goals for the institution

	Report	
3. Implement the process to develop the 2015-2020 Strategic Plan through a collaborative process with community partners.	<p>Conducted the 2015-2020 Strategic Planning session with over 100 internal and external partners on October 9, 2014</p> <p>Documentation: Draft of the 2015-2020 CCTC Strategic Plan reviewed by the CCTC Area Commission</p>	2015-2020 CCTC Strategic Plan will be used to guide the institution over the next five years and integrated with the annual goals each year resulting in ongoing institutional effectiveness
4. Maintain strong collaborative relationships 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>The College's leadership made presentations and requests to the Kershaw County Council, City of Camden in May 2014, Clarendon County Council, Clarendon School District Two Board of Trustees, Kershaw County School District Board of Trustees, and Sumter County Council regarding funding needs for the College;</p> <p>The College's leadership made presentations and/or collaborated with the Santee Lynches Workforce Investment Board, Sumter Chamber of Commerce, Clarendon Chamber of Commerce, Kershaw County Chamber of Commerce, Sumter and Lee County Economic Development, Kershaw County Economic Development, Clarendon County Economic Development, Kershaw County Committee of 100, New Carolina Workforce Taskforce and Central SC Alliance regarding training needs and opportunities available through the College</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 Bill for FY16 and allocation agreements with local municipalities</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 College through multiple avenues</p>

Goal No. 2

- 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

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

Supports College Strategic Goal: 1—Workforce Development and 2, 3, 4, 5—Educating Students
 Supports College Annual Goal: 1, 2, 4, 5, 7, and 8
 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, Suominen Nonwovens, APEX Tool Group, Hengst, Accuride, Mint Valley Paper, Kent International Bicycle Corporation of American, and CAT Hydraulic Plant 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 collaborative funding opportunities.	Met with secondary school superintendents and counselors to communicate programs and services available through CCTC; 17% of the area’s high school graduates enrolled at CCTC in the Fall of 2014; continued collaboration 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 The College entered the implementation phase of the Scholars Program for Lee, Clarendon, and Kershaw counties and began enrollment of qualifying high school seniors for Fall 2015 Documentation: Secondary School Admissions Report and Scholars Enrollment Report	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.	Collaborated with 16 area high schools, 3 alternative schools, 4 career centers, 4 adult education	Continue to seek ways to expand opportunities for access to higher education for area high school

	centers, and Palmetto Youth Connections to facilitate the enrollment of graduating secondary students and to expand opportunities for dual enrollment programs; formed partnership with Clarendon County School District Two and Lee County School District to offer an Early College program for Fall 2015 Documentation: Enrollment Reports	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.	The College established an Enrollment Task Force and developed comprehensive strategies in its marketing focus throughout the four-county service area to facilitate an approach among all stakeholders that CCTC is a first-choice option for postsecondary education. The College conducted an enrollment assessment by Noel-Levitz which included a comprehensive analysis of marketing, recruitment, and retention opportunities. The College partnered with Duke Energy Foundation, the Sumter Industrial Association, the Sumter Economic Development board, and the Santee Lynches Workforce Investment Board to offer a two-week School Counselor Summer Institute for secondary school counselors Documentation: Enrollment Reports and School Counselor Summer Institute Schedule	
5. Support marketing initiatives that expand the programs and services of the Public Relations Department to internal and external audiences.	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, and 5
 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.	Communicated with representatives of Continental Tire, Suominen Nonwovens, APEX Tool Group, Hengst, Accuride, Mint Valley Paper, Kent International Bicycle Corporation of America, and CAT-Hydraulic Plant to support industry expansion and recruitment; active involvement with multiple recruitment projects for industry throughout the four-county service area; and the President participated in the New Carolina Workforce Taskforce to address issues of importance to the development of the state’s workforce Collaborated with the Santee Lynches Workforce Investment Board and the Sumter County Economic Development entity to offer the Workforce Experience (WE) program with 18 participants Documentation: Workforce Experience Employer and Student Agreements	Training needs communicated from company representatives are provided to the Academic Affairs and Workforce Development Divisions for training program development
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 and provided online learning opportunities for 3,726 unduplicated students Documentation: Distance Education Enrollment Report	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 “Smart Choices for Success” 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, 4, and 5
 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; and offered transfer opportunities through the USC Bridge program and the establishment of the Francis Marion University Bridge program	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 Kershaw County Campus; and established new thresholds for course cancellations and minimum enrollment for outreach Documentation: Course Schedules for Outreach Locations	Continue to monitor course enrollment at all outreach locations and identify strategies to sustain all locations
3. Support initiatives that address declining enrollment at College locations with an emphasis on the Lee County site.	Worked collaboratively with Enrollment Task Force and outreach personnel to grow enrollment at the Lee County site; focused marketing initiatives for the Lee County site to increase enrollment; and worked with the Lee County School District to offer an Early College program	Continue to monitor course enrollment at Lee County site and identify best practices to support this location

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
<p>1. Collaborate with economic development agencies, readySC, and business and industry to provide training for the area's workforce.</p>	<p>The Workforce Development Division of the College collaborated with SC Works and readySC to facilitate training opportunities for 33 industry partners including Accuride, Kent International Bicycle Corporation of America, Berkeley County Water and Sewer, Charleston Water, City of Sumter, City of Columbia, CoAtex, Consolidated Systems, Continental Tire, Domtar Paper, Epps Orthodontics, FN Manufacturing, Georgetown County Water District, Haier America, Invista, Kaydon, Michelin Tire, Milliken, Northeastern Technical College, Nephron, Palmetto Youth, Praxair, Rexam, RockTenn, Sandhills Medical, Shaw AFB, Spartanburg Water, Sumter Packaging, T & S Brass, TransMontaigne, WEASC, and Weylchem</p> <p>Apprenticeships established with Canfor New Southern Pine, Extreme Sports of Sumter, Lee County Correctional Facility, Wateree Correctional Facility, Hengst, Eaton, Georgetown County Water & Sewer District, and Dorchester County Water & Sewer bringing the total apprenticeships to 42</p> <p>Training conducted for 521 students for Continental Tire (421 students onsite), APEX Tools (85 students at Main Campus), and Accuride (15 students onsite and at Kershaw County Campus)</p>	<p>Meet with economic development agencies, ReadySC, and other business and industry partners during the upcoming year</p>
<p>2. Determine optimum organizational structure as a result of a comprehensive review of the Workforce Development Division to ensure effectiveness in noncredit programs.</p>	<p>Collaborated with Workforce Development Division personnel to ensure optimum organizational structure was in place to maximize efficiency of personnel and facilities</p>	<p>Continue to evaluate organizational structure for efficiency and realization of College and division Missions</p>
<p>3. Continue to offer SC Manufacturing Credential to support workforce development.</p>	<p>The Workforce Development Division of the College offered the South Carolina Manufacturing Certification training course with 120 graduates completing the program for entry-level</p>	<p>Program has been completed as originally established, and the College will continue to identify similar training opportunities to support workforce readiness.</p>

	manufacturing positions. Of these graduates, 69% are employed in local businesses and industries.	
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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, 2, 3, and 4
 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 2015 to identify priorities, conducted a SWOT, and determined institutional initiatives for budgetary expenditures for FY16 utilizing the new 2015-2020 CCTC Strategic Plan 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 FY16 budget	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. Continue the renovation of the existing retail location for the Advanced Manufacturing Technology Training Center for the relocation of selected Industrial and Engineering Technology programs.	Completed Phase I renovation of the facility for the Advanced Manufacturing Technology Training Center, began noncredit training in May 2015, and relocated the Mechatronics program to the facility for classes for Fall 2015	Facilitate the implementation of construction for Phase II to accommodate additional Industrial and Engineering Technology programs
5. Work collaboratively with Kershaw County officials to identify funding sources to facilitate the expansion of the Kershaw Campus	For 2014-2015, the College was successful in acquiring an additional \$1.5M in funding from the State of South Carolina, a commitment of \$5M from Kershaw County, and a commitment of \$2M from the City of Camden for the Kershaw County Campus expansion project. The College obtained a \$1M allocation from the Sumter County Penny for Progress tax for the	Continue to develop site programming for the construction of expanded facilities at the Kershaw Main Campus

	renovation of Building M400. The College was successful in obtaining a 1.3 mil increase in the Sumter County allocation to support the Advanced Manufacturing Technology Training Center estimated to provide \$377,000 in additional funding	
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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 College’s Mission.

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: 9 and 11
 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 Development Board Economic 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, maintained communication with the QEP Team, and participated in College meetings on reaffirmation process Documentation: Compliance Certification Report	Use results from Off-Site Team for the compilation of the Focused Report and continue to monitor the development of the QEP
3. Review and approve the 2015 Compliance Certification Report to be submitted in March 2015.	Reviewed and approved the 2015 CCTC Compliance Certification and submitted to SACSCOC in February 2015 resulting in three standards identified for follow up in the Focused Report Documentation: Compliance Certification Report	Continue to monitor compliance with SACSCOC standards for institutional effectiveness
4. Collaborate with the QEP Team to develop an appropriate QEP framework for the implementation of “First	Monitored the development of the CCTC QEP, approved the name change to SMART Choices for Success, and provided input into the identification of a QEP Lead	Provide oversight leadership in providing resources for the implementation of the CCTC QEP and monitor the results of the pilot to be implemented during Fall 2015

Semester Success and Experience” as the 2015 QEP project	Evaluator Documentation: CCTC QEP, Smart Choices for Success	
5. 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; Accomplishments Report for 2010-2015 Strategic Plan	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
6. Identify and support areas of collaboration with other partners for grant opportunities.	Collaborated with Kershaw County officials in the submission of a US Economic Development Administration grant; submitted grant proposals to the US Department of Education for TRiO, PBI, and VetAchieve; Wells Fargo; Carl Perkins Postsecondary Program; Duke Energy Foundation; Caterpillar Foundation; Legacy Smoke-Free; and Walmart Foundation Feed America to support the College’s Mission Received \$1,474,074 in grant awards for programs, services, and activities proposed in the grant submissions Documentation: Grant Proposals	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: 1, 2, and 3
 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	Attended CCTC Foundation meetings; provided reports to the Foundation; and maintained	Continue to communicate with the College’s Foundation Executive Director and Board members

initiatives.	communication with the Foundation's Director and Board Documentation: Foundation Agenda and Minutes	
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 2014-2015 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 the 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 President.	Participated in legislative activities to support the College, participated in community events, served on Committees, and represented the College 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 2014-2015 Annual Goals and the 2010-2015 Strategic Plan, submitted the revised CCTC Mission Statement to the South Carolina Commission on Higher Education; participated in the development of the 2015-2020 CCTC Strategic Plan in October 2014 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

2014 – 2015 Annual Effectiveness Report

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

Goal No. 1 TEACHING/LEARNING – The AA Division will implement best practices and innovative techniques to support student academic success.

Expected Outcomes for Goal No. 1

1.1 Faculty will have access to professional development.

Supports College Strategic Goal: 4B, 6B, 6C

Support College Annual Goal: 1, 10

Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
<p>Provide opportunities for faculty development related to teaching and accreditation</p>	<p><u>GEN ED</u> Seventeen (17) full-time General Education faculty attended approved conferences/workshops including SCADE, SCCTM, SCTEA, NADE, AWP and HAPS. Additionally, many GE faculty attended college PDP events during the academic year including relevant topics such as dual enrollment, using Windows 8.1, PowerPoint II, and D2L Open Workshop. There were participants from each department.</p> <p><u>HSC</u> 100% of the MRCO faculty gained AAPC certification and is currently AAPC certified. MASG faculty completed CEU's. HS Faculty has participated in multiple PDP development sessions. NurseTim (DoN Curriculum Committee Mtg. 3/17/14) online faculty instructional resource includes test development, test blueprint and test item writing. Expires 3/15 Documentation: MRCO AERDOC 2015 Y, 2015 Z6, 2015 Z7, 2015 M, PHLEBOTOMY AERDOC B, NURSING ASSISTANT AERDOC I, CARDIAC CARE AERDOC D</p>	<p><u>GEN ED</u> Events outside the college are shared in the individual department meetings. College PDP events provide faculty opportunities to advance self-selected personal skills.</p> <p><u>HSC</u> Provides access to the most current information in MRCO and enhances teacher excellence. Maintain AAPC credentials. CEU's enhance teacher excellence and maintain current CMA (AAMA) certification. Develop NCLEX style evaluation measures (develop test and exam question on the analysis or higher level; integrate increased use of multiple select item format; and demonstrate validity of questions though use of test/exam blueprint) College PDP events provide faculty opportunities to advance self-selected personal skills. Utilize info obtained from PDPs in course development.</p>

	<p><u>B&PS</u> Faculty in the BPSD attended in-house professional development sessions such as Online Accessibility, PowerPoint, Copyright, and D2L workshops as well as professional conferences such as Cengage Course Technology (4), FUSION (2), D2L Users Conference (10), Converge (1), ASCUE (1), National Organization for Human Services (1), Southern Organization for Human Services (1), ECO Teaching Workshop (1), GPS/GIS training (1), National Association for Education of Young Children (2), TEACH Institute (1), and Administrative Professionals (2). The Paralegal Program Manager obtained his continuing education credits (CLE) and maintained his membership in the SC Bar Association as part of the requirements for ABA accreditation for the Paralegal Program.</p> <p><u>IET</u> Selected faculty members attended conference/training sessions as required for accreditation standards.</p>	<p><u>B&PS</u> Changes in technology related to consumer uses and teaching resources were used to update the curriculum in CPT/IST/AOT courses; accreditation information from the NOHS Conference was used to begin the accreditation process for the Human Services Program; and the use of technology in teaching and learning were increased of amplified by attendance at other training, workshops, and conferences.</p> <p><u>IET</u> Help faculty advance in related fields.</p>
Recognize and reward teaching excellence	<p><u>GEN ED</u> Max Weber recognized as SCTEA Educator of the Year and also speaks at graduation May 8th.</p> <p><u>HSC</u> Nursing Dept. recognized faculty achievement at departmental and advisory committee mtgs. Dean also recognizes best practices and faculty achievement at HS Divisional AMT meetings. Brent Jackson received the AMTA's featured professional in their publication. He has received many awards this year including local as well as national recognition. Documentation: HS AMT meeting minutes in hsc share drive (M)</p> <p><u>B&PS</u> The Criminal Justice Technology Program Manager was nominated for the US Professor of the Year. Faculty were recognized at departmental and division meetings for completing certifications and advanced degrees.</p> <p><u>IET</u></p>	<p><u>GEN ED</u> Recognition by peers promotes leadership in teaching excellence.</p> <p><u>HSC</u> Recognition by peers encourages excellence in teaching and establishes a positive learning environment.</p> <p><u>B&PS</u> Faculty recognition provides a conduit for sharing of best practices and encourages personal growth. Current mechanisms need to be continued and additional opportunities should be implemented to identify and recognized teaching excellence.</p> <p><u>IET</u></p>

	Submitted a name for E. C. Red Kneece Award.	Will continue to pursue and reward opportunities for teaching excellence.
Train faculty on requirements and implementation strategies to support web accessibility for students with disabilities	<p><u>B&PS</u> “Online Accessibility Best Practices for Faculty” and associated quick guides were developed and distributed to faculty. The quick guides are also available in the Faculty Resources widget in D2L. Faculty teaching online courses self-assessed their courses accessibility and the Distance Education Department conducted reviews of online courses to ensure documents added to D2L do, in fact, meet accessibility requirements.</p> <p><u>GEN ED</u> Many full-time and adjunct faculty have attended PDP sessions targeting web accessibility.</p> <p><u>HSC</u> Faculty attended PDP workshop (Jan 14, 2015) for training to develop all syllabi and documents as web accessible in online resources. Documentation: SUR A.</p> <p><u>IET</u> - In efforts to comply with web accessibility standards, I&ET faculty followed the <i>Online Accessibility Best Practices</i> as set forth by CCTC. Documentation: Online Accessibility Best Practices</p>	<p><u>B&PS</u> The College’s Web Accessibility Audit shows much improvement in the awareness levels of faculty as well as the accessibility of documents uploaded to online courses and the website. Continued diligence in this area should continue in order to meet the requirements of state and national standards.</p> <p><u>GEN ED</u> Faculty have become aware of the importance of web accessibility and are continuing to incorporate in online components of courses.</p> <p><u>HSC</u> Faculty are aware of the need to provide web accessibility and are implementing measures to include accessibility into the online portions of their courses.</p> <p><u>IET</u> - Will continue to follow <i>Online Accessibility Best Practices</i> to ensure web accessibility standards.</p>

1.2 Web resources will be accessible as defined in web accessibility audit.

Supports College Strategic Goal: 4B
Support College Annual Goal: 1
Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Implement web accessibility procedures that provide access to online resources for students with disabilities.	<p><u>B&PS</u> Quick guides for creating closed captions in YouTube and Camtasia were provided to faculty. Caption Sync was also used for to create transcripts where necessary for hearing impaired students</p>	<p><u>B&PS</u> Investigate other ways to provide web accessible video and budget for caption/transcript services.</p> <p><u>GEN ED</u></p>

	<p><u>GEN ED</u> Full-time and adjunct faculty continue to revise documents in online courses for accessibility.</p> <p><u>HSC</u> Faculty are aware of the need to provide web accessibility and are implementing measures to include accessibility into the online portions of their courses such as D2L. All syllabi are web accessible. 100% of the online program MRCO is web accessible. Documentation: Posted syllabi on website. 2014-15 Massage Therapy AERDOC C MTH 120 Compatibility Check</p>	<p>General Education faculty will continue to work with Distance Ed to make all online courses accessible.</p> <p><u>HSC</u> Faculty will make any new additions of course materials on D2L web accessible.</p>
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1.3 Classroom instruction will be exemplary.

Supports College Strategic Goal: 4B
Support College Annual Goal: 1
Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
<p>Implement lecture capture technology across the curriculum</p>	<p><u>B&PS</u> The MediaSite desktop recorder was provided to faculty in November, 2014, however few faculty have used it because it does not have the ability to create captions within the program.</p> <p><u>HSC</u> Lecture capture software being evaluated in BOOST programs . Lecture capture utilized in AHS BOOST courses. The Massage Therapy department recorded video segments from hospital-based massage therapy.</p> <p>Document: 2014-15 Massage Therapy Documentation: online video lectures in AHS 180, AHS 105. Students evaluations AHS 105 and AHS 180 201420</p> <p><u>IET</u> The I & ET division has not implemented lecture capture in programs of study.</p>	<p><u>B&PS</u> Different options are needed to move forward with a college-wide solution for lecture capture.</p> <p><u>HSC</u> Students performed well in courses >60% success and retention. Students reported that they liked the flipped classroom. Massage therapy found that the video capture using the video camera was easier than the media software attempted earlier. The massage therapy program will attempt more video segments for basic massage skills.</p> <p><u>IET</u> Will request funding for obtaining the resources necessary to begin capturing in the 2016-17 academic year.</p>

<p>Work with ILT to review all classrooms and implement improvements as funds allow</p>	<p><u>B&PS</u> Learning Spaces Community of Practice met on March 3, 2015 to review the plans for upgrades and replacements of computer resources for FY15-20.</p> <p><u>GEN ED</u> Unable to implement any improvements due to budget reduction.</p> <p><u>HSC</u> Several new pieces of equipment have been added to the PHMT program. A new point of sale software by QS/1 was added to the PHMT program. Plan to resubmit request for 2nd projection system for MASG Lecture Classroom (H133) to Director of IT for AY 2015-2016 Equipment & Budget request. Will request wireless printer for MASG classroom (H133) to complete Administrative Competencies required for CAAHEP Accreditation to be utilized with laptops. BOOST programs met with ILT and completed Sim Lab equipment and programming. Documentation: AERDOC 2015 S, Phlebotomy AERDOC A, Nursing Assistant AERDOC 2.</p> <p><u>IET</u> Mechatronics, Engineering Graphics Technology and Machine Tool Technology will be moving in the new AMTTC by the end of the 2015 year.</p>	<p><u>B&PS</u> Classroom and instructional resources are upgraded as funds allow.</p> <p><u>GEN ED</u> Until budget improves it will be necessary for the college to maintain current classroom equipment and technology.</p> <p><u>HSC</u> New equipment and software simulates the learning experience to improve student performance at the experiential sites. Utilize student training on current equipment. Equipment and budget request submitted for approval. BOOST programs developing and utilizing teaching materials to be used with simulations.</p> <p><u>IET</u> A plan will be developed to address renovating building 400 for existing and possible new programs of study in the 2016-17 year</p>
<p>Use course success, classroom observations, and student evaluation data to improve instruction.</p>	<p><u>GEN ED</u> Dean and department chairs reviewed all courses failing to meet benchmark requirements. Each department generates a Course Success/Retention Report. Classroom observations have been conducted at all outreach locations and in both day and evening classes.</p> <p><u>HSC</u> <u>PHMT</u> realigned classroom observations, and student evaluation data to improve course objectives and instruction techniques by addition of new adjunct instructor and courses: PHM 103, PHM 115, PHM 116 replacing AOT 104 and PHM 118. All adjunct instructors observed and evaluated by program managers. All Program</p>	<p><u>GEN ED</u> Department chairs and faculty use Course Success data to determine appropriate action for targeted courses and/or monitor any relevant trend.</p> <p><u>HSC</u> All faculty observed and evaluated as scheduled and suggestions made for continuous improvements.</p>

	<p>managers observed in the classroom and evaluated by Dean of HS. Documentation: Classroom observation/evaluations in faculty folders. Pharm Tech AERDOC 2015 Z. 2014-15 Massage Therapy AERDOC B</p> <p><u>IET</u> I&ET Dean, Program Manager, and Instructors reviewed department's 2014-15 Student Evaluations of Instruction. Documentation: Summaries on file in I&ET Dean's Office</p> <p>The Dean observed the Program Manager and the Program Manager observed FT and PT Faculty for instruction improvement. Documentation: On file in Dean's Office and Program Manager's Office</p> <p><u>B&PS</u> Dean, department chairs, program managers along with departmental faculty reviewed course success and retention as part of program outcomes assessment. All courses were mapped to Program Outcomes, assessments developed and administered, results reported and analyzed. Classroom observations and student evaluation of courses were overwhelmingly excellent. One full-time instructor's evaluations were significantly lower than the college average.</p>	<p><u>IET</u> Student Evaluations showed students were pleased with instruction and program content; as the ratings were very near or above the college mean in both areas. Will continue to be monitored for improvements in 2015-16.</p> <p>Results of the classroom observation to improve instruction were reviewed with instructors..</p> <p><u>B&PS</u> Classroom observations and student evaluations are used to improve instruction</p>
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Goal No. 2 STUDENT SUCCESS - Increase activities that foster student success, retention, and graduation.

Expected Outcomes for Goal No. 2

2.1 Student success will improve in targeted courses.

Supports College Strategic Goal: 4B, 5G
Support College Annual Goal: 1, 9
Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Use trend of course success data to identify courses to target for improvement; program managers and department chairs will develop and implement plans for	<u>GEN ED</u> Courses Success & Retention Reports revealed five courses for monitoring (ENG 101/102, MAT 032, PSY 201, SPC 205).	<u>GEN ED</u> These course will be reviewed after 201510 term to determine what action should be taken. All are standard

<p>improvement in specific courses</p>	<p><u>HSC.</u> Eliminated use of Karch textbook for NUR 106. Streamlined resources for spring 2014; use of Davis Drug Guide and ATI resources only (CC mtg. 12/8/14). PNR 122 implemented use of pharmacology drug cards and ATI Drug Calculation & Safe Medication Administration, effective fall 2014. Evaluate course success rates for all MED courses for last three years to identify any specific trends. MED 112 - course with lowest course success (still over 60%) The massage therapy examined MTH 136 course for improvement Fall 2014. Two of three online sections of AHS 102 had <60% success trend. SUR 125 data shows improvement needed in course. Documentation: Course Success and Retention Reports for AY 2014-2015, Surg tech AERDOC 2015 I. 2014-15 Massage Therapy AERDOC J</p> <p><u>IET</u> <u>AUT</u> Fall 2014 Success Rate – 82% or above except AUT 107 was 69%. Spring 2014 Success Rate – 90% or above except two courses (AUT 221 @ 67% and AUT 112 @ 63%). Summer 2014 Success Rate – 88% or above. Documentation: 2014-15 I&ET Course Success 201410, 201420, and 201430</p> <p>EGT Fall 2014 Success Rate – 84% or above. Spring 2014 Success Rate – 95% or above. Summer 2014 Success Rate – 93% or above. Documentation: 2014-15 I&ET Course Success 201410, 201420, and 201430</p> <p>HVAC Fall 2014 Success Rate – 100% overall. Spring 2014</p>	<p>curriculum courses with strong and weaker sections.</p> <p><u>HSC</u> New pharmacology textbook implemented, fall 2014 semester faculty change for instruction of Pharmacology component implemented Fall 2014. 82% student success rate The massage therapy program will change the textbook for MTH 136 Kinesiology for Massage Therapy. For AHS 102 , strategies to be implemented on MRCO POA for 2015-16 and evaluated on MRCO AER 2015-16. No other courses in HSC had <60% course success and retention trend.</p> <p><u>IET</u> In efforts to improve lower success rates, all students will be advised of mid-term grades, beginning Fall 2015. Otherwise, course success rates are in good standing. Will continue to monitor and evaluate course success data for program improvement in the 2015-16 Academic year</p>
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	<p>Success Rate – 82% or above. Summer 201430 Success Rate – 100% or above. Documentation: 2014-15 I&ET Course Success 201410, 201420, and 201430</p> <p>MTT Fall 201410 Success Rate – 82% or above. Spring 201420 Success Rate – 88% or above. Summer 201430 Success Rate – 100% or above. Documentation: 2014-15 I&ET Course Success 201410, 201420, and 201430</p> <p>MEC Fall 201410 Success Rate – 88% or above. Spring 201420 Success Rate – 95% or above. Summer 201430 Success Rate – 91% or above. Documentation: 2014-15 I&ET Course Success 201410, 201420, and 201430</p> <p>WELD Fall 201410 Success Rate – 89% or above. Spring 201420 Success Rate –one course was below 70% (WLD 160 @ 69%), all others were 71% or above. Summer 201430 Success Rate – 94% or above. Documentation: 2014-15 I&ET Course Success 201410, 201420, and 201430</p> <p><u>B&PS</u> Several courses were targeted for improvement based on the course success results. These included MKT 101, ACC 101, ECO 210, CPT 168, and CPT 209.</p>	<p><u>B&PS</u> Evaluation data comparing face-to-face and online courses led to the redesign of MKT 101.</p>
<p>Conduct Mandatory Midterm Grade pilot</p>	<p><u>B&PS</u> Six courses were included in the pilot. 50% showed increased success rates and all but one showed increased retention rates.</p> <p><u>GEN ED</u> All general education courses and instructors will be reporting midterm grades in 201510.</p>	<p><u>B&PS</u> Based on the positive results the B&PS Division will expand midterm grades to more courses and monitor results. All courses will include midterm grades beginning in Fall 2015.</p> <p><u>GEN ED</u> Of particular interest will be the effect of midterm grades on developmental course success and student feedback</p>

	<u>HSC</u> No pilot participation however, midterm grades are calculated and any student with less than a 75 class average is counseled. Documentation : Midterm Communication Records in all programs for students will less than a 75. 2014-15 Massage Therapy AERDOC D	of its helpfulness. <u>HSC</u> Plan of action developed for student improvement in course. All programs will implement midterm grades and attendance reports for 2015-16.
Develop/pilot Placement Assessment Training for math	<u>GEN ED</u> Very few students participated or expressed interest in the MyMathTest option to prepare, test, and potentially bypass a course.	<u>GEN ED</u> Mathematics Department will continue to seek other options for an accelerated path to math success.

2.2 Retention of students will increase in targeted programs.

Supports College Strategic Goal: 5G
 Support College Annual Goal: 9
 Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Conduct Early Attendance Alert pilot	<u>B&PS</u> Six courses were included in the pilot. 50% showed increased success rates and all but one showed increased retention rates.	<u>B&PS</u> Based on the positive results the B&PS Division will expand the early attendance alert to more courses and monitor results.

2.3 Graduation rate will improve in targeted programs.

Supports College Strategic Goal: 5G
 Support College Annual Goal: 9
 Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Promote the use of Degree Works with students	<u>GEN ED</u> General Education advisors are using DegreeWorks in advisement process. Instructional videos on the use of DegreeWorks has been helpful to instructors and students understanding its use, particularly for planning and program selection (“What if”). <u>HSC</u> SURG program faculty attended PDP session in January 2015 and will promote ongoing use of degree works with students. Departmental faculty utilizes and instructs advisees in Degree Works during all student	<u>GEN ED</u> General Education faculty (AA and AS advisors) improved efficiency in the use of DegreeWorks and its features should add support to the student advisement process. <u>HSC</u> Students beginning to utilize degree works for advisement and tracking in HS programs. Encourage continued student use.

	<p>advisement. Documentation : PHM AERDOC I, SUR AERDOC A, Phlebotomy AERDOC C, Nursing Assistant AERDOC 4. 2014-15 Massage Therapy AERDOC F</p> <p><u>IET</u> Students were encouraged to utilize Degree Works to progress toward graduation completion.</p> <p><u>B&PS</u> All faculty advisors use Degree Works as part of the advisement process</p>	<p><u>IET</u> Some students did take advantage of Degree Works. Will continue to promote Degree Works in the 2015-16 Academic year.</p> <p><u>B&PS</u> The link to Degree Works is buried in myCCTC. It needs to be more prominent so that students can find it!</p>
Faculty will prepare Student Progress Plans for students in financial aid jeopardy	<p><u>B&PS</u> Faculty prepare SPPs for students as requested.</p> <p><u>GEN ED</u> AA and AS advisors prepare SPP plans for students in danger of losing financial aid.</p> <p><u>HSC</u> _Per student’s request, SPP’s were provided to all HS students with advisement. Documentation: PHM AERDOC F, Cardiac Care AERDOC C, Nursing Assistant AERDOC H, Phlebotomy AERDOC C. 2014-15 Massage Therapy AERDOC E</p> <p><u>IET</u> Created progress plans in Degree Works for students with FA warning status for the 2014-15 year</p>	<p><u>B&PS</u> This is an institutional function that will remain in practice.</p> <p><u>GEN ED</u> The SPP process creates contact with advisors and students who are at high risk of dropping out. This process will continue to be utilized.</p> <p><u>HSC</u> Monitor and advise students on progress and maintain projected schedule for graduation.</p> <p><u>IET</u> Some students used the warning as an opportunity to improve, others were not as fortunate.</p>
Administratively track and graduate students as soon as they complete program of study	<p><u>HSC</u> All HS students tracked and graduated at program completion. Documentation : Nursing Assistant AERDOC</p> <p><u>Academic Affairs</u> Worked with IT to spec an ARGOS report to be used to support quickly identifying students who have completed courses but have not been graduated.</p> <p><u>IET</u> Students were advised to complete</p>	<p><u>HSC</u> Practice will continue as an institutional function.</p> <p><u>Academic Affairs</u> Will create procedures for program managers and department chairs to use in connection with the new ARGOS report.</p> <p><u>IET</u> Will continue to</p>

	graduation applications in each program of study.	advise students to complete graduation applications in the 2015-16 Academic year
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2.4 Student success in online courses will improve.

Supports College Strategic Goal: 4B, 5G
 Support College Annual Goal: 1, 9
 Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Compare online and F2F counterparts to identify online courses to target for action to improve retention and student success	<p><u>B&PS</u> A comparison of 30 courses with both online and face-to-face sections revealed 22 online courses had lower Success Rates (A, B, C) than the face-to-face counterpart. Five courses fell below a 60% success rate. Three courses with lower success rates had greater than a 30 point difference.</p> <p><u>GEN ED</u> In nearly all cases the online course success rate is lower than the face-to-face counterpart.</p>	<p><u>B&PS</u> It is recommended that the courses that had greater than 30 point difference be revamped to include web-conferencing sessions for students needing additional support, or be taught only as face-to-face or as hybrid courses with a classroom /lecture or tutoring component. The courses needing action are ENG 100, MAT 110, and MAT 155.</p> <p><u>GEN ED</u> Several courses are being monitored for online success (MAT 101, MAT 110, MAT 155, SPC 205, ENG 100). Many factors to consider including student access, motivation, and design.</p>
Promote online course orientation	<p><u>B&PS</u> 580 students were identified as being first-time online students and were sent information about the online course orientation. 387 of the 580 students identified as needing the orientation completed the orientation. Retention and success rates were significantly higher for those who completed the orientation. (Retention 82% compared to 69%; Success 61% compared to 37%)</p> <p><u>GEN ED</u> More students are completing the online orientation and are being more successful in online courses.</p>	<p><u>B&PS</u> It is recommended that participation of first-time online students (and those who have never successfully completed an online course) be promoted. Currently, students needing the orientation are “bulk enrolled” and sent an email informing them they should complete the orientation.</p> <p><u>GEN ED</u> Instructors are reporting fewer technology issues with students in online courses and college will continue to promote completion of orientation.</p>

2.5 COL 105 course during first semester will be incorporated into targeted programs of study

Supports College Strategic Goal: 4B, 5G
 Support College Annual Goal: 1, 9
 Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Analyze each program of study to determine if COL 105 during first semester can be part of the program starting Fall of 2015	<p><u>B&PS</u> Early Childhood, Management, and Accounting programs identified.</p> <p><u>GEN ED</u> AA and AS programs identified.</p> <p><u>HSC</u> No programs identified.</p> <p><u>IET</u> No programs identified.</p>	Programs identified will be implemented starting Fall 2015. All programs will be required to include COL 105 starting Fall 2016.

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

Expected Outcomes for Goal No. 3

3.1 Program outcomes will meet workforce needs.

Supports College Strategic Goal: 1B
 Support College Annual Goal: 4
 Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Use Program Outcomes Assessment Tables (POATs) to summarize program outcomes and identify areas for action	<p><u>B&PS</u> Departments collected student assessment data from specific courses to determine the level of attainment of program outcomes.</p> <p><u>GEN ED</u> Assessment data for general education courses was collected and reported in AA and AS POATs.</p> <p><u>HSC</u> Departments collected student assessment data from specific courses to determine the level of attainment of program outcomes. Documentation: Departmental POAT</p>	<p><u>B&PS</u> Data from POATs will provide guidance into curriculum needs.</p> <p><u>GEN ED</u> Data from the four departments (English, Humanities, Science, Mathematics) assist in identifying courses for improvement.</p> <p><u>HSC</u> In accordance with trend analysis data from POATs will provide guidance into curriculum needs. The Massage</p>

	<p>and POATDOCs , SUR E AERDOC 2015 D, 2014-15 Massage Therapy AERDOC G</p> <p><u>IET</u> Program Outcomes were summarized in the Program Outcome Assessment Tables and action areas were identified as necessary. Documentation: 2014-15 I&ET POATs</p>	<p>Therapy programs met all benchmarks for success. In accordance with the POAT summary, the program's changes were parallel to the MBLEx changes. The program will assess the FSMTB's Job Task Analysis and ELAP for curriculum recommendations in 2015-16.</p> <p><u>IET</u> Overall the outcomes/trends for were above the action level. Areas in need of corrective action plans are in place for the 2015-16 academic year.</p>
<p>Hold Advisory Committees meetings, maintain minutes, use input for improvement</p>	<p><u>B&PS</u> Advisory Committee meetings were held by all but two of the B&PS Departments. Some programs had low attendance. Environmental and Criminal Justice will hold their meetings in the spring.</p> <p><u>GEN ED</u> The AA/AS Advisory Committee was held in the fall.</p> <p><u>HSC</u> All HS Departments held an advisory committee meetings. Recommendation made to change to add Drug Classification Courses to PHMT program and delete Keyboarding. MRCO advisory board recommended that program be AAPC approved. Nursing advisory board discussed limited hiring of LPNs in the future. Also need for facilities to give priority to CCTC health sciences programs for clinical space. Documentation: PHM AERDOC I, SUR F AERDOC 2015X, AERDOC 2015B, 2014-15 Massage Therapy AERDOC H (2014-15 Advisory Committee Minutes)</p>	<p><u>B&PS</u> Review meeting schedule and increase participating.</p> <p><u>GEN ED</u> COL 105 was approved by the Curriculum Committee to be included as a required course in the curriculum. This brings both AA and AS to 62 credit hours for completion.</p> <p><u>HSC</u> PHMT agreed with suggestions for curriculum changes: Delete keyboarding and add two drug classification classes. Curriculum to be implemented Fall 2015. ELT informed of recommendation for MRCO to be AAPC approved. Program manager will apply for AAPC membership and approval June 1, 2016. Curriculum changes will be made in AY 2016-2017. Due to lack of student interest and the trend for low job placement rates the decision was made to close the PN program after the Summer 201430 class graduates. Facilities aware of CCTC need for clinical space and</p>

	<p><u>IET</u> Held Advisory Committees for each program in the Division. Maintained minutes and used results to make curriculum changes and other program improvements. Documentation: 2014-15 I&ET Depts. AC Minutes</p>	<p>reaffirmed their support for the HS programs.</p> <p><u>IET</u> Advisory Committee Meetings will continue to be held for input to improve the I&ET Programs</p>
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3.2 Currently accredited program will maintain accreditation.

Supports College Strategic Goal: 1B
 Support College Annual Goal: 4
 Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Maintain current level of program accreditation	<p><u>HSC</u> NUR, SURT, MASG and PHMT currently accredited and meeting all standards. 3 Year Follow-up Report to ASHP submitted in February for the PHMT program. Documentation: PHM AERDOC G, SUR G AERDOC</p> <p><u>IET</u> AUTO Maintained current level of accreditation with NATEF. Documentation: NATEF Accreditation Manual in Automotive Office</p> <p>HVAC Maintained current level of accreditation with HVAC Excellence. Documentation: HVAC Excellence Accreditation Manual in HVAC Office</p> <p>MTT Maintained current level of accreditation with NIMS. Documentation: NIMS Accreditation Manual in Machine Tool Office</p>	<p><u>HSC</u> New standards published and approved for Medical Assisting programs by CAAHEP to be implemented 2016-2017. Will begin to comply with new standards in 2015-2016. Reaccreditation visit in 2017 (spring). No recommendations from ASHP in regard to 3 Year Follow-up report. Continued Accreditation</p> <p><u>IET</u> Will continue to maintain current level of accreditation in 2015-16.</p>

	<p>MEC Maintained current level of accreditation with NCCER. Documentation: NCCER Accreditation Manual in Mechatronics Office</p> <p>WLD Maintained current level of accreditation with NCCER. Documentation: NCCER Accreditation Manual in Mechatronics Office</p> <p><u>B&PS</u> Documentation was submitted to the American Bar Association (ABA) for re-approval of the Paralegal Program. The Early Care and Education Program continued to be accredited by the National Association for the Education of Young Children.</p>	<p><u>B&PS</u> The onsite visit by the ABA is scheduled for November 2015.</p>
Submit Human Services application for accreditation	<p><u>B&PS</u> Application for accreditation was submitted in August 2015.</p>	<p><u>B&PS</u> Accreditation validates quality of the Human Services faculty and curriculum.</p>
Submit Paralegal application for re-accreditation	<p><u>B&PS</u> Report submitted electronically to and accepted by the ABA. Site visit will occur in summer or fall 2015.</p>	<p><u>B&PS</u> Report was accepted; implement any requests from the visiting team.</p>

3.3 Departments will complete program reviews on a 5 year schedule.

Supports College Strategic Goal: 1B
Support College Annual Goal: 4
Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Complete Program Reviews for the following programs: Human Services, Medical Assisting, Mechatronics, Automotive, Pharmacy Technician, and General Technology	<p><u>B&PS</u> Human Services Program Review was completed in October, 2014.</p> <p><u>HSC</u> Medical Assisting and Pharmacy Technician program reviews were completed in November, 2014. DACUM for Medical Assisting completed. Documentation: AERDOC 2015 F, AERDOC 2015 G, 2014-15 CCTC Curriculum Review Committee Minutes.</p> <p><u>IET</u> Mechatronics, Automotive, and General Technology program reviews were completed in November 2014.</p>	<p><u>B&PS</u> Submit request for additional faculty.</p> <p><u>HSC</u> No recommendations made by Committee.</p> <p><u>IET</u> Will implement recommendations made by the Curriculum Committee.</p>

<p>Complete DACUMS for the following programs: Early Care and Education, Engineering Graphics, Management, and Machine Tool</p>	<p><u>B&PS</u> Management DACUM was completed in February 2015. The Early Care and Education Program, which recently completed its reaccreditation process, will use curriculum requirements and standards from the National Association for the Education of Young Children and will not complete a DACUM this year.</p> <p><u>IET</u> DACUMS were not conducted for Engineering Graphics or Machine Tool; however, advice was solicited from Advisory Committee Meetings.</p>	<p><u>B&PS</u> Use DACUM information during Management Program Review process and present to Advisory Committee in the fall of 2015.</p> <p><u>IET</u> Will utilize advice from the Advisory Committee for the upcoming 2015-16 Program Reviews in Engineering Graphics and Machine Tool.</p>
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3.4 Dual enrollment offerings will increase.

Supports College Strategic Goal: 2D
 Support College Annual Goal: 5
 Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
<p>Respond to requests for dual enrollment courses as practical</p>	<p><u>Academic Affairs</u> During 2013-14 year there were 70 dual enrollment courses conducted with 475 unduplicated headcount. In 2014-15 there were 80 courses conducted with 585 unduplicated headcount.</p>	<p><u>Academic Affairs</u> Will initiate Early College for Lee and Clarendon Counties.</p>

3.5 Departments will participate in recruiting and marketing activities.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
<p>Increase recruitment activities at the program level in concert with recruiting staff</p>	<p><u>GEN ED</u> The AA and AS degree programs including transfer opportunities were advertised through college's website and printed materials.</p> <p><u>B&PS</u> Departments participated in the "Counselor's Breakfast," "Come See Me," and "Counselor Institute" events as well as visitations to high schools and career centers.</p>	<p><u>GEN ED</u> General Education faculty will continue to support students seeking the associate degree. Both Clemson and USC are proposing a 2+2 arrangement that could greatly benefit CCTC students.</p> <p><u>B&PS</u> Increased collaboration with recruiters and PR is needed. More "target" recruitment in programs with low enrollment is needed.</p>

	<p><u>Academic Affairs</u> Enrollment Task Force: Assisted recruitment dept. with “Come See Me” and other student tour events.</p> <p><u>IET</u> – The I&ET Division hosted the “Tour of Technology” and participated in the “Come See Me” events during March 2015.</p>	<p><u>Academic Affairs</u> Collaborate with the recruiting area to increase knowledge and interest in HSD programs. Evaluate number of students that actually attend a recruitment event and enter a HS program.</p> <p><u>IET</u> Will continue recruitment activities at the program level.</p>
Increase marketing activities at the program level in concert with PR staff	<p><u>B&PS</u> Updated the Program and Career Guide for all B&PS programs. Created a marketing plan for five programs through the Perkin Nontraditional Activity. Completed college-wide marketing activities through the Enrollment Task Force.</p> <p><u>GEN ED</u> Completed all activities requested through Public Relations to support AA and AS programs.</p> <p><u>HSC</u> Updated the Program and Career Guide. Requested PR to focus on promoting Massage Therapy program and Surgical Technology program. Documentation: Program and Career Guide, CCTC Website for News.</p> <p><u>IET</u> Numerous visits with schools and industry have been conducted in the I&ET Division. Program brochures created by PR are utilized during these visits when applicable. Documentation: 2014-15 I&ET Programs’ School Visits & Industry Visit</p>	<p><u>B&PS</u> Marketing materials shared for recruiting and marketing of programs.</p> <p><u>GEN ED</u> Continue to increase the awareness of the AA/AS transfer degrees at all college locations and support Public Relations in this effort.</p> <p><u>HSC</u> Program manager gave content to PR and they developed a flyer for MTHC. Also spotlighted SURT and MTHC on myCCTC website news. SURT program enrollment improved and has a full class for Fall 2015. MTHC enrollment is full at 22 for Fall 2015.</p> <p><u>IET</u> Will continue visits with schools and industry in the 2015-16 academic year for improved program content, partnerships, guidance, recruiting, and placement.</p>
Increase number of credit students recruited through CCTC Continuing Education Division	<p><u>B&PS</u> The Environmental Training Center actively recruits students for the Environmental Engineering Technology Program. No formal process exists to track this process.</p>	<p><u>B&PS</u> Consider awarding credit for certifications and CEU’s.</p>

3.6 Online courses will meet CCTC Quality Standards.

Supports College Strategic Goal: 4B
 Support College Annual Goal: 1
 Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Review Distance Education Policy and ensure compliance at the departmental level	<u>Academic Affairs</u> All faculty teaching online or hybrid courses have completed online certification and complete a process of online course evaluation.	<u>Academic Affairs</u> Continue adherence to the Distance Education policy for all online instructors and courses.
Implement process to provide web accessibility for students with disabilities	<u>B&PS</u> – A new website was launched in fall 2015. The annual web accessibility audit was completed. The report will be submitted to State Tech by October 15, 2015. The audit shows much improvement in the awareness level and the accessibility of documents in online courses and the website. <u>Academic Affairs</u> All faculty have been exposed to training for accessibility of posted online materials. All responded to accessibility requirement for disabled students.	<u>B&PS</u> Continue diligence is needed to meet and maintain the compliance requirements. <u>Academic Affairs</u> The process will continue to make all course material assessable.

3.7 Soft skill instruction will be incorporated in specific program courses.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Show evidence for soft-skill instruction in specific program courses	<u>B&PS</u> Programs outcomes measure soft skills such as: Demonstrate the ability to work independently or in teams as directed to complete assignments (ACCT), Demonstrate personal and professional skills appropriate for professional and academic settings (CMPT), Students will demonstrate human services values and attitudes and promote understanding of human services ethics and their application in practice (HUSV), Demonstrate the ability to work independently or in teams as directed to complete assignments; Demonstrate personal and professional soft skills appropriate for professional and academic settings; Demonstrate employment skills necessary to obtain a job and advance in a career in management (MGNT). <u>HSC</u> Nursing Assistant and Medical Record Coding	<u>B&PS</u> Review all program outcomes related to soft skills and increase or add as appropriate. <u>HSC</u> Observe and evaluate students

	<p>programs implemented soft skills instruction. Documentation: Nursing Assistant AERDOC 9, HIM 105 FGB</p> <p><u>IET</u> Soft skills instruction is included in specific syllabi for each department in I&ET. Documentation: B_C IMT 211 Syllabus, B_C MTT 121-122 Syllabus, B_C ACR 252 Syllabus, B_C EGT 225 Syllabus, B_C AUT 105 Syllabus</p>	<p>in class, lab and clinical setting to determine effectiveness of soft skill instruction.</p> <p><u>IET</u> Will continue soft skills instruction to enhance students' abilities</p>
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3.8 Expand support for career centers to articulate significant number of courses for selected programs of study.

Supports College Strategic Goal: 4B, 1B, 2D
Support College Annual Goal: 1, 4, 5
Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Support articulation effort for Mechatronics program at Sumter Career Center	<u>IET</u> Mechatronics proficiency tests were conducted at the Sumter County Career Center and 13 students achieved proficiency.	<u>IET</u> College credits will be awarded to students upon admission to the college.
Support articulation effort for Welding and Criminal Justice programs at Sumter and F E DuBose Career Centers	<u>B&PS</u> Criminal Justice proficiency exams were administered at the F. E. Dubose Career Center in an effort to inspire articulation of students.	<u>B&PS</u> Promote articulation and track enrollment of students based on articulation agreements.
Support articulation effort for Early Child Care program at Sumter Career Center	<u>B&PS</u> ECD 101 was offered during the spring semester with 13 high school students enrolled.	<u>B&PS</u> Promote program at high schools.

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.

Expected Outcomes for Goal No. 4

4.1 Mechatronics, Engineering Graphics, and Machine Tool relocated to AMTTC.

Supports College Strategic Goal: 4F, 4H, 4J
Support College Annual Goal: 3
Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Obtain DOE approval for the AMTTC	DOE approval obtained.	No further action needed

Move programs to AMTTC	<u>IET</u> Mechatronics planned for move for Fall 2015.	<u>IET</u> Move Mechatronics for Fall 2015. Move Machine Toll and Engineering Graphics between Fall 2015 and Spring 2016 semesters.
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4.2 Grants managed in support of the College mission.

Supports College Strategic Goal: 4F, 4H, 4I, 4B

Support College Annual Goal: 3, 1

Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Complete grant requirements and manage grant funds appropriately	<p><u>B&PS</u> Perkins activities were completed. Grant funds (\$268,000) were managed appropriately and all documentation was submitted on time. NSF activities for year two were completed by the Department Chair for the Environmental and Natural Resources Programs.</p> <p><u>GEN ED</u> Supported all grant programs requiring general education courses. Faculty developed both RDG 101 and BIO 110 to support the BOOST grant program</p> <p><u>HSC</u> NSGA BOOST grant program implemented in Spring 201420 . PHLB program implemented Summer 201430. Cardiac Care program to be implemented in Fall 201510. Ordered all equipment needed for programs. Grant requirements met. All funds are being used within compliance of grant Documentation: Nursing Assistant AERDOC 10, Cardiac Care Technician AERCOC B, Phlebotomy Technician AERDOC A</p> <p><u>IET</u> The Critical Needs Workforce Grant supplied work benches valued at \$4,400.00 to be housed in the AMTTC and approximately 157,000.00 towards Mechatronics equipment to be used and housed at the Sumter County Career Center.</p> <p>The TAA Grant funded the approval of the Deliverable A, B, and C portions of eight online courses for Mechatronics</p> <p>TAA grant – all deliverables have been completed and funds have been dispersed.</p>	<p><u>B&PS</u> Maintain compliance with NSF and Perkins Grants.</p> <p><u>GEN ED</u> Support will continue as needed for all grant requests.</p> <p><u>HSC</u> All supplies and equipment ordered for BOOST programs and are being utilized by students. Within budget.</p> <p><u>IET</u> Will continue to complete and manage grant funds as appropriate in 2015-16.</p> <p>Critical Needs Grant will continue to be used in-house and at the Sumter County Career Center in the 2015-16 academic year.</p>

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

Expected Outcomes for Goal No. 5

5.1 Academic Affairs Division will be in compliance with SACSCOC standards.

Supports College Strategic Goal: 7J, 7K
 Support College Annual Goal: 11
 Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Critically analyze academic policies and practices to ensure compliance with SACSCOC	<u>Academic Affairs</u> Supported activities to prepare documentation needed for SACSCOC.	<u>Academic Affairs</u> Will be used to support on-site visit during reaccreditation visit in October 2015.
Perform internal audits to ensure compliance with SACSCOC and other requirements	<u>Academic Affairs</u> Important selected materials have been cataloged and placed on dedicated computer drives for ease of access. All required material submitted for compliance was part of the college’s compliance report.	<u>Academic Affairs</u> Will continue to collect and maintain records required to support the necessary reporting to SACSCOC.

5.2 The framework for the College’s QEP will be developed.

Supports College Strategic Goal: 7J, 7K
 Support College Annual Goal: 11
 Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Support development of QEP	<u>Academic Affairs</u> Participated in teams which defined the QEP mission, goals, implementation plans, and specifications for IT support requirements. Wrote the QEP document.	<u>Academic Affairs</u> Will conduct QEP pilot starting Fall 2015.
Conduct DAAP Pilot	<u>B&PS</u> DAAP students met with advisors to register. Holds were lifted and students registered. <u>GEN ED</u> Advisors of DAAP students met with them to determine proper course selection to complete all developmental courses. <u>HSC</u> DAAP students met with advisors to register. Holds were lifted and students registered.	<u>B&PS</u> DAAP students are staying on track. <u>GEN ED</u> Holds were lifted for students successfully completing DVS courses. This concluded the pilot. <u>HSC</u> DAAP students on track.

5.3 New industry partnerships will be explored.

Supports College Strategic Goal: 1B

Support College Annual Goal: 4
 Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
<p>Contact business and industry leaders for the purpose of developing new partnerships</p>	<p><u>B&PS</u> The Environmental and Natural Resources, Early Care and Education, and Human Services program managers worked with area businesses and employers throughout the year to develop cooperative work locations for students. These partnerships are extremely important for student learning experiences, skill attainment, and graduate placement.</p> <p><u>HSC</u> The BOOST programs met with leaders of local hospitals and medical facilities. Partnerships were formed for BOOST program students. Affiliation agreement established between CCTC and Springdale Health Care Center, Camden, SC (validate with copy of affiliation agreement and email 09/18/14). Site used for clinical experiences for NUR 101 students, fall 2014. Documentation: Nursing Assistant AERDOC 8, Phlebotomy Technician AERDOC 1, Cardiac Care Technician AERDOC E.</p> <p><u>IET</u> Numerous visits with industry have been conducted. Partnerships such as the Workforce Experience (WE) program and internships were formed. Documentation: 2014-15 I&ET Programs' Industry Visits</p>	<p><u>B&PS</u> Continue to maintain current contacts and add new contacts.</p> <p><u>HSC</u> Affiliation agreements signed with agencies to serve as BOOST program clinical sites. Utilize agencies to maximize learning by students. Sumter Health and Rehab visited and discussed possibility of utilization as a clinical site for Nursing assistant program if needed in future. Springdale Health Care Center, Camden, SC - excellent experience; meet student learning objectives; plan to use again in Fall 2015.</p> <p>Explore possibility of establishing a partnership with Sumter Valley Nursing and Rehab, Sumter, SC</p> <p><u>IET</u> Will continue visits with industry in the 2015-16 academic year for improved program partnerships.</p>

5.4 Expanded support for-higher education transfers will be implemented.

Supports College Strategic Goal: 5G
 Support College Annual Goal: 9
 Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies	Use of Results for
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	Implemented	Continuous Improvement
Educate faculty, staff, and students on SCTRAC system	<p><u>GEN ED</u> The availability of SCTRAC was promoted in limited fashion at various meetings and activities. Select college personnel attended the SCTRAC annual meeting/presentation in Columbia, SC.</p> <p><u>HSC</u> FMU presented in-service for nursing faculty related to RN to BSN program curriculum requirements prior to start of AY 14-15 (validate with emails)</p> <p>FMU graduate student (nursing education/practitioner track) precepted by ADN faculty (validate with emails)</p> <p>Department Chair wrote/submitted a letter of support for FMU to obtain a Disability Grant to enhance nursing education to promote the advocacy of patients living with development disabilities (validate email January 24, 2015 from Dr. Ruth Wittmann-Price, Department Chair)</p> <p><u>B&PS</u> Some faculty are aware of SCTRAC, but it has limited use in the BPSD.</p>	<p><u>GEN ED</u> SCTRAC is most useful to students planning transfer to another institution and pursuing a degree beyond an AA/AS. It will be further promoted in for AA/AS transfer track students.</p> <p><u>HSC</u> Continue to advertise and support FMU partnership</p> <p><u>B&PS</u> Research the appropriateness of SCTRAC for the BPSD and promote if appropriate.</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.

Expected Outcome For Goal 6:

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

Supports College Strategic Goal: 4B

Support College Annual Goal: 1

Support Division Goal: N/A

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	<p><u>Academic Affairs</u> Departments are continuously planning, managing and evaluating potential improvements according to the Academic Affairs Departmental checklist.</p>	<p><u>Academic Affairs</u> Departments will continue to follow checklist in 2015-16.</p>

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: 2013-14 Department Assessment Report and 2014-15 Plan of Action)
- Y N N/A 2. Departmental plans of actions are linked to strategic plans. (Documentation: 2013-14 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 program changes and course pre-requisite changes were submitted to the CCTC Curriculum Committee by November 1, 2014. (Documentation: Curriculum Committee Minutes on file with Academic Affairs Division Office.)
- Y N N/A 9. Used State Tech program vitality results as an indirect measure of program success. (Documentation: Reports on file in IE Dept. Analyses on file in departments.)

Administration and Planning Division

2014-2015 Annual Effectiveness Report

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; and 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 processes.**

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
Monitor the progress of the Strategic Plan and annual goals on a periodic basis through the ELT	Led discussion with ELT and documented progress toward the 2010-2015 Strategic Plan in December 2014 and February 2015 Documentation: Minutes and notes from ELT feedback for December 2014 and February 2015 Annual Goals and Strategic Plan progress and status	Progress recorded for Strategic Plan; pending areas were assigned to members of ELT; annual goals progress recorded for annual planning process; and new areas of focus for 2015-2020 Strategic Plan were identified and incorporated into the 2015-2020 Strategic Plan based upon this review
Complete an inventory of all department and division plans of action for 2014-2015 and annual effectiveness reports for 2013-2014 and place in the data repository	Inventory completed for POA’s institution-wide, and planning documents placed in the Data Repository Documentation: Data Repository Files	POA’s used to direct the program of work for academic and administrative units and compliance with institution-wide planning and assessment monitored through submission of reports
Develop annual goals in conjunction with ELT and College faculty and	Developed draft of 2015-2016 CCTC Annual Goals for feedback	Feedback from College faculty and staff incorporated and used to

staff for 2015-2016	from College faculty and staff in February 2015 Documentation: 2015-2016 CCTC Annual Goals	finalize 2015-2016 CCTC Annual Goals draft for submission to the CCTC Area Commission in March 2015
Revise and publish 2015-2016 Planning Guide for Institutional Effectiveness	Published the 2015-2016 Planning Guide for Institutional Effectiveness in April 2015 Documentation: 2015-2016 Planning Guide for Institutional Effectiveness	Planning Guide for Institutional Effectiveness distributed to College faculty and staff for planning phase of institutional effectiveness cycle and for consistent and comprehensive institutional planning and assessment; and resources posted in myCCTC for electronic access
Conduct planning and budgeting sessions with College personnel to support institutional effectiveness and college-wide processes in Spring 2015	Conducted annual planning and budgeting meeting on Thursday, April 16, 2015 Documentation: Planning and Budgeting Meeting Agenda and Minutes	Opportunity provided for faculty and staff feedback and questions on the planning and budgeting process for 2015-2016
Maintain the college-wide process for assessment of administrative unit outcomes; provide support and guidance for the development of appropriate outcomes; and place information in myCCTC for electronic access	Communicated with administrative units throughout the year, provided assistance to units in the assessment of administrative unit outcomes, and met with individual unit managers upon request Documentation: E-mail communication with administrative unit managers	Results of assessment of outcomes used by individual units for continuous improvement and incorporated into departmental planning
Manage the administrative unit review process for institutional effectiveness; and place information in myCCTC for electronic access	Conducted administrative unit review meeting for unit managers in 2015-2016 cycle on June 24, 2014 Documentation: Administrative Unit Outcomes Meeting Agenda for June 24, 2014	Results of administrative unit reviews used by individual units for continuous improvement and incorporated into departmental planning
Plan and complete the process to facilitate the development and publication of the College's 2015-2020 Strategic Plan	Conducted the 2015-2020 Strategic Planning Session on October 9, 2014; drafted 2015-2020 CCTC Strategic Plan; submitted to Area Commission for initial approval in January 2015; and published 2015-2020 CCTC Strategic Plan in June 2015 Documentation: 2015-2020 CCTC Strategic Plan Draft	2015-2020 CCTC Strategic Plan used to align CCTC annual goals with areas of focus, goals, and strategies; and integrated into the institution's planning process to direct the work of the institution over the next five years

Goal No. 2:

2. Manage the process for the SACSCOC Compliance Certification Report including timelines with persons responsible; identify gaps in compliance; and communicate recommendations for addressing gaps in compliance.

Expected Outcome for Goal No. 2

2.1 The SACSCOC Compliance Certification Report will be compiled and submitted to SACSCOC by March 2, 2015.

Supports College Strategic Goal: 7
 Supports College Annual Goal: 11
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Review SACSCOC requirements for Compliance Certification Report and prepare schedule for completion of draft by December 1, 2014	SACSCOC requirements reviewed and the Compliance Certification final draft completed by December 17, 2014 Documentation: Compliance Certification Drafts	Review of draft identified areas for revisions prior to submission to SACSCOC Off-Site Committee
Prepare narratives for review by content experts and incorporate edits into the Compliance Certification Report in Compliance Assist	Narratives prepared and reviewed by content experts throughout the year Documentation: Compliance Certification Draft	Review of draft identified areas for revisions prior to submission to SACSCOC Off-Site Committee
Submit the CCTC Compliance Certification Report by March 2, 2015, to SACSCOC	Compliance Certification submitted on February 23, 2015, to Off-Site Committee and SACSCOC	Feedback from Off-Site Committee will be used to prepare the Focused Report and correct any identified areas of noncompliance
Submit a Focused Report for the On-Site Team following the Off-Site Team's review of the Compliance Certification Report	Focused Report drafted for submission in August 2015 Documentation: CCTC Focused Report	Findings from On-Site Committee will be used for next phase of reaffirmation process and in the development of the response to the On-Site Committee's findings
Identify data needed for validation of standards	Data needs identified for validation of standards and included in the Compliance Certification Documentation: Compliance Certification Data, Charts, and Tables	Ongoing data needs monitored and evaluation of processes utilized to facilitate data in decision making
Manage data repository and compile documentation	Data repository managed throughout the year and information filed Documentation: Data Repository	Ongoing maintenance of the data repository
Provide oversight leadership in the development of the QEP and include periodic updates for the CCTC SACSCOC institutional Leadership Team	Administration and Planning personnel participated in the development of the QEP and provided updates to the SACSCOC Leadership Team Documentation: SACSCOC Leadership Team Meeting agendas and minutes	Ongoing participation in the development of the CCTC QEP
Coordinate the functions of the SACSCOC institutional Leadership Team and Area Commission	Conducted meetings and coordinated the roles of the members of the SACSCOC Leadership Team Documentation: SACSCOC Leadership Team meeting agendas and minutes	Feedback from the SACSCOC Leadership Team members on the management of the reaffirmation process used in ongoing manner to facilitate an effective reaffirmation
Participate in ongoing training for	Conducted training and worked	Evaluation of Compliance Assist

Compliance Assist users	with Compliance Assist personnel to maintain system	resources to manage the maintenance phase of the College's Compliance Certification
Communicate with the College's Area Commission on the management and status of the Compliance Certification Report	Submitted Administration and Planning Division reports to Area Commission regarding the Compliance Certification Documentation: Area Commission meeting minutes for July 2014, September 2014, November 2014, January 2015, March 2015, and May 2015	Area Commission members informed regarding the reaffirmation process and communication maintained for appropriate integration of administration and governing board regarding SACSCOC compliance
Communicate internally regarding any gaps and compliance issues on an ongoing basis; and review CCTC policies and procedures and revise when appropriate	Gaps identified and addressed, and policies revised and changes implemented Documentation: Compliance Certification and revised CCTC policies and procedures	Ongoing evaluation of CCTC policies and procedures for continued compliance and revisions
Participate in the SACSCOC Annual Conference and share information for the compliance with standards and the submission of the Compliance Report	Attended SACSCOC annual conference in December 2014 and used feedback for the preparation of the Compliance Certification Documentation: Annual conference notes	Continued monitoring of communications from SACSCOC for continued compliance and updates to staff will ensure currency
Manage system for reviewing faculty credentials and maintain system for updating faculty credentials; maintain credentials in the Compliance Assist database on a semester basis; and compare faculty roster in Compliance Assist with CCTC 3B Report	Continued to manage the system for faculty credentials and provided recommendation and opinion on the teaching credentials for academic programs, maintained all records and reviewed contents for currency, checked all files for content verification, and organized all files for SACSCOC On-Site Team visit Documentation: Faculty credential files	Ongoing evaluation of CCTC faculty credentials to ensure compliance with standards on faculty competence

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: 10, 11, 12
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Review all reporting requirements	Reporting timeline maintained and	Ongoing evaluation of process to

and develop a timeline for submission	reports submitted in a timely manner Documentation: Reports	ensure timely submission of reports
Communicate with internal divisions regarding reporting requirements for effective data management	Met with Deans Council in April 2015 regarding support for academic data needs and reporting, and proposed the formulation of an Institutional Effectiveness Committee with subgroups for academic and administrative units Documentation: Agenda and minutes from Deans meeting on April 28, 2015	Ongoing evaluation of process and use of feedback from Deans Council regarding services of the Administration and Planning Division related to reporting and data utilization
Submit IPEDS, SC Commission on Higher Education IE reports, Accountability Report, SCBTCE reports, Title III eligibility data, US DOE reports, and SACSCOC institutional profile reports	Reports submitted on time for all reports Documentation: Reports	Ongoing evaluation of process to ensure timely submission of reports
Maintain Gainful Employment information on the web and ensure compliance with US DOE requirements	Gainful Employment web information updated Documentation: CCTC Website Gainful Employment Links for Programs of Study	Ongoing evaluation of process to ensure compliance with US DOE reporting requirements
Support the administrative graduation process through integration with Academic Affairs and Student Affairs personnel	Administrative graduation process developed and coordinated with Student Services, Information and Learning Technologies, and Academic Affairs personnel Documentation: Administrative graduation procedures adopted by work group for implementation	Ongoing evaluation of process to ensure that students are administratively graduated in a timely manner
Identify data needs throughout the College; track data requests; and communicate availability of data to internal College users	Data requests completed as received and record maintained of the services provided Documentation: Data request records	Ongoing evaluation of process and assessment of the nature of data requests to better plan services
Facilitate efficient data gathering through surveys to provide accurate and timely data for sound decision making for internal departments	Provided support to College faculty and staff in the development, administration, and analysis of surveys Documentation: Surveys	Ongoing evaluation of process and use of results incorporated at unit level
Identify relevant data and trends to be reported, interpreted, and utilized by the ELT, Academic Affairs, Student Affairs, Business Affairs, and Administration and Planning Divisions for sound decision making	Identified new position in the Administration and Planning Division for data and grants coordination and realigned data and reporting needs among existing personnel Documentation: Position Description for Data and Grants Coordinator	Ongoing evaluation of process and effectiveness of the position to provide academic data and grant needs
Manage the academic program review process to determine effectiveness of academic	Notified Academic Program Managers of the rotation schedule for 2014-2015 and offered	Ongoing evaluation of process and incorporate needed revisions when identified

programs for continuous improvement	assistance in the completion of the process Documentation: Academic Program Review Reports	
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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	Use of Results for Continuous Improvement
Identify the College's needs in programs, services, and activities for potential grant proposals	Identified the College's needs in programs, services, and activities for potential grant proposals for TRiO, PBI Competitive, Duke Energy Foundation, Legacy Smoke-Free, Caterpillar, Walmart, and Veteran grants Documentation: Grant proposals and notebooks for each respective grant	Ongoing evaluation of process, communication with internal audiences, and review of grant application feedback for continuous improvement on grants not funded
Provide support for the re-application process for the TRiO grant for submission during 2015	Collaborated with Student Services personnel and developed the TRiO grant proposal for submission Documentation: TRiO grant proposal	Ongoing evaluation of process and monitoring of grant performance
Provide support for the re-application of the PBI Competitive grant in 2015	Collaborated with Student Services personnel and developed the PBI Competitive grant proposal for submission Documentation: PBI Competitive grant proposal	Ongoing evaluation of process and monitoring of grant proposal if awarded
Identify grant funding sources that may address gaps in programs, services, and activities at the College	Identified grant funding sources and reviewed guidelines for submission, and compiled VetAchieve grant proposal to expand veteran services based upon needs and gaps in programs and services Documentation: VetAchieve Grant Proposal	Ongoing evaluation of process and submit grant proposals if aligned with College mission
Compile grant proposals and submit for consideration	Submitted proposals for TRiO, PBI Competitive, Walmart, Caterpillar, Legacy, Duke Energy Foundation,	Ongoing evaluation of process

	and Veteran grants; and grant funding approved for TRiO, Caterpillar, Legacy, and Duke Energy Foundation Documentation: Grant proposals	
Monitor grant performance for those awards made to CCTC	Monitored grant performance with awarded area of the College Documentation: Grant notebooks and records	Ongoing evaluation of process and monitor grant performance
Identify potential private funding sources for grants	Identified Duke Energy Foundation, Caterpillar, Walmart, and Legacy Smoke-Free as private funding sources during the 2014-2015 academic year and submitted proposal for each grant Documentation: Grant Proposals	Ongoing evaluation of process and monitor grant performance
Develop an accessible and organized records management system for grants information	Maintained the records management system for grants information Documentation: Grant notebooks and records	Ongoing evaluation of records management system for grants information

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 2015-2016 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: 10
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Review the results of the 2014-2015 evaluation of the PDP program to determine program effectiveness	Reviewed the result of the 2014-2015 PDP evaluations and internal survey results and reported these findings to the 2015-2016 PDP Committee Documentation: PDP Committee agendas and minutes	Ongoing evaluation of process and incorporation of results into planning process for subsequent year's programming
Administer needs assessment survey to the CCTC faculty and staff to determine PDP needs	Administered internal needs assessment survey in March 2015 to identify PDP needs for 2015-2016 Documentation: 2015 PDP Survey	Used results from survey to identify needs for upcoming year and to incorporate into planning process with PDP Team
Identify areas for improvement or changes to existing PDP to meet institutional needs	Identified program offerings for 2015-2016 based upon feedback and evaluation results	Incorporate changes to meet the needs of the institution

	Documentation: 2015-2016 PDP Calendar	
Provide leadership for PDP Team in the development of the offerings	Conducted meetings, maintained records of meetings, communicated to CCTC faculty and staff, administered surveys, and monitored calendar offerings throughout the year Documentation: Communications to faculty and staff, agendas, and minutes of PDP meetings	Ongoing communication with internal audiences regarding offerings and changes throughout the year
Provide all scheduling arrangements for offerings	Completed scheduling arrangements for the 2015-2016 offerings and published 2015-2016 PDP calendar in June 2015 Documentation: 2015-2016 PDP Calendar	Determine if scheduling is appropriate to the audience served
Complete the pre-registration process for required courses in PDP	Enrolled CCTC faculty and staff in required training courses Documentation: Banner Registration	Ongoing evaluation of process
Assess effectiveness of PDP offerings throughout the year	Conducted evaluation at each PDP session Documentation: Session evaluation results	Ongoing evaluation of PDP sessions used for planning for the subsequent year's programming
Compile evaluation results for development of 2014-2015 PDP offerings for continuous improvement	Compiled evaluation results for PDP sessions and reviewed for use in planning for 2015-2016 Documentation: PDP Committee agendas and minutes	Ongoing evaluation of process

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 developed and 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	Use of Results for Continuous Improvement
Conduct meetings with the Alumni Council to review Strategic Plan with measurable benchmarks for 2015-2016	Strategy not completely implemented due to change in organizational structure; final meeting of the Alumni Council held on May 12, 2015, as work of group was completed Documentation: Alumni Council Agenda for May 12, 2015, meeting	Ongoing evaluation of process

Facilitate communication with Alumni Partnership members to support the mission of the Partnership	Sent emails to alumni and published two newsletters on alumni news and College events Documentation: Alumni Partnership Newsletters	Ongoing development of news worthy items for the alumni membership
Maintain the budget for the CCTC Alumni Partnership	Maintained budget for Alumni Partnership events Documentation: Departmental Budget	Ongoing evaluation of budget to ensure adequate fiscal resources
Identify internal and external partners for collaboration with the CCTC Alumni Council	Participated in Graduation Fair, Centralbration, Nursing Pinning, Awards Convocation, and graduation; and added 6 new partners offering member benefits Documentation: Alumni Partnership records	Continue to identify events where the Alumni Partnership can be promoted
Assess activities at conclusion of the 2014-2015 year to determine effectiveness of program for 2015-2016	Conducted an internal assessment of the events by personnel and developed an internal schedule of events for 2015-2016 Documentation: 2015-2016 Schedule of Events	Ongoing evaluation of Alumni Partnership events to promote the College's alumni

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: 3
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Measure administrative unit outcomes for the Administration and Planning Division	Assessed administrative unit outcomes and results used for continuous improvement of programs and services Documentation: Administrative Unit Outcomes Report	Used results in the development of the 2015-2016 POA
Manage the administrative unit review process for those units scheduled for 2014-2015 to improve programs and services	Met with administrative units scheduled for 2014-2015 administrative unit reviews, provided support for the review process, reviewed reports, and filed reports in the data repository Documentation: Meeting Agendas and minutes and PowerPoint presentation for June 24, 2015,	Use feedback and reports to determine if process is effective and support administrative unit effectiveness

	meeting	
Develop and implement a 2014-2015 Research and IE Department Plan of Action	Developed and implemented a 2014-2015 Research and IE Department POA Documentation: Research and IE Plan of Action	Used results from Research and IE Department AER in the development of the 2015-2016 POA
Measure administrative unit outcomes for the Research and IE Department	Conducted assessment of Research and IE Department outcomes and compiled report Documentation: Research and IE Department Outcomes Report	Use results from outcomes for continuous improvement
Develop a 2014-2015 Advancement and Development Plan of Action	Strategy not implemented due to reorganization	N/A
Measure administrative outcomes for the Advancement and Development Department	Strategy not implemented due to reorganization	N/A
Communicate effectively within the College regarding Administration and Planning Division services	Met with Deans Council to review role of Administrative and Planning Division on April 28, 2015; met with ELT on March 16, 2015, to review the allocation of resources for data gathering services; met with College faculty and staff on April 16, 2015, for annual planning and budget meeting; and communicated with administrative unit managers and academic program managers on unit review processes Documentation: Deans Council Agenda for April 28, 2015; ELT notes for March 16, 2015; minutes for annual Planning and Budget meeting on April 16, 2015; and various emails to unit managers	Continuously identify venues to promote the programs and services of the Administration and Planning Division
Assess the effectiveness of the Administration and Planning Division's role at the College	Measured administrative unit outcomes; conducted a survey of internal audience with results indicating that 73% of all internal users were very satisfied with the services of the Administration and Planning Division	Review results for performance gaps and integrate strategies for 2015-2016 to improve performance
Identify areas for cross-training within the Division for each staff member	Cross-trained in Compliance Assist and in Alumni Partnership responsibilities	Continuously identify methods
Complete professional development activities by each staff member	Staff members participated in internal and external professional development activities in grant writing, regional accreditation, security, and institutional effectiveness Documentation: Conference	Continue to identify appropriate professional development activities for staff members

	Feedback and Resources	
Maintain a sound records management system for all functions within the Administration and Planning Division	Maintained records in the Office of Administration and Planning, and revised records storage organization for planning and accreditation records in April 2015 Documentation: Planning and accreditation records	Ongoing assessment of records management system
Explore possible expansion of services to be offered by the Administration and Planning Division	Continued to identify expanded service possibilities for Administration and Planning	Ongoing
Manage the data repository to support documentation needs for all College functions	Managed the data repository and removed aged resources to better organize current information in April and May 2015 Documentation: Data Repository	Ongoing
Assess personnel needs of the Administration and Planning Division to accomplish the Division's mission with a focus on the Research and Institutional Effectiveness Department	Reorganized the functions of the IE responsibilities for the Administration and Planning Division and hired a Grants and Data Coordinator	Continue to examine the roles of the Division's personnel to identify optimum assignment of job responsibilities
Conduct a security analysis of the work environment to ensure compliance with sound practices for security measures for data and personnel	Completed security analysis check of the Administration and Planning Division work area and identified several gaps in security to be addressed	Areas identified as gaps in office security will be addressed and strategies identified to correct these areas
Develop strategies to improve employee knowledge of role, purpose, and functions of the Administration and Planning Division	Implemented changes with role of the Data and Grants Coordinator; recommended changes for the management of the PDP program and reassigned this responsibility; and realigned the functions of the Alumni Partnership Documentation; Position Descriptions	Ongoing
Develop accessible web resources for the Administration and Planning Division compliant with the web accessibility audit requirements	Developed accessible web resources for the Administration and Planning Division	Ongoing

Business Affairs Division

2014-2015 Annual Effectiveness Report

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

- 1.4 Business Affairs related directives and manuals are current and compliant with federal, state, and local laws and regulations.
- 1.5 Audit reports are accurate and contain no major findings.
- 1.6 Accurate reports and forms are submitted prior to deadlines.
- 1.7 Employees and students are able to use the website and myCCTC as a source for current and accurate information and forms.

Supports College Strategic Goal: 7(I)
 Supports College Annual Goal: All
 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.	All Business Affairs directives were reviewed on schedule	Will continue to review directives according to the established schedule
Complete accurate internal and external reports and submit on a timely basis.	Most reports were completed accurately and timely (ex: financial reports; IPEDS; EEO report; Annual Security Report; CPIP)	Continue to utilize and update schedule of reports to ensure deadlines not missed
Maintain publications, public website and myCCTC with current information for students and employees.	These were kept updated. Participated in updating new college website. Web accessibility for ADA was improved.	Continue to look for ways to improve communication of website information for students, employees and others
Complete annual audit report and CAFR for FY 14 and submit to GFOA for award	The FY 14 audit report and CAFR were completed timely and GFOA award was received	The FY 15 audit will be completed by the deadline of 9/30/14 and the FY 15 CAFR will be completed by the deadline of 12/31/15
Review and update (if needed) all employee manuals issued by Business Affairs.	Updated and posted: <ul style="list-style-type: none"> • Procurement manual • Purchasing card manual • Environmental Safety & Health Plan • Emergency Operations Manual • Information security plan 	All manuals will be reviewed and updated as needed 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 State delegation audits will result in no major problems or findings.
- 2.2 Employees will receive required and relevant training, will be familiar with pertinent policies and procedures, and will be able to perform job duties with knowledge of resources available to them.
- 2.3 Existing employees will be retained and prepared for promotional opportunities.
- 2.4 EEO reports will show progress in achieving EEO goals.
- 2.5 Improvements will be made to processes and services.

Supports College Strategic Goal: 6 (A) – (F)
 Supports College Annual Goal: 10
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
HR will process classification and compensation actions as requested, following all applicable laws and regulations.	Classification and compensation actions processed as requested, following all applicable laws and regulations. Conducting self-audit of comp files in preparation for an OHR audit	Positioned for successful classification and compensation audit
Personnel department staff will advise employees on HR issues and manage employee relations issues.	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 concerning how to handle situations. Increased supervisor confidence.	Continue to advise employees on HR issues and manage employee relations issues.
Track payroll data to ensure employees are paid accurately and timely at least 98% of the time	Payroll processed with 92% accuracy (5 errors out of 60 payrolls)	Process modified to reduce errors.
The College pay plan will be developed to increase average salaries of faculty and staff as budget allows.	The State pay increase of 2% was provided to all eligible employees. The budget did not allow for amounts in addition to this.	Continue to review salaries and make adjustments when possible, especially when there are internal inequities.
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.	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), wellness, personal interest, procurement and purchasing card, IT security, cashier training, and other IT training	Continue to provide internal professional development training to employees at a low cost to help offset effect of lower PDP budgets
Maximize employee recruitment sources to increase opportunity for more diverse workforce	Continued to search for economically feasible minority recruitment opportunities. Improved EEO % of goal as of 6/30/15	Need to continue to seek economically feasible minority recruitment opportunities.
Provide flexibility and promotional opportunities for employees	Flexible schedules are offered to most employees based on their dept	Continue to provide flex schedules

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
	needs; college-wide no leave/no flex periods were eliminated but will be managed by each division and department as needed	
Provide comprehensive employee wellness program for employees	Wellness program provided workshops, discounts on gym memberships An employee challenge was held during the year with minimal participation The Wellness team met quarterly	Continue to provide wellness program to employees
Automate the E/FPMS and Position Description process	FPMS process was automated at end of academic year	EPMS process will be automated next year

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; available resources are allocated to support the College's mission and Annual Plan of Action.
- 3.3 The College will comply with state law and SC Energy Office requirements to submit an energy plan and reduce energy consumption.
- 3.4 The procurement process will be efficient; 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.
- 3.5 The College's inventory and surplus property process will be managed in accordance with State requirements.

Supports College Strategic Goal: 7(C) (G) & (I)
 Supports College Annual Goal: All
 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	NEO offered at least once a semester; Procurement and purchasing card training was provided online; Cashier and identity theft training was provided online; budget training was not offered	Training will be reviewed to determine if any changes are needed and offered again in FY 16
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- 	Financial reports will continue to be monitored to determine if any budget actions need to be taken

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
	date <ul style="list-style-type: none"> • The State transparency report was updated and posted to the web before the 15th of each month 	
Assess the results of an employee survey and make adjustments to assure a satisfaction level with accounting services of 90% or higher	Employee survey was provided through Survey Monkey with a series of questions. The results were 98.5% of employees were satisfied with the Accounting Office. Survey was completed February 2015.	The Accounting office will use results of survey to improve on training and customer service.
Monitor energy usage and utilize electronic energy management system to schedule HVAC and lower energy costs; prepare required annual reports	Preliminary reports show a slight decrease in energy usage; the College has continued to monitor energy usage and utilize the energy management system to schedule HVAC; required reports were submitted	Continue to monitor energy usage and utilize the energy management system for scheduling HVAC
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 • Personnel automated the FPMS process • ILT continued to improve IT security • The College participated in a system-wide meeting with a consultant to determine the readiness of the system to begin an exploration process for determining if a new ERP system is needed • An IT Change Management process was approved by ELT and a team was formed • Several departments have developed operating manuals 	<ul style="list-style-type: none"> • Depts will continue to analyze processes and seek ways to automate • The EPMS process will be automated • IT security will continue to be improved • The College will participate in the system-wide feasibility study of the ERP systems • The Change Management CoP will implement the approved process in FY 16
Annual inventory will be performed and surplus fixed assets will be reviewed on a regular basis and reallocated or turned in as quickly as possible.	A physical inventory and verification process was completed for FY 15 and 100% of the equipment was accounted for during the year.	Inventory will continue to be accounted for annually

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.
- 4.2 Facilities and grounds will be maintained at a high level of cleanliness and attractiveness.
- 4.3 Capital projects will stay on schedule and within budget.
- 4.4 Safety and security services will be provided that ensure the safety and security of College property, employees, students, and visitors.

Supports College Strategic Goal: 4(E), 5(B), 7(F)
 Supports College Annual Goal: 3
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Maintain cleanliness such that the annual employee survey of custodial services indicates at least 85% of respondents are satisfied with custodial services	Achieved a 79% - 86% satisfaction level (85% for offices; 86% for classrooms /labs; 79% for restrooms; 94% for public areas)	Improve employee satisfaction with custodial services by inspecting more areas more frequently and following the detail schedule of special cleaning
Maintain facilities such that the annual student survey of programs and services and an employee survey indicates at least 90% of respondents rate the physical facilities as “good” or “excellent”	Achieved a 94.8% to 96.9% satisfaction level with campus facilities	Continue to provide quality facilities; begin weekly and monthly inspections again; follow PM schedule
Provide security services such that the annual student survey of programs and services and an employee survey indicates at least 90% of respondents are satisfied with security services at all College locations	96.2% of employees indicated satisfaction with timeliness and courteousness of security staff; 94% of students indicated satisfaction with the promptness, courtesy, and accuracy of security	No negative comments from students but will follow up on some of the employee comments
Conduct weekly and monthly inspections of all facilities and grounds and make corrections as needed.	These inspections did not take place as consistently as in the past due to the AMTTC project	Begin weekly and monthly inspections again after the AMTTC project is complete
Coordinate and manage small renovation projects as funds are available, including the Boost renovation project	Completed BOOST renovation project and held classes in the new spaces beginning Jan 2015; completed 200 roof project; initiated HVAC replacements for building 500 & 600 to be completed in summer 2015; replaced 2 large areas of flooring in HSC; upgraded lights in Kershaw welding lab; various painting	Complete HVAC projects; departments given project request forms for FY 16
Work closely with the architects and contractors to manage the AMTTC project to stay on schedule and in budget	Budget for AMTTC project had to be increased several times due to increased construction costs; phase I scheduled for completion by end of July	Manage the AMTTC Phase II renovation project if funded
Collaborate with College staff, Kershaw County, and others to plan expansion of Kershaw Campus	Received \$3M state funding for the project; Kershaw has committed \$5M; City of Camden has committed \$2M and the County is	Continue to work with Kershaw County and other partners to complete the expansion of the Kershaw campus

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
	applying for an EDA grant; an architect has been chosen and planning and design has begun	
Provide college-wide training on safety and security procedures and conduct periodic tornado and fire drills as required by College policy.	Annual safety and security training was conducted online; active shooter training was conducted for all employees in March 2015; training for students was provided during student fun days; fire and tornado drills were conducted in accordance with the directive	Problems were encountered with the emergency notification system set up during the active shooter drill—these will be corrected before the next drill; results of all drills are analyzed and used for improvement

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 The Bookstore and vending services will provide quality products and services and operate at a profit
- 5.3 Food service will be provided by external vendors on main campus.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Maintain a high level of customer service to all students, faculty, and staff	Student survey results indicated 91.6% satisfied with bookstore promptness; 91.3% satisfied with bookstore courtesy	Friendliness of bookstore staff was noted as an area that should be addressed, and will be
Continue to work with department chairs and look for ways to reduce the cost of required materials for students.	Worked with publishers to charge a course fee for certain CPT courses in lieu of purchasing books and software; e-texts and/or rentals are available for the majority of books in the store. Over 75% of summer texts were available as rentals; book buybacks are held 6 times a year in Sumter and 3 times a year in Camden	Continue to look for opportunities to save students money
Monitor budgets throughout the year and prepare yearend financial reports for bookstore and vending	Auxiliary services contributed \$517,073 to the College budget in FY 15	Continue to monitor budgets and ensure a reasonable mark up
Work with local food vendors to continue to provide lunch 4 days a week, and breakfast as many days as possible.	Food vendors are available every day (for lunch) that classes are in session	Will continue to identify new vendors who may be interested in filling any available slots

Survey employees about their satisfaction with food services	81.2% of students and 66.67% of employees surveyed were satisfied with the quality of food service; 82.1% of students and 62.5% of employees were satisfied with availability of food service	The College will research other options for food service in FY 16
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Goal No. 6

6 Provide academic and administrative systems and infrastructures that are responsive to the operation and management needs of the College and delivered in a timely and effective manner. Provide comprehensive, responsive, and efficient and effective assistance to meet the changing requirements of users

Expected Outcomes for Goal No. 6

- 6.1 Administrative systems will be used to improve efficiency and productivity.
- 6.2 A reliable and responsive network and hardware infrastructure will be provided such that users are unhampered by bandwidth, application, or location. Services should be functional 96% of available time.
- 6.3 ILT plans for reasonable protection of information resources and systems from illegal access and use.
- 6.4 Technology will be appropriate to support all CCTC stakeholders and replaced on a regular cycle to assure access to current technology.
- 6.5 Provide a centralized single point of contact for all User Support Services (USS).
- 6.6 Provide technology training to employees and students as needed.

Supports College Strategic Goal: 4(B) & (D), 7(I)
 Supports College Annual Goal: All
 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.	The Argos Reports “Banner Module Releases/Patches Applied vs Releases/Patches Available” revealed that the CCTC Banner system was current on all modules except Finance Self-Service (1 release), Financial Aid Self-Service (1 release), Faculty and Advising Self-Service (2 release), Accounts Receivable (1 release), Financial Aid (1 release). This status exceeds the benchmark of module currency within 2 releases.	Systems and Programming has exceeded the benchmark of module currency within two releases for over three years. With the implementation of Banner Maintenance outsourcing to TechProven, the module currency has continued to improve. This year, the Administrative Unit Review benchmark will be increased to module currency within 1 release.
Equipment and classroom technology will be maintained and replaced on a 5-year recurring schedule as resources allow in order to keep current with technology	198 computers, 4 printers, and 10 projection systems were purchased this year to replace computers in classrooms and labs as scheduled.	The Learning Spaces Community of Practice has requested that ILT coordinate a Technology Fair in 2015-2016 to showcase new classroom technology to faculty.
The backup and recovery system for major systems, programs, and data will be monitored and managed	Three testing sessions of the DR site were successfully conducted this year. The first test of the DR site	Continue testing of the DR site to ensure critical resources are available during prolonged

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
appropriately	revealed some limitations that were corrected in the second test. The third test was conducted after the database was encrypted. The outstanding issues are the bank upload and the printing of checks from the DR site.	downtime.
Banner Data Defense will be deployed and continue the whole disk encryption process for notebook computers issued to employees	Successfully deployed Banner Data Defense including database encryption, audit vault, and database firewall; encryption is a time consuming process, but is being completed as time and resources permit. The project was interrupted in order to devote resources to the academic computing facility upgrades as well as the Zone 1 installation and startup at AMTTC.	Incorporate the BDD alerts into LogRhythm to monitor the security of the system; Accelerate the rate of encryption completion following the completion of the AMTTC project.
Implement the Banner Mobility Solution	Some progress was made with this system. The server is built and Tomcat is installed. Implementation was not completed due to security projects.	Two members of ILT Systems and Programming will shadow Tech Proven via WebEx as Banner Mobility is installed at another location. Assuming there are no priority changes, this project will be completed in FY16.
Implement the Change Management process developed by the USS CoP	The Change Management Process was approved by the ELT and the process began on June 23, 2015.	ILT will work with PR to develop a communication for July 2015 to the College announcing the Change Management process. ILT will develop and deliver a training program for potential project managers. The Change Management process will be implemented in September 2015.
Redesign the Webual and provide training when new software is installed or implemented; provide Information Security training	The Webual is not an effective tool; This year, user training was provided through various PDP sessions, some of which were conducted by ILT's User Support Services; 100% of full-time faculty completed the SANS Securing the Human training from September – December 2014. 100% of all required employees completed the Information Security Awareness Training through the PDP offerings.	Research other ways to provide on demand orientations and training for employees; Continue to offer PDP training courses as needed or requested; All Full and applicable Part-time staff will be trained next year using the same system. All required employees will complete the Information Security Training offered through PDP in 2015-2016.
Manage the appearance and content of the portal myCCTC; compare Luminis 5 and SharePoint and recommend a portal solution moving forward	The Digital Community CoP met with ILT and USS and collectively decided to pursue Luminis 5 since there is no experience with SharePoint and there are limitations.	ILT is working with TechProven to enable the base system of Luminis 5 with current features. Luminis 5 will be incorporated into Banner Data Defense and must be in place by June 2016.

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Assess the results of the 2015 Programs and Services survey and make adjustments to assure a student satisfaction level of 95% or higher	The average rating of ILT programs and services on the 2015 Student Evaluation of Programs and Services was 95.7%, a decrease of 0.1% in satisfaction from the previous year of 95.8%. The two areas that demonstrated a slight increase in satisfaction over the previous year was the promptness and accuracy of User Support Services.	While the results of the evaluation for ILT programs and services was above the benchmark, ILT will continue to investigate ways that will appeal to student perceptions of electronic resources.
Implement the upgraded IP Telephony Call Manager System as well as the ACS control system to enhance the wireless security	Successfully implemented the upgrade to the IP Telephony system and enhanced the weaknesses of the wireless network revealed in the security assessment of 2014.	Shift the emphasis to enhancing router and infrastructure capacity to support new instructional delivery methods, including web conferencing.

Goal No. 7

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

Expected Outcomes for Goal No. 7

- 7.1 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.
- 7.2 Complete EPMS process annually for all staff, ensuring they support the annual plans of action.
- 7.3 Implement the College Facilities Master Plan.
- 7.4 Comply with the Information Security Plan requirements.
- 7.5 Comply with "red flag rule" requirements and prevent identity theft.
- 7.6 Participate in the 2015-2020 Strategic Planning process

Supports College Strategic Goal: 4(E), 5(B), 7(I), 7(J)

Supports College Annual Goal: All

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	Divisional and departmental plans of action completed on time for all areas	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 15 • Results of unit outcomes were reported for FY 15 	Use results of outcomes to make improvements; create new 3 year outcomes in FY 16
Review results from College surveys and other means of assessment to improve services	All applicable surveys, evaluations, and reports were reviewed for feedback on Business Affairs Division services as documented in this AER	Most results were positive, but negative comments were reviewed and assessed

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Perform an Administrative Unit Review and assessment for Accounting & Purchasing, Property & Inventory Control, and Physical Plant departments	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 15 AER and FY 16 POA • This review will be continued for the ILT department in FY 16
The results of the TechQual+ survey will be used to develop a technology plan	All service areas of the TechQual+ survey improved from last year, with a 8% overall increase in perception of performance beyond the minimum expectation as a result of the actions taken from the annual plan of action.	The development of the 3-year technology plan will be a priority for 2015-2016.
Assess progress of POA objectives and compile an annual effectiveness report showing outcomes and use of results.	Divisional and departmental effectiveness reports were completed showing outcomes and use of results	Effectiveness reports are used in developing the following year's plans of actions
Prepare EPMS documents for all employees by deadlines	EPMS documents prepared and submitted for all Business Affairs employees by deadline	Objectives for individual employees are tied to departmental plans of action
Ensure that the College capital plan and budget reflects the priorities of the facilities master plan as resources allow.	<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 	The facilities master plan will be reviewed annually and adjusted if needed, and used as a basis for planning of large capital projects
Update and monitor the Information Security Plan.	Major actions completed as a result of the Information Security Plan 2014-2015 included the encryption of the Oracle database for Banner as well as the implementation of the Audit Vault and Database Firewall. ILT was also successful in upgrading the security of the wireless network to more current protocols as recommended in the Security Assessment 2014 as well as the Information Security Plan 2014-2015.	The Info Sec Team met on 7/8/15 to begin the risk analysis process and define the remediation recommended for the risks, with an expected completion date of Sept 2015. ILT will also collaborate with the other tech colleges via the ISM Peer Group to consider the use of a consultant to engage in a gap analysis of the 13 new Information Security Policies for SC aimed at creating institution-specific policy development within 3 years along with implementation of the common tools needed by the colleges to achieve compliance. For CCTC, the tools will be dual factor authentication and mobile device security during the engagement period.
Update and monitor the identity theft program.	This is included as a component of the information security plan. Cashiers are provided annual	This will continue next year.

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
	training.	
Support the QEP team with resources as needed.	All requests for information and submissions were satisfied.	Continue to support the QEP project as needed.

Student Affairs

2014-2015 Annual Effectiveness Report

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. Provide a technology-based environment for student support services to engage students and ensure access to services regardless of location; assess student learning in all modes of delivery.

Expected Outcome for Goal No. 1

- 1.1 Student support services appropriate for online delivery will be identified.
- 1.2 Student learning outcomes (SLOs) will be in place for all workshops and events, regardless of delivery mode.
- 1.3 Online New Student Orientation will be fully developed and available to all students via myCCTC.
- 1.4 Students in special programs will have access to technology through laptop and tablet lending programs.
- 1.5 GradesFirst Early Alert System will be implemented by Fall 2014.
- 1.6 Various technology resources will be implemented or improved.
- 1.7 Web resources will be accessible as defined in web accessibility audit.

Supports College Strategic Goal: 4

Supports College Annual Goal: 1

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Identify and develop appropriate online student support services workshops to ensure accessibility for all students regardless of location.	<p>Career Services: Emailed faculty, staff, and students concerning CLS activities. Posted CLS information on plasma screens. Updated website. Posted event information on College Central. Created on-line YouTube resources for instructors and students to get quick help and information about subjects that are on-going problems for students. Sent texts and email messages. Posted flyers announcing MIM monthly meetings. Made telephone calls about MIM event information. Posted on new Recruitment Blog.</p> <p>Financial Aid: -Student Progress Plan – Each term 2014-15 -LIFE Scholarship - Spring 2015 -Work-study Students Training: September 2014, February 2015 -Work-study Supervisor Training:</p>	Identify appropriate topics and delivery methods to ensure accessibility to information.

	<p>September 2014, February 2015</p> <p>TRiO: Utilized a Group Page for TRiO to include online workshops; 18% of students used myCCTC TRiO Group page to access workshops.</p> <p>Documentation: MyCCTC TRiO Group Page, D2L Quiz Results, CCTC Web Site Career Services Updates, Event Information on College Central, Career Services Blog and YouTube On-line Learning Resources</p>	
<p>Ensure Student Learning Outcomes (SLOs) with appropriate benchmarks are created for student support services workshops, tours, and student training events; assess effectiveness of services and trainings by review of outcomes and student evaluations.</p>	<p>SLOs and benchmarks were created for all workshops, tours, and training events. Outcomes were reviewed and adjustments to content of services were made.</p> <p>Documentation: Evaluation Forms for Services</p>	<p>Continue to review SLOs and outcomes and make adjustments as necessary.</p>
<p>Collaborate with Public Relations Office to develop an updated version of online New Student Orientation for implementation Fall 2014.</p>	<p>Developed updated version of online New Student Orientation and implemented Fall 2014.</p> <p>Documentation: Online NSO</p>	<p>Continue to update NSO as needed.</p>
<p>Identify way to code NSO attendees to assess impact on academic success (GPAs, retention, graduation rates).</p>	<p>Developed process to code NSO attendees to determine impact on student success.</p> <p>Documentation: Banner, ARGOS</p>	<p>Create ARGOS report to review academic status of attendees to determine impact of NSO on student success.</p>
<p>Develop tracking system for Student Life membership and identify ways to increase club membership.</p>	<p>Created a spreadsheet to track membership in clubs and organizations each semester.</p> <p>Documentation: Spreadsheet</p>	<p>Collaborate with club advisors and officers each semester to determine the number of active members.</p>
<p>Continue to provide laptop and tablet lending through grant programs to ensure access to technology for student participants.</p>	<p>Loaned laptops and tablets to 135 students through grant programs.</p> <p>Documentation: Laptop/ Tablet Lending Reports</p>	<p>Continue lending program as equipment is available. Investigate options for purchasing newer equipment.</p>
<p>Develop YouTube resources for Student Learning Center information.</p>	<p>Developed tutoring resources for YouTube to improve access and communication with students.</p> <p>Documentation: YouTube Videos</p>	<p>Continue to use various social media to promote services if PBIC grant is refunded.</p>
<p>Improve electronic sign-in system for the Student Learning Center to improve data collection process.</p>	<p>Provided electronic sign-in to document visits and ascertain students' satisfaction and comments related to Career Services. Created a sign-in system for tutored labs.</p> <p>Documentation: Electronic Sign-In Screen; Scanner Tracking System Information</p>	<p>Update sign-in systems as needed based on funding sources to ensure continued usage.</p>
<p>Implement GradesFirst Early Alert System to aid in retention tracking</p>	<p>Implemented GradesFirst Spring 2015 to track current ACT</p>	<p>Assess value of GradesFirst to determine future use as college-wide</p>

for ACT program participants; provide interventions based on feedback received through GradesFirst.	<p>participants. Response of faculty increased by 45% and positive feedback on the system was received.</p> <p>Documentation: GradesFirst Campaigns, E-mails</p>	retention tool.
Investigate RegisterBlast as a possible resource for the Testing Center.	<p>Implemented RegisterBlast March 2015 which provided online scheduling for testing appointments.</p> <p>Documentation: Testing Center Schedule</p>	Monitor usage of RegisterBlast and produce reports to assess current Testing Center hours.
Determine feasibility of implementing a text alert system as an additional means of communicating with students.	<p>Implemented the use of <i>Remind</i> as an additional means of communicating with TRiO students during the summer session. Students were contacted with a 76% response rate.</p> <p>Used <i>Remind</i> in Recruitment Department to communicate with prospects.</p> <p>Documentation: Remind Records</p>	Expand use of <i>Remind</i> across departments.
Identify budget resource for purchase of electronic sign-in system, QLess, for Student Services.	<p>Due to budget constraints, annual costs could not be covered through existing operating budgets.</p> <p>Documentation: Student Affairs Operating Budgets</p>	Revisit this resource when budget permits.
Investigate various social media tools to use in place of myCCTC group pages to provide information and workshops to students.	<p>Information distributed to students via the College's Facebook site, YouTube, and Twitter. Blogs created by Recruitment and Secondary Programs and Retention departments.</p> <p>Documentation: Social Media Sites, Blogs</p>	Increase use of all social media tools to provide online access and increase awareness of programs and services.
Develop ARGOS report to effectively track ACT students to determine appropriate communications and interventions.	<p>ARGOS reports were developed to obtain retention, success and graduation rates of ACT participants. Grades First and Degree Works were also utilized to track students' progress.</p> <p>Tracked ACT cohort to determine academic progress and provide appropriate assistance. Contacted 48 students identified (21 in Fall; 27 in Spring) as performing below average to provide necessary assistance to return to good academic standing. Of the 21 students identified in Fall, 13 or 61.90% improved grades. Of the 27 students identified in Spring, 17 or 62.96% showed improvement.</p> <p>Documentation: ACT Student Contact Sheets, Grades First Reports, Degree Works Individual</p>	Utilize tracking information to increase retention and success rates for ACT participants.

	Program Plans	
Ensure electronic resources meet web accessibility requirements as defined in audit.	Staff participated in web accessibility trainings and ensured electronic documents met requirements. New Testing Center Registration platform (RegisterBlast) and new PAN testing are compliant. Documentation: PDP Sign-in Sheets, Electronic Resources, RegisterBlast, and PAN	Continue to ensure electronic resources meet accessibility requirements.
Work with ILT to create and send PDF versions of CCTC transcripts.	Created electronic transcripts. Increased revenue of \$2.25 per transcript. December 2014 to May 2015, processed 609 electronic transcripts. Documentation: Electronic Transcripts Flyer and myCCTC Announcements	Market electronic transcripts through use of flyers, social media, plasmas, and myCCTC announcements.
Develop ARGOS report to track status of web applications.	Collaborated with ILT in developing an ARGOS report to track status of web applicants. Fall 2014, admitted 37% (619) of 1680 web applicants. Spring 2015, admitted 44% (282) of 635 web applicants. Documentation: WEB ARGOS Report	Track admissions and registration status of web applicants each semester to determine improved conversion strategies.
Revise auto-call script for Registered No FAFSA calls.	Script revised April 2014 Documentation: Argos Reports, Call Scripts, Task List	Evaluate process for automated calls to ensure students are being contacted effectively.
Work with ILT to resolve concerns regarding emails sent to prospective and newly admitted students.	Completed September 2014; new student email account now created at time of admissions decision. Prospects will continue to receive emails via personal accounts. Documentation: ILT Trigger	Completed.
Work with ILT to implement automated emails to students who have withdrawn from courses.	Collaborated with Academic Affairs and ILT to create and implement three automated emails to be sent to withdrawn students. Documentation: Withdrawal Emails	Completed.
Revise program information in Banner to reflect new division assignments of academic programs to improve reports.	Did not complete.	Review Banner coding to ensure accuracy of reports.

Goal No. 2

2. Provide student support services and programs that address the diverse needs of the student population by connecting students with the College's services and programs through activities to enhance their educational experience and support program completion.

Expected Outcome for Goal No. 2

- 2.1 Students will be provided with opportunities for business, industry, college and cultural visits to enhance their educational experience.
- 2.2 Specialized services will be provided to address student needs.
- 2.3 Administrative Unit Reviews will be completed for two units to assess effectiveness of services provided for continuous improvement.
- 2.4 Data reports for each department will be updated each semester for analysis and to identify areas of improvement.
- 2.5 Multiple evaluation methods will be used to make improvements in services provided to ensure satisfaction rates at or above 90%.
- 2.6 Loan default rates will be reduced by 2%.
- 2.7 TRiO Student Support Services grant proposal will be successfully submitted.
- 2.8 PBI Competitive Grant proposal will be successfully submitted.

Supports College Strategic Goal: 5

Supports College Annual Goal: 2

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Provide opportunities for business, industry, college and cultural visits for students in specialized programs.	Provided business and industry tours and college visits through three grant programs. Documentation: Itineraries and Tour Evaluations	Continue to identify appropriate tour locations and college visits to meet student needs.
Reevaluate approach to Transfer Day, implement changes to event, and increase student participation by 10%; TRiO Transfer Counselor will assist with event.	Held February 10, 2015 with 27 Colleges participating and 93 student participants representing 19 programs of study. Compared to AY13/14 College participation increased by 80% and student participation by 93.75%. Compared to AY12/13 College participation increased by 80% and student participation by 93.75%. Documentation: Transfer Day Sign-In Sheets	Host event each academic year; continue collaboration among departments.
Implement new version of COMPASS and provide training as necessary.	Input of scores for new ACT - COMPASS entered. Faculty and staff completed tests for evaluation purposes. Documentation: ACT-COMPASS	Not implemented. ACT decided it would not be offering the ACT COMPASS nor continue providing COMPASS/ESL after 2016.
Revise Outreach Survey to include inquiry for an overall satisfaction rate for the campus. Use results for course offering requests and workshop offerings.	Fall 201410 Outreach Survey updated and administered by Outreach Campuses. Overall Satisfaction Rate of 94% (Fall 201410 95% and Spring 201420 93%). Spring 201420 Outreach Survey updated. Documentation: Outreach Campus Survey Results Fall 201410 and Spring 201420	Completed
Contact special program participants bi-monthly to ensure engagement; contact high-need students weekly.	Contacted students in special programs to communicate registration related information.	Ensure regular communication with students in special programs to positively impact program retention

	Documentation: Participant Files, Call Campaigns	and graduation.
Implement improved Early Alert approach for TRiO students to be implemented Fall 2014; new approach will include mandatory tutoring sessions.	Implemented improved Early Alert process; required students to bring graded items and homework to the bi-monthly counseling sessions for review. Implemented mandatory tutoring sessions. Students receiving tutoring had a 77% and 80% pass rate during the fall (201410) and spring (201420) semesters respectively. Documentation: TRiO Student Success Plan and Tutor Effectiveness Report	Continue Early Alert process and mandatory tutoring.
Increase number of ACT students using Student Learning Center to improve success rates.	ACT students were provided with a tutoring schedule, and were informed about special sessions. Students needing assistance with English and Math courses were referred to the Student Learning Center. Twenty-one students used the SLC, representing a 31% increase. Documentation: Student Contact Sheets, ACT Learning Resources	Continue to collaborate with Student Learning Center to determine ways to increase the number of students seeking tutoring.
Review current format of the Student Retention Intervention Committee (SRIC) and implement necessary changes; identify appropriate strategies to improve student retention of first-year students.	SRIC was deemed ineffective during the 2014-2015 academic year. Retention strategies have been identified through the QEP project. Documentation: Committee Meeting Minutes	Participate in college-wide QEP project to improve retention.
Collaborate with library staff to ensure four offerings per semester of information literacy sessions offered to students.	Offered 23 literacy sessions through the Library utilizing the Smart Classroom equipment. PBI grant exceeded program goal of 195 Information Literacy sessions by 43 sessions for a total of 238 sessions. Documentation: Workshop Sign-in Sheets and Documentation of Literacy Sessions Provided by Library	Completed.
Explore methods of increasing the presence of Career and Learning Services in STEM programs of study, including targeted job fairs.	Met with deans and program managers of STEM programs to determine goals and objectives to be included in the PBI Grant Proposal. Documentation: PBI Grant Proposal Submitted	Focus on STEM included in PBI grant proposal.
Collaborate with AOT and CPT departments to develop strategies to improve pass rates for MIM and AIM students in CPT 102 and 101 courses; determine feasibility of	64% MIM and 49% of CL students passed their required CPT 102 or 101 course in the 2014-15 academic year. Held CPT 101/102 study groups, but had limited participation.	MIM is being phased into the Student Life Program. CL component is being sustained by CCTC by converting all DVS courses to Minimester format.

CPT Cram Prevention Sessions.	Documentation: Data from Argos Reports	
Expand collaboration with faculty and staff to increase support of and involvement with Career and Learning Services.	Made 55 classroom presentations/an increase of 14. Documentation: Classroom Presentation List	Continue to develop and provide classroom presentations to meet student and class needs. Encourage faculty to request the Career Services support they want included in their curriculum and/or for their students. Survey faculty to determine how Career Services can best serve them and their students.
Investigate expansion and modification options for Resource Coaching approach via Student Learning Center.	Explored ways for Resource coaching to become an integral part of COL105 course. Collaborated with faculty of COL105 course to develop a facilitated lesson utilizing the ACT Engage® assessment and a follow-up workshop which includes personal development plan. Documentation: Engage® College Assessments and Workshop Power Point, 2015 Pilot Workshop Schedule, COL 105 Homework Template, Engage® Issue Brief	Facilitate the Engage Assessment to identify students who are high risk and then provide workshops to help students develop a personal growth plan. This will be a required assignment in the course.
Work with Men in Motion Leadership Group to identify effective strategies for increasing active participation and completion of program agreement.	Attended Black Male Summit. Documentation: List of Students Who Attended and Conference Materials	MIM is being phased into the Student Life Program.
Revamp Club Advisor and Officer Training to improve event coordination, holding effective meetings, and increasing involvement.	Revised Club Advisors and Officer Training to include four new activities and how to conduct effective meetings. Training conducted on March 13, 2015. Documentation: Club Advisors PowerPoint Presentation, Sign-in Sheets, and Evaluation Summaries	Coordinate Club Advisor and Officer Training to include a goal setting exercise.
Create ADA handbook and make available on website and in myCCTC as resource for students.	Collaborated with Public Relations on creating an ADA brochure for prospective and current students. Documentation: Public Relations Emails	Disseminate ADA brochure online and in person to prospective and current students.
Develop and implement a comprehensive Default Management Plan in an effort to reduce Cohort Default Rate by 2%.	Default Management Plan completed July 2015 and submitted for approval by EdManage in July 2015. Documentation: 2015-16 Default Management Plan	Evaluate Default Management Plan annually for completion and effectiveness of goals. Decrease CDR by 2%.
Complete Administrative Unit Review for Financial Aid and Veterans' Affairs department.	Completed Administrative Program Unit Review, June 2015 Documentation: FAVA	Completed.

	Administrative Unit Review	
Complete Administrative Unit Review for Secondary Programs and Retention department.	Completed Administrative Program Unit Review, July 2015 Documentation: SPR Administrative Unit Review	Completed.
Complete department data reports each semester and identify areas of improvement based on data analysis.	Utilized department data reports to make recommendations for process and policy changes. Documentation: Data Reports	Conduct data analysis to implement changes for continuous improvement.
Utilize Programs and Services Survey, workshop and event evaluations, department surveys, and feedback cards to determine student satisfaction; ensure satisfaction rates are at or above 90%.	Satisfaction rates were all above 90% in areas of Courtesy, Promptness, and Accuracy. Average rates: Courtesy - 95% Promptness – 94% Accuracy - 95.6% Documentation: 2015 Programs and Services Survey	Ensure satisfaction rates remain at 90% or higher.
Write and submit a TRiO Student Support Services grant proposal for 2016-2021 grant cycle to continue providing services to target population.	Submitted TRiO SSS grant proposal February 2015. Documentation: Grant Proposal	Implement initiatives of new grant.
Assist grant writer with writing and submitting a Predominantly Black Institution Competitive Grant proposal.	Assisted with grant proposal for Predominantly Black Institutions Competitive Grant. Submitted June 2015. Documentation: Grant Proposal	Implement initiatives of new grant if funded.

Goal No. 3

3. Maintain strong partnerships with the secondary school systems and provide programs for college readiness and the Scholars Program to increase the percentage of high school graduates entering the College.

Expected Outcome for Goal No. 3

- 3.1 College readiness activities will be provided to high school students.
- 3.2 Scholars Program will be marketed to potential 2015 high school graduates.
- 3.3 Staff will maintain strong partnerships with counselors, high school students, and parents through on-going communications.
- 3.4 Enrollment of recent high school graduates from the college’s service area will increase by 4%.

Supports College Strategic Goal: 2

Supports College Annual Goal: 5

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Offer “Getting College Right” workshops in all high schools in service area; provide more focus on Sumter High and North Central by making weekly visits.	Conducted “Getting College Right” workshops for 2 area high schools serving a total of 54 students. Due to the amount of testing conducted for the Scholars program, schools had less time to accommodate workshops. Documentation: Workshop Sign-	Conduct 10 “Getting College Right” workshops in 2015-2106.

	In Sheets	
Increase test preparation sessions in area high schools by finding additional means for providing information (study halls, lunch hours, classroom visits, etc.)	Test prep sessions were held to 385 students preparing to take the ASSET placement test for Dual Enrollment or the Scholars Program. ASSET placement test was administered to 1402 students at local public and private high schools. Documentation: Session Sign-In Sheets, Testing Records	Test prep sessions will continue moving forward with the PBI grant.
Host “Come See Me” events for high school students and increase participation to 250 students.	Held events on March 11 and 12, 2015 with 193 students in attendance. Documentation: “Come See Me” Agenda, Email Correspondence	Host event March 2016.
Coordinate at least one financial aid presentation at each area public high school, and improve communications with high school guidance counselors.	Conducted 10 financial aid presentations in area high schools. Documentation: Presentation Schedule, Surveys, Emails, Sign-in sheets, Power Point Presentations	Ensure revisit to each previously visited school to encourage cooperation with CCTC programs and Dual Enrollment.
Increase attendance at College Goal SC by improving marketing at area high schools.	Hosted College Goal SC on February 21, 2015. Opened event up at all campus locations; increased attendance of parents and students from 8 attendees in 2014 to 67 attendees in 2015. Documentation: College Goal SC Communication Records, Sign-in Sheets	Host event February 2016.
Coordinate “Round Up” event earlier in the year in an effort to improve results.	College Application Day used to admit high school students earlier. Students were admitted, provided a certificate of admissions, and received a small gift. As a result of the revised approach 355 (57.6%) 2015 high school graduates admitted out of 616 high school web and paper applications from 14 in county high schools and 8 out of area high schools. Spring Round Up resulted in 71 (25% decrease) applications and from 15 (25%) high schools. RoundUp applications impacted by College Application Day effort. Students notified of RoundUp visits through school announcements. Documentation: 2015 HS Web Apps for Recruiters, Recruiter Reports, Round Up Visit Spreadsheet	Completed. Continue approach. Additional follow-up with the students to be developed and completed throughout the year. Investigate implementing a special Fall 201610 registration event for this cohort. Continue RoundUp visits to offer last-minute applicants an additional opportunity to apply.
Investigate new strategies to engage secondary guidance counselors in	Letters with important dates included in Guidance Counselor’s	Host event July 2016.

<p>addition to hosting annual Counselors' Breakfast</p>	<p>Welcome Back Shopping Totes delivered 8/2014. Counselors' Breakfast held January 30, 2015. Forty-two (42) School Counselors and Career Specialists in attendance with a 96.2% Satisfaction Rate and a 40% increase in participation. School Counselor Summer Institute offering 25 Counselors and Career Specialist CEUs and \$1,000 stipend developed AY14/15 to be held July 6-17, 2015. All 4-county School Counselors and Career Specialists contacted. 25 accepted into the program. Documentation: Agenda, Evaluations, Sign-in Sheets, Institute Registration Brochure</p>	
<p>Provide specific activities for the Class of 2015 to promote the Scholars Program.</p>	<p>Created and distributed brochures, post cards, letters and flyers to guidance counselors, Class of 2015 students, and parents. Conducted 34 Scholars presentations at target high schools to parents and/or students. Hosted Scholars Orientation June 2015 with 70 students in attendance. Scholars blog was created. Documentation: Copies of promotional materials; Scholars Blog; presentation schedule</p>	<p>Monitor progress of Scholars students; award additional aid as necessary.</p>
<p>Provide bi-monthly communications to guidance counselors in Kershaw, Clarendon and Lee counties to promote Scholars Program.</p>	<p>Developed Scholars Blog to provide ongoing communications to guidance counselors Documentation: Scholars Blog</p>	<p>Continue to update blog to share college information and continued eligibility requirements.</p>
<p>Promote Scholars Program to all eligible students, parents of eligible students, and guidance counselors through presentations, Facebook Page, print materials, posters, and mailers; develop clear communication plan.</p>	<p>Developed and put into action an implementation for Scholars Program. Plan included marketing, communications, and specific strategies to engage students, parents, and counselors. Documentation: Scholars Implementation Plan, Marketing Materials, Sample Letters</p>	<p>Completed.</p>
<p>Compile complete list of eligible Scholars Program students in May 2015 and conduct appropriate outreach to secure admissions and registration for Fall 2015.</p>	<p>Compiled list of 1051 potentially eligible Scholars students. Developed and implemented communication plan. Secured admission of 386 students and registration of 282 students. Awarded scholarships to 49 students. Documentation: Scholars Report</p>	<p>Monitor progress of Scholars and award scholarships as needed.</p>
<p>Increase enrollment of high school</p>	<p>Enrollment of 2014 high school</p>	<p>Continue working with high school</p>

graduates to 20% by end of academic year through activities targeting high school seniors.	graduates was 16.8%. 2015 graduation data not yet available. Documentation: High School Enrollment Report	counselors, students and parents to increase enrollment of recent graduates. Promote Scholars Program.
Coordinate ADA trainings with Sumter School District and investigate opportunities in other districts in service area.	Hosted ADA training on May 1, 2015. School district personnel from Lee and Kershaw counties attended. Total number of attendees: 3 Documentation: Sign-in Sheet and Agenda	Provide ADA information to school districts personnel through emails, flyers, and at annual Counselors' Breakfast.

Goal No. 4

4. Develop student support procedures to identify students with remedial academic needs and facilitate their enrollment in COL 103 during the first semester by implementing effective admissions and first semester advisement for these students.

Expected Outcome for Goal No. 4

- 4.1 Feasibility of COL 103 as a dual enrollment course offered at high schools will be determined.
- 4.2 Effective communication methods regarding COL 103 will be identified for use by admissions counselors and advisors.

Supports College Strategic Goal: 4, 5

Supports College Annual Goal: 6

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Collaborate with Academic Affairs (Dual Enrollment Program) to determine future of COL 103 offerings in area high schools.	Determined COL 103 is not a desirable course under the Dual Enrollment Program. Documentation: Dual Enrollment Records	Completed.
Identify effective communication methods for encouraging enrollment in COL 103 during first semester of attendance.	Registered 60 first time students into COL 105 and placed advisement holds. Documentation: Banner	Place registration holds; register first time students in COL 105 during the first semester; and work with QEP Coordinator to develop marketing materials to promote COL 105.

Goal No. 5

5. Develop a comprehensive marketing plan to focus on student recruitment for targeted student populations and College locations to positively affect student enrollment for the 2014-15 academic year.

Expected Outcome for Goal No. 5

- 5.1 Comprehensive recruitment marketing strategy, including a communication plan, will be developed and implemented.
- 5.2 The Enrollment Task Force will meet regularly and will identify specific recruitment and retention strategies.
- 5.3 An improved campus visit experience will be provided to prospective students.
- 5.4 Marketing materials, including website, will be revised as appropriate.
- 5.5 Financial aid opportunities will be well marketed.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
<p>Complete a comprehensive analysis of recruitment, marketing, and retention opportunities with Noel-Levitz; base updated recruitment marketing strategy on findings.</p>	<p>Conducted comprehensive analysis August 2014; established Enrollment Task Force; developed Enrollment Task Force Plan of Action (POA) to implement strategies based on findings. Documentation: Enrollment Task Force POA; Noel-Levitz Report</p>	<p>Use POA to implement strategies to improve recruitment, enrollment and retention.</p>
<p>Implement a comprehensive, college-wide communication plan to ensure ongoing communications with targeted populations (pending applicants, unregistered students, military students, new students, parents of dual enrolled students, etc.); plan will have set dates for disbursement of specific materials.</p>	<p>Admissions Acceptance Plan drafted and completed. Includes letter from College President. Revised Communication Plan for recruitment and shared with Enrollment Task Force subcommittee. Documentation: Public Relations and Admissions Packet</p>	<p>Completed Admission Acceptance Plan. Implement the revised Recruitment Communication Plan.</p>
<p>Establish recruitment funnel to ensure strategic and efficient recruitment and to increase conversion rates of prospects and pending applicants by 5%.</p>	<p>Enrollment Task Force subcommittee developed funnels for target populations and each outreach location. Enrollment goal for each targeted population established. Increased contact to pending applicants. 3,530 unduplicated contacts and 1,639 Admitted resulting from ROT Department and Admissions & Student Records Department contact. Experienced 56.4% increase in applications and 24.6% decrease in admissions compared to AY13/14. Documentation: Pending Applicant Report, Admitted and Readmitted Not Registered Reports, and Admissions Information by Term Report</p>	<p>Ongoing. Identify enrollment goals for each target population by location and programs. Increase admissions rate for pending applicants.</p>
<p>Oversee the Enrollment Task Force and implement specific strategies designed to increase enrollment of continuing students and first time freshmen.</p>	<p>Enrollment Management Plan completed and implementation began. Established enrollment goals for each targeted population. Completed historical data reports to better track and identify enrollment and retention trends. Completed surveys of dual enrollment students, faculty and staff to develop plans to increase enrollment and retention. Documentation: Enrollment Management Plan, Enrollment Task Force Meeting Minutes,</p>	<p>Ongoing.</p>

	Enrollment Task Force Data Reports	
Design and implement an improved campus visit experience to increase recruitment of potential students.	Information for setting up tours included on Recruitment Blog for prospects. Tour rotation maps completed for different group sizes, quick walking tour updated, tour information form updated, and tour itinerary updated for Main Campus tour and Joint Health Science Center and Legal Studies Center tours. General information for touring included in Recruitment blog located on college website. Research conducted to develop a Campus Tour Experience. Met with Deans for their input. Forwarded information for a virtual tour provider to PR. Tour Proposal completed June 2015. Documentation: Central Carolina Connect Blog, Tour Information Form, Tour Rotation Schedules, Draft Campus Visit Experience	Design Completed. Provide training, and implement and promote new tours.
Increase recruitment efforts in community businesses and agencies by 5%.	186 community, business, and agency visits. AY 2013-2014 107 Community, business, and agencies visits. 73.8% increase for AY 2014-2015. Documentation: Recruiter Reports	Completed. Increase business visits by 5%.
Implement a recruitment blog as a communication tool for prospective students.	Central Carolina Connect Recruitment blog completed and training conducted March 17, 2015. <i>Remind</i> account established. Blog promoted at area high schools during visits. Schedule established for blog posts and calendar updates. Documentation: Central Carolina Connect Recruitment Blog	Completed. Increase promotion of <i>Central Carolina Connect</i> .
Work with Public Relations Office to develop new recruitment content for website and revised materials for marketing of special programs and Student Life activities.	Website updates submitted and examples of recruitment web pages provided. Viewbook and contact card updated. New website approved by ELT and launched. Revised Student Life flyer and brochure to improve marketing of Student Life activities. Documentation: Student Life Flyer and Student Life Brochure, Recruitment Materials, New Website	Disseminate Student Life flyer and brochure to faculty, staff, and students to promote Student Life. Create Guidance Counselor page for new website.
Identify alternate ways to host Open	Based on data from previous Open	Collaborate with Director of

House events to recruit new students.	Houses, determined Open Houses yield low return of admitted and registered students. Alternate Method: Campus Visit Days held in August. Eleven participants in attendance with 6 of them admitted to the College. Documentation: Sign-in Sheets and Student Banner SGASTDN Record	Recruitment, Outreach, and Testing and Financial Aid Director on coordinating Quick Admit Days for Fall 2015 semester. Expand upon Campus Visit Days to increase admissions.
Conduct personal call campaigns to pending male students to encourage completion of admissions and registration process.	Called 162 MIM students from all cohorts to encourage their registration and offer assistance. Documentation: Call Lists	MIM is being phased into the Student Life Program.
Promote “Free Tuition Opportunities” through innovative marketing and presentations, including LIFE scholarship.	Sumter County High School students: 257 faux LIFE Scholarship Award letters sent– September 2014 Scholars counties: LIFE Scholarship Postcards sent to 712 total students - September 2014 Scholars and LIFE promoted at Secondary Programs Advisory Board Training event as well as HS workshops - Fall 2014 Documentation: Posters, Postcards, Mailing Lists, Scholars Promotional Material	Continue to work with recruiters to obtain 3.0 GPA mailing lists No Scholars cohort for the Class of 2016, LIFE Scholarship promotion will be done with all 4-county high schools instead of just Sumter County High Schools. Increase promotion of available Foundation Scholarships due to loss of FA Fee Waiver.
Market availability of Lottery Tuition Assistance to Adult Education students who have not yet graduated.	Did not complete	Communicate with Adult Education to ensure understanding of available options for Adult Education students interested in college coursework.
Market availability of financial aid for summer to students with remaining eligibility; ensure dual enrollment coordinators understand summer aid options for graduating seniors.	Sent federal regulations to dual enrollment coordinators and recruiters to inform them of high school student aid options for summer. Sent e-mails to students with approved SAP Appeals for Summer 2015 – May 2015 Documentation: E-mails, Scanned Letters from High School Counselors, Probation Contracts	Send emails to all students advising of availability of additional funds for summer enrollment. Use FAFSA not registered ARGOS report to promote additional aid. Work with ILT to create ARGOS report for communicating to dual enrolled students.
Market University Transfer programs as a cost-saving alternative to four-year degrees.	“Start here. Save Money” postcard mailer sent to 3,682 2015 high school graduates. Mailer promoted attendance at CCTC the first 2yrs. Documentation: Postcard, Mailing List	Completed.
Improve marketing of Student Records services (good student discount, enrollment verifications, transcript services, etc.)	Improved marketing of Student Records services through use of MyCCTC, social media, plasmas, and flyers. Documentation: myCCTC, Plasma Announcements, Flyers	Collaborate with Public Relations to revise Records services flyer annually and update plasmas and social media postings of available services.

Goal No. 6

6. Support graduation and program completion initiatives.

Expected Outcome for Goal No. 6

- 6.1 Participation in graduation will increase.
- 6.2 Number of graduates will increase due to implementation of Administrative Graduation Process.
- 6.3 Percentage of registered students will be 70% or higher.
- 6.4 Barriers to program completion will be identified.

Supports College Strategic Goal: 5

Supports College Annual Goal: 9

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Increase percentage of graduates who participate in graduation ceremonies by 10%.	263 out of 565 graduates participated in the 2014 ceremonies. 249 out of 557 graduates participated in the 2015 ceremonies. Graduation participation decreased by 2%. Documentation: Graduation Report and Graduation Sign-in Sheets	Explore new strategies to increase graduation attendance by 5%.
Investigate the need for a graduation video to bring attention to graduation and improve attendance.	Graduation video was not created due to limited staffing in Public Relations. Documentation: Public Relations Email	Collaborate with Public Relations on effective strategies on promoting graduation to increase participation.
Develop a well-defined administrative graduation process in cooperation with Academic Affairs.	Developed an administrative graduation process to increase the College's graduation rate. Documentation: Meeting Minutes	Collaborate with Graduation Coordinator to ensure students are administratively graduated each semester.
Conduct personal call campaigns to current students each semester to encourage early registration by special program participants for upcoming semesters. Target registration percentage of 70%.	Contacted students each semester in special programs to encourage advisement and early registration. 92% of students registered with Disability Services, 100% of Club Officers, and 100% of Special Populations Program participants registered from Fall 2014 to Spring 2015 semester. Documentation: Emails	Develop a call schedule to special program participants to encourage early advisement and registration each semester.
Develop a marketing plan for CLEP/Dantes testing identifying it as a tool for faster, cost-effective program completion.	Promoted in a letter to Home School students. Documentation: Recruitment Office Correspondence	Promote to all students.
Implement requirement for ACT students to attend Graduation Fair as part of program requirements.	Required graduating ACT students to attend fair; 5 ACT students graduated during the academic year. Of those, 4 students transferred to another school. Documentation: Student Interaction Sheet	ACT Coordinator will provide assistance to all graduating participants with the completion of the graduation application. ACT participants who plan to graduate will be required to attend the Graduation Fair.

<p>Special programs will focus on increasing persistence and graduation rates of student participants.</p>	<p>Focused on increasing TRiO students' persistence and graduation rates and exceeded DOE requirements: 73% and 35% respectively.</p> <p>Due to initiatives of two PBI grants, persistence rate of Black American students is 48%, representing a 2.3% increase from previous year. The graduation rate of low-income, Black American students is 13.1% which represents at 2.7% decrease from prior year (may be due to elimination of several certificate programs and improved economy). Focus on ACT cohort has resulted in 72% of these students on track for graduation.</p> <p>Men in Motion: 41% (16) MIM students have graduated from the 2011-2012 cohort; 20% (13) have graduated from the 2012-2013 cohort; 9% (5) have graduated from the 2013-2014 cohort. The official graduation list for 2014-2015 is not available at this time.</p> <p>Documentation: TRiO Annual Performance Report; PBI Annual Performance Reports</p>	<p>Meet or exceed DOE objectives for persistence and graduation rates.</p> <p>MIM is being phased into the Student Life Program.</p>
<p>Survey TRiO students to obtain information on potential barriers which hinder retention and graduation.</p>	<p>Mailed Year-End surveys to students with the following results of excellent and good ratings combined, on areas that would be potential barriers:</p> <p>Academic Advisement – 100% Computer Lab – 92.3% Friendliness of Staff – 100% Counseling – 100% Availability of Staff – 92.3% College Tours/Cultural Events – 84.6% Tutoring – 84.6% Workshops – 92.3% Triple “T” Night – 84.6% Overall SSS Program – 92.3%</p> <p>Documentation: Year-End Student Surveys</p>	<p>Update the Year-End surveys to include additional categories on information which could be potential barriers to retention and graduation.</p> <p>Provide interventions for identified barriers.</p>
<p>Involve TRiO students in decision making process of various program components to develop “ownership” and improve retention.</p>	<p>Involved tutors in the revision of the tutoring manual which provided a guideline for tutor responsibilities. As a result tutor effectiveness increased student involvement from 98 visits in 2013-14 to 179 visits in 2014-15.</p>	<p>Include the TRiO student body in the decision making process of activities that garner “ownership” to improve retention.</p>

	Used student suggestions from evaluations to plan future activities. Created student-run Leadership Professional Development (LPD) Council; LPD students sponsored an “Empowerment Day,” with 23 students in attendance. Documentation: Department Data Report, Tutor Effectiveness Report, LPD Feedback	
Offer DegreeWorks “Help Sessions” to Concentrated Learning and Men in Motion students; staff will provide registration assistance to ensure students stay on track to program completion.	Scheduled a “Meet and Greet” session to go over Degree Works and make sure those attending have registered and completed the financial aid process. Documentation: “Meet and Greet” Email	MIM is being phased into the Student Life Program.
Conduct additional training for faculty on Student Progress Plans to ensure forms are completed accurately so students stay on track to program completion.	Met with VP for Academic Affairs in Fall 2014 and Spring 2015 concerning Student Progress Plan updates. Documentation: Timeline for SPPs and SAP Processes for 2014-15. SAP/SPP Documents	Complete open PDP on SPPs per semester SAP Counselor to visit the Deans’ Council meeting to ensure understanding of SPP processing.

Goal No. 7

7. Maintain appropriate qualified staff to support and deliver quality programs and services.

Expected Outcome for Goal No. 7

- 7.1 Professional development opportunities will be available to all Student Affairs staff to ensure appropriate training for quality delivery of services and programs.
- 7.2 Use of feedback card system will be increased to better assess services.
- 7.3 Additional staff will be hired to improve communications with students.
- 7.4 Federal regulations will be adhered to and programs will be operated as required.
- 7.5 Staff duties will be revised as needed to ensure efficiency.

Supports College Strategic Goal: 6

Supports College Annual Goal: 10

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Provide continuous professional development opportunities for faculty, staff, and student workers to ensure professional growth and quality service to students; evaluate effectiveness of trainings.	Provided funding for professional development. Sent staff to appropriate trainings related to job responsibilities. Held regular department meetings to provide additional training. Documentation: PDP Approvals, Meeting Minutes	Continue to provide appropriate professional development opportunities.
Use feedback from customer feedback cards to increase customer service satisfaction rates at Kershaw	Customer Feedback Cards 98% Overall Satisfaction Rate for feedback cards.	Increase customer service feedback cards at Kershaw County Campus and improve receipt of responses for

and F.E. Dubose campuses; improve promotion of feedback card completion; increase completion of satisfaction surveys in special programs.	(Base Education Office 100%, F. E. DuBose 100%, Kershaw County Downtown Campus 92%, Lee County Site 100%, and Testing Center 100%) -No feedback cards received at Kershaw County Campus. Documentation: Comment Card Report	each semester.
Hire contract staff person to conduct various personal call campaigns (pending applicants, FTF cohort, NSO invitees, etc.)	Hired two part-time staff members in the Student Affairs Office to conduct personal calls to multiple student groups. Calls also made by contract staff working in Call Center. Documentation: Employee Contracts, Call Campaigns	Hire contract staff for special projects, outreach assistance, and to operate switchboard during peak times.
Explore opportunities to certify the Student Learning Center through NCLCA.	Redesigning the tutor certification program to be phased in to make better use of time and experience. Implementation scheduled to start Fall 2015. Documentation: Draft Outline of Revised Training Program	Consider seeking CRLA certification for the Student Learning Center.
Provide college-wide professional development opportunities for faculty and staff to improve communications and teaching strategies for underrepresented students.	Professional development funds were utilized to provide a college-wide speaker, Isa Adney. This speaker was able to address the needs and frustrations of minority students and how faculty and staff can better serve these students. Documentation: Invoice; Author's Book	Provide college-wide PDP if 2015-16 budget allows and need exists at college.
Conduct comprehensive cross-training for admissions, financial aid, and outreach counselors to ensure consistency of services and accurate information sharing.	Was not accomplished due to staff shortages and need to complete regular job duties. Determined online training will not accomplish purpose of the task due to complexity of information.	Student Services Directors will work together to create shadowing process for main campus counselors in the M300R Building.
Provide additional financial aid counselors at Kershaw and F.E. Dubose campuses to increase the number of students completing financial aid processes at these locations by 25%.	Experienced a 6% increase in students served at the Outreach Campuses annually. Documentation: Walk-in Log at Kershaw Downtown Campus	Assign laptop for Outreach FA Counselor to be more mobile Attend Outreach staff meetings and conduct training for outreach staff.
Explore reorganization opportunities in Admissions and Records to improve processing of students.	Reorganized Admissions and Records to include reclassification of academic advisement specialists to admissions counselors to improve processing of students and created Office of Student Life. October 2014 to May 2015, coordinated over 300 Student Life events and Admissions served 3659 students.	Analyze pending and web applications Argos reports each semester to determine effectiveness of reorganization.

	Documentation: Revised Planning Stages, Pending and Web Applicant ARGOS Reports, Student Life Schedule, Flyers	
Develop a process for counselor accountability for converting admitted/readmitted students to registered students.	Created an Argos report for admitted/readmitted not registered students by admitting counselor. Documentation: Argos Report and Excel Spreadsheet	Schedule call dates each semester for admissions counselors to contact admitted/readmitted not registered students.
Complete development of Training Documents for processes completed via Student Affairs Office	Completed training documents for all current processes. Updated prior training documents to reflect new version of Banner. Documentation: Training Documents on S Drive	Complete training document for Banner Web for Prospects and Web Admissions set up.
Continue to implement grant initiatives, ensure objectives are met, practice sound budget practices, and engage in timely reporting to USDOE.	Successfully implemented grant initiatives in three federal grant programs. Completed Annual Performance Reports which reflected status of initiatives and performance objectives. Effectively managed budgets to ensure expenditures met federal requirements. Documentation: Annual Performance Reports for TRiO Student Support Services, PBI Competitive Grant, PBI Formula Grant	
Implement changes and requirements related to Reauthorization of Higher Education Act, Clery Act/Title IX, and Gainful Employment.	Reviewed requirements. Eliminated programs based on Gainful Employment regulations. Completed Gainful Employment reporting. Implemented requirements of Clery Act/VAWA/Title IX by disseminating information to students, providing training to faculty and staff, identifying a Title IX investigation team, and identifying a staff member to serve as the Designated Confidential Source for students. Documentation: Catalog-Programs of Study, Gainful Employment Reports; Training Records, Emails sent to students, New Student Orientation presentation	Research best practices, identify additional informational materials for distribution to students, and continue annual training for Title IX investigation team.

Goal No. 8

8. Support SACSCOC activities to include the development of the QEP and the compilation of the Compliance Certification; participate in the Strategic Planning Process.

Expected Outcome for Goal No. 8

- 8.1 Student Affairs staff will contribute to the completion of the SACSCOC Compliance Certification for reaffirmation.
- 8.2 Student Affairs staff will assist in the development of the Quality Enhancement Plan (QEP).
- 8.3 Student Affairs staff will participate in the Strategic Planning Process.

Supports College Strategic Goal: _1, 7____

Supports College Annual Goal: _11, 12____

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Provide program information and data as requested to assist with the completion of the SACSCOC Compliance Certification; assist in writing and reviewing applicable standards.	Various staff members provided data and process information for complete of the Compliance Certification. Documentation: Compliance Certification	Completed.
Support the development of the QEP by serving on QEP Leadership Team and appropriate subcommittees.	Various staff members served on QEP committees and subcommittees. Documentation: QEP Meeting Minutes	Support QEP projects.
Participate in the Strategic Planning Process; provide input based on program and student learning outcomes, evaluations, and data reports.	Participated in the Strategic Planning Process. Documentation: Strategic Plan Meeting minutes	Use Strategic Plan to develop Plans of Action.