

**CENTRAL CAROLINA TECHNICAL COLLEGE**  
**2005 - 2006**  
**ANNUAL PLAN OF ACTION**

*PLANNING*  
*FOR*  
*CONTINUOUS*  
*IMPROVEMENT*

*College 2005 - 2006 Plan of Action*

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## INTRODUCTION

Central Carolina Technical College has been involved in ongoing planning and evaluation processes for the purpose of continuous improvement for over ten years. The College engages in planning on several levels – long-range planning, annual planning, operational planning, and program planning. The overall planning and evaluation system is described in the *Central Carolina Technical College 2004-2009 Strategic Plan for Continuous Improvement (Strategic Plan)*, which is published on the College Website at [www.cctech.edu/AbouttheCollege](http://www.cctech.edu/AbouttheCollege).

The *2005-06 Annual Plan of Action* is intended to serve a guide for College planning and evaluation efforts throughout the year. Annual objectives developed by faculty and staff are incorporated into the academic and operational areas for use in preparing unit plans of action that will direct activities of the College as a whole. The planning and evaluation timeline is located in **Appendix A** of this document and on the College Website at [www.cctech.edu/AbouttheCollege](http://www.cctech.edu/AbouttheCollege).

### Annual Planning Process

The annual planning process begins each year in January as the Executive Leadership Team (ELT) develops College Goals (page 7) that are designed to 1) accomplish the Strategic Directions (page 6) and 2) allow flexibility to respond to and engage in immediate opportunities that support the College's mission.

Next, the Academic Management Team (AMT) members, representing all educational and student affairs units, develop a plan of action for the major division of academic and student affairs. This plan serves as a primary impetus for the other major divisions, comprised of the administrative/support units, to devise their plans of action.

During this development phase, the ELT conducts a college-wide budget meeting to give an overview of the budget and an update on the outlook of the budget for the next year, as well as to distribute budget information and to provide College Budget Request Forms to those who are responsible for budgetary accounts. Revenue projections are prepared and completed in April and May by the Vice President for Business Affairs, and the resulting revenue budget is used as a basis for the expenditure budget development. Each unit of the College makes budget requests based on unit plans of action, departmental enrollment projections, and the prior year's evaluation findings and actual expenditures. Each vice president then prioritizes requests from their units and makes recommendations to the Business Affairs Division. The ELT then meets to prioritize college-wide requests, after which the Vice President for Business Affairs develops a recommended budget for the year.

Ultimately, the plans of all four major divisions – Academic and Student Affairs, Business Affairs, Continuing Education, and Planning and Institutional Effectiveness – serve as the core of the College Annual Plan of Action. After having been incorporated into the annual budget process and reviewed by the Central Carolina Technical College Area Commission, the Annual College Plan of Action is officially disseminated at [www.cctech.edu/AbouttheCollege](http://www.cctech.edu/AbouttheCollege) on the College's website

Reporting forms used to develop annual plans of action are contained in the *Strategic Plan, Appendix G*.

## Evaluation Process

Fundamental to the College's continuous improvement is systematic assessment of the performance of programs and services. While strategic and annual planning produce the roadmap for achieving the College mission and annual goals, evaluation processes provide evidential documentation of the utilization of results for making improvements.

The College systematically uses multiple quantitative and qualitative measures to evaluate the effectiveness of its programs and services. Each unit/departmental plan of action includes objectives that govern its activities and projects. These objectives are based on the College Annual Goals, Success Factors (see **Appendix B**), and prior year(s) evaluation results.

The results of annual college-wide evaluation and survey instruments administered college-wide are reported and used to make improvements in instruction, as well as in academic, administrative, and support programs and services. In addition, academic program reviews are conducted that include the periodic evaluation of academic program outcomes, exit competencies (expected learning outcomes). From these reviews, program updates and improvements are made as appropriate to serve the needs of students, businesses, and industries.

The cyclical accounting of general education; majors/concentrations; academic advising; transfer success; student development services; library resources and services; program accreditation; student performance on professional examinations/certifications; and alumni satisfaction is included in the standardized *Institutional Effectiveness Report* that is submitted to the Commission on Higher Education each year. This report demonstrates that programs and services are efficiently and effectively provided. It identifies the specific assessment activities carried out, the results of these assessments, and the programmatic changes and/or improvements made as a result of the assessment.

All academic and administrative/support units assess how well they have achieved their objectives/expected outcomes and report how they use the results for continuous improvement. Faculty and staff use results of the annual evaluation process to sustain and improve programs and activities, as appropriate, to support the College mission. These results are summarized in the *College Annual Effectiveness Report*.

Reporting forms used for developing annual effectiveness reports are contained in the *Strategic Plan, Appendix G*.

*Central Carolina Technical College*  
**MISSION STATEMENT**

Central Carolina Technical College is a comprehensive, public, two-year institution of higher education that serves primarily the region of Clarendon, Lee, Kershaw, and Sumter counties in South Carolina. The College confers associate degrees, diplomas, and certificates. College programs and student support services provide citizens, businesses, industries, and communities with quality, affordable, accessible, customer-responsive post-secondary education through life-long learning and specialized training opportunities specifically designed to develop the foundation for personal growth, economic development and an improved quality of life.

The College's vast array of associate degree, diploma, and certificate programs prepares students to enter the job market, to transfer to senior colleges and universities, and to achieve their professional and personal goals. Specifically, Central Carolina offers academic programs in business, the health sciences, public service, industrial and engineering technology, and the arts and sciences. Through its comprehensive programs and support services, the College annually serves over 4,500 credit students and 10,500 continuing education students in both traditional and non-traditional formats.

**Vision**

Central Carolina Technical College will be the first choice for exceptional, quality, affordable technical and comprehensive education, provided in an innovative, student-centered learning environment.

**Values**

Central Carolina Technical College recognizes the worth and potential of its students to have the ability to learn and reach their potential. It affirms the following values and beliefs in its attitudes and principles in providing its programs and services:

- Excellence
- Integrity
- Innovation

**Role and Scope**

In recognition of the importance of its role in enhancing the economic vitality and quality of life for all citizens, Central Carolina Technical College seeks to fulfill its mission through meeting the needs of its stakeholders as follows:

**GRADUATES:** The College is committed to graduating students who will be productive members of society with strong values and ethics; who will have employability skills, including oral and written communication skills, critical thinking, problem solving, analytical, scientific and computational skills; who can utilize and adapt to new technology and accept and initiate change; and who have an appreciation for cultural diversity, are self-directed and self-disciplined, and have the ability to function cooperatively.

**STUDENTS:** The College seeks to provide for its students an affordable, quality post-secondary education while maintaining an open door admissions policy. Students will have the opportunity to succeed regardless of educational preparation through developmental programs and services as well as to pursue avocational and personal growth needs in an environment embracing rapidly changing technologies.

**EMPLOYERS:** The College is dedicated to providing employers with skilled work-ready employees and to serving as an avenue for on-going specialized training with access to the latest technologies and educational services so that existing and new employers will find the area attractive for their workforce.

**COMMUNITY:** The College seeks to serve the community by providing access to education wherever, whenever, and however necessary to meet community and individual needs for affordable education opportunities leading to an improved quality of life.

**K-12 STUDENTS:** The College will provide opportunities for K-12 students to experience career exploration and planning, have access to a seamless progression toward a career or higher education and have an opportunity to accelerate their learning for employability and/or advanced placement through faculty /staff collaboration.

**OTHER EDUCATIONAL INSTITUTIONS:** The College will endeavor to have a high utilization of resources through partnerships with other institutions who will be collaborative partners working to expand education programs while minimizing duplication.

*(Revision Approved by the Central Carolina Technical College Area Commission, November 21, 2002)*

# STRATEGIC DIRECTIONS

1. **Market the comprehensive nature and value of the College.**
2. **Secure and use available resources to maximize the productivity and efficiency of the College.**
3. **Develop and expand enrollment opportunities in the four-county service area to improve accessibility to the College's programs and services.**
4. **Strengthen and develop mutually beneficial alliances with private and public partners.**
5. **Maximize the use of technology to support internal and external constituencies.**
6. **Offer quality curriculum and services that are relevant and current.**
7. **Position the College to respond effectively to internal and external environmental factors.**

*Central Carolina Technical College*  
**COLLEGE GOALS**  
2005 - 2006

(Parentheses indicate related institutional *Strategic Directions*)  
(Bold Print Indicates the Annual Goal Related to Performance Indicator 1D/1E)

1. Expand and maintain collaborative arrangements with area secondary schools to provide secondary students with the opportunity to receive college credits while enrolled in high school. (3) (4)
2. Provide expanded distributed learning course offerings and alternative scheduling opportunities to improve service area access to post-secondary education. (3) (7)
3. Allocate the budget and resources necessary to accomplish the Mission, Strategic Directions, and College Annual Goals. (2) (5)
4. Provide technical/industrial programs and services designed specifically for area business and industry to meet the demands of the current divergent and volatile economy. (6) (7)
5. Improve and expand College facilities based on appropriate planning documents, as funding becomes available. (2)
6. Provide appropriate data collection and analysis to support planning and evaluation processes, curriculum development, assessment of learning outcomes, external accountability, and institutional improvements. (5) (6)
7. Provide student support services, learning resources, and electronic connectivity to ensure a more technology-centered learning environment. (5) (6)
8. Plan and implement comprehensive recruiting and public relations strategies that clearly communicate the College's mission, programs, and services to increase student enrollment and public awareness of the role of the institution. (1) (3)
9. Provide increased technology-based academic programs and services to enhance and support workplace readiness in technology and increase accessibility to the College's resources. (5) (6) (7)
10. Attract and retain appropriately credentialed, diverse, and talented faculty to support a multi-cultural campus environment. (2) (6)
11. **Develop/maintain partnerships with external agencies and expand College data collection processes in collaboration with other postsecondary institutions to share resources that accomplish mutual goals.** (4) (5) (7)
12. Carry out any recommendations resulting from the SACS reaffirmation of accreditation process And implement the institutional Quality Enhancement Plan. (6) (7)

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Strategic Direction #	Success Factor	Annual College Goal #	Major Division Objective #	Major Division Objective	Methodology of Implementation	Expected Outcome(s)	Primary Responsibility
7	I. Educational Programs  VI. Administration/ Resources  (Ref: FPMS Job Duty 6)	6	1.0	<b>Facilitate effective planning, evaluation, and use of results for quality academic programs and services for continuous improvement</b>	1.1 Develop Annual Plan of Action for Academic and Student Affairs 1.2 Finalize Annual Plan of Action for Academic and Student Affairs for submission to staff and faculty, Leadership Team, and Academic Management Team 1.3 Ensure that Academic and Student Affairs organizational departments have integrated plans of action reflecting the Division's objectives 1.4 Review results from College surveys to improve programs and services 1.5 Assess progress of Plan of Action objectives and compile annual report of accomplishments and use of results summary 1.6 Complete Student Evaluation of Instruction 1.7 Complete EPMS and FPMS process	1.1 Conduct annual planning forum and maintain minutes 1.2 Submit Annual Plan of Action to staff and faculty, Leadership Team, and Academic Management Team 1.3 Prepare annual departmental plans of action and submit to the Office of the Vice President for Academic and Student Affairs 1.4 Implement improvements by using results from College surveys 1.5 Schedule review of Plan of Action during Academic Management Team meetings, and include results of assessment in the minutes 1.6 Improve instruction from results of faculty evaluation of instruction 1.7 Use EPMS and FPMS process to plan for individual employee plan of work, and submit documents to Personnel Office	1.1 VP A & SA 1.2 VP A & SA 1.3 Deans and Directors 1.4 VP A & SA; Deans and Directors 1.5 VP A & SA 1.6 Deans 1.7 Deans and Directors
6	I. Educational Programs  IV. Collaboration  (Ref: FPMS Job Duties 1, 4)	4, 6	2.0	<b>Maintain current academic programs and develop evolving curricula</b>	2.1 Conduct annual academic program review process to systematically evaluate program content 2.2 Conduct annual advisory committee meetings 2.3 Review and maintain postsecondary technical program transfer agreements 2.4 Promote secondary articulation agreements to secondary students, counselors, and teachers 2.5 Maintain records of articulated courses from secondary institutions 2.6 Utilize Academic Management Team	2.1 Prepare report of academic program review and submit to Academic Management Team 2.2 Use results from advisory committee meetings to improve programs and maintain minutes 2.3 Use results of the review of the technical program transfer agreements to maintain currency of the agreements and maintain records of agreements 2.4 Communicate periodically with secondary students, counselors, and teachers regarding secondary articulation agreements and maintain	2.1 Department Chairs/Program Managers 2.2 Department Chairs/Program Managers 2.3 Department Chairs/Program Managers 2.4 Registrar 2.5 Registrar 2.6 VP A & SA 2.7 Department Chairs/Program



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					(AMT) as curriculum review committee 2.7 Implement the College Studies Certificate for Fall 2005 2.8 Develop new credit programs identified through advisory committees, needs analyses, industry trends, and approved by the AMT 2.9 Administer employer survey of recent graduates for continuous improvement of academic programs 2.10 Review DVS course competencies and implement recommendations of statewide committee for DVS course revisions 2.11 Identify methods for collaborating with area health care providers to explore opportunities to increase instructional personnel and course offerings in health sciences 2.12 Evaluate placement scores for English, math, reading, and technology readiness on an annual basis and adjust where appropriate 2.13 Collaborate with Continuing Education personnel to identify and provide appropriate and timely training opportunities 2.14 Develop processes and tools for measuring student learning outcomes 2.15 Develop technology readiness assessment tool for entrance placement	minutes of meetings 2.5 Compile report of articulated courses from secondary institutions 2.6 Present curriculum recommendations to the Academic Management Team, and maintain minutes reflecting curriculum adoptions 2.7 Offer courses for the College Studies Certificate beginning in the fall of 2005 2.8 Make recommendations to the Academic Management Team for new programs 2.9 Use results from the employer survey for continuous improvement of academic programs 2.10 Incorporate the recommendations for developmental course competencies 2.11 Meet with area health care providers, and seek opportunities to collaborate 2.12 Make recommendations for placement scores in English, Math, Reading, and technology to the Academic Management Team 2.13 Implement any collaborative programs or initiatives between credit and continuing education 2.14 Review the outcomes results from measuring student learning and use for program and course improvement 2.15 Administer technology readiness assessment tool for entrance placement and evaluate placement accuracy	Managers 2.8 Department Chairs/Program Managers 2.9 Placement Coordinator 2.10 Department Chairs for Math and English 2.11 VP A & SA 2.12 VP A & SA 2.13 VP A & SA 2.14 VP A & SA, QEP Leadership Team and Director of Admissions and Counseling Services 2.15 Director of Admissions and Counseling Services and QEP Leadership Team

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5	I. Educational Programs  (Ref: FPMS Job Duties 1, 2, 3)	2,7	3.0	<b>Provide a comprehensive distance education program</b>	3.1 Evaluate accessibility, effectiveness, and quality of distance education courses 3.2 Provide greater variety and section offerings in distance education course offerings 3.3 Ensure proper course placement for students enrolled in distance education courses 3.4 Maintain focus group of faculty and staff to guide distance education activities 3.5 Provide support and training to faculty and students on the use of distance education technology 3.6 Market the availability of distance education courses 3.7 Provide distance offerings to new site in Lee County	3.1 Implement recommendations for improving accessibility, effectiveness, and quality of distance education courses 3.2 Schedule additional course offerings in the distance education format 3.3 Communicate with academic advisors and students regarding placement in distance education courses 3.4 Meet with faculty members to develop activities to enhance distance education course offerings 3.5 Schedule PDP offerings for faculty and students on the use of distance education technology 3.6 Publish and promote the availability of distance education courses 3.7 Schedule courses for delivery via distance education to new site in Lee County	3.1 Director of Learning Resources 3.2 Department Chairs/Program Managers 3.3 Faculty 3.4 Director of Learning Resources 3.5 Director of Learning Resources 3.6 Director of Public Relations 3.7 Department Chairs/Program Managers/Director of Learning Resources
3	IV. Collaboration  (Ref: FPMS Job Duty 6)	1	4.0	<b>Provide comprehensive dual enrollment program and services</b>	4.1 Use established procedures to facilitate courses for dual enrollment 4.2 Evaluate programs and services offered for dual enrollment 4.3 Work collaboratively with department chairs to effectively schedule courses for dual enrollment 4.4 Participate in statewide initiatives for dual enrollment ensuring adherence to established policies and procedures 4.5 Complete reports on dual enrollment	4.1 Schedule courses for dual enrollment 4.2 Implement continuous improvement strategies for programs and services for dual enrollment 4.3 Offer a comprehensive course offering for dual enrollment 4.4 Offer dual enrollment course offerings in compliance with established policies and procedures 4.5 Compile and maintain record of dual enrollment course offerings 4.6 Schedule orientation for faculty	4.1 Outreach Coordinator 4.2 Outreach Coordinator 4.3 Outreach Coordinator 4.4 VP A & SA 4.5 Outreach Coordinator 4.6 Outreach Coordinator

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Strategic Direction #	Success Factor	Annual College Goal #	Major Division Objective #	Major Division Objective	Methodology of Implementation	Expected Outcome(s)	Primary Responsibility
					as required 4.6 Provide orientation for faculty teaching dual enrollment courses	teaching dual enrollment, and develop materials for these faculty members	
3	II. Support Services  V. Accessibility  (Ref: FPMS Job Duty 4)	8	5.0	<b>Increase annual student enrollment by 3% for the 05-06 academic year to reflect a fall enrollment in excess of 3,300 students</b>	5.1 Monitor the College's Recruitment Team mission, scope, and purpose to increase annual student enrollment by 3% for the 05-06 academic year 5.2 Identify focused recruitment activities for specialized markets 5.3 Establish individual program enrollment goals and develop special marketing strategies for selected programs with low enrollment 5.4 Work collaboratively with the Public Relations Department on all recruitment presentations at area high schools and career centers 5.5 Implement the use of the Kuder Career Assessment tool to market the College	5.1 Implement initiatives of the Recruitment Team to increase student enrollment by 3% for the 05-06 academic year and assess the effectiveness of the recruitment initiatives 5.2 Schedule regular meetings of the Recruitment Team to develop focused recruitment of activities and maintain minutes of the meetings 5.3 Identify recruitment activities to accomplish individual program enrollment goals 5.4 Schedule meetings between the Public Relations Department and the College Recruiter to manage opportunities for recruitment activities effectively 5.5 Establish procedures to communicate with and recruit secondary students who have completed the Kuder Career Assessment tool	5.1 Recruiter 5.2 Recruiter 5.3 Department Chairs/Program Managers 5.4 Recruiter 5.5 Director of Admissions and Counseling Services
7	VI. Administration/ Resources  (Ref: FPMS Job Duty 6)	6	6.0	<b>Monitor and report data on performance indicators, institutional effectiveness, and maintain regional and program accreditation</b>	6.1 Collect data for PBF and annual institutional effectiveness reports 6.2 Evaluate PBF data and plan processes to improve PBF scores 6.3 Maintain SACS accreditation standards 6.4 Respond to recommendations from SACS Offsite Team regarding the Compliance Certification and the Onsite Team regarding the Quality	6.1 Compile data and submit reports as required for performance indicators 6.2 Disseminate results of PBF scores to Academic Deans/Directors' Council and Academic Management Team 6.3 Regularly review accreditation standards and submit requested data to SACS Liaison 6.4 Implement recommendations for content of the Compliance Certification	6.1 VP A & SA 6.2 VP A & SA 6.3 VP A & SA 6.4 VP A & SA, Deans and Directors, Department Chairs/Program Managers 6.5 VP A & SA

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					Enhancement Plan 6.5 Monitor State Tech Program Evaluation Report data 6.6 Collect data for required reports to NLNAC, AAMA, ARC-ST, LLR Board of Nursing, TAC of ABET, ABA, and ACBSP 6.7 Develop compliance methods for TAC 2000 of ABET program standards 6.8 Implement any recommendations from the NLNAC February 2005 accreditation reaffirmation visit for Associate Degree Nursing program and Practical Nursing program	and Quality Enhancement Plan for SACS 2005-06 accreditation process 6.5 Report State Tech Program Evaluation data to Academic Management Team 6.6 Compile and submit program accreditation reports 6.7 Identify compliance methods for TAC 2000 of ABET program standards and include in the Civil Engineering Technology Annual Plan of Action. 6.8 Submit response to the NLNAC self-study recommendations	6.6 Deans and Directors 6.7 Dean of Industrial and Engineering Technology 6.8 Dean of Health Sciences
6	III. Support Services  (Ref: FPMS Job Duty 1, 6, 2)	7	7.0	<b>Provide learning resources and services to support the curriculum of the college</b>	7.1 Review the mission, scope, and function of the library, media, and learning resources function areas 7.2 Communicate to faculty, students, and staff regarding accessibility to online Library resources 7.3 Collaborate with faculty to determine Library resources needed to support the curriculum 7.4 Maintain appropriate library resources at the Main Campus, Kershaw site, Shaw Center, and DuBose site 7.5 Provide for library resources at the Lee County site 7.6 Utilize Library Focus Group to support library activities 7.7 Review current library support for outreach, dual enrollment, and distance education courses and	7.1 Continue to assess the organizational structure of the College's learning resources 7.2 Provide online resources information to faculty, students, and staff 7.3 Solicit information from faculty regarding resources needed to support the curriculum through the Library Resource Committee 7.4 Acquire current library resources at Main Campus and at outreach locations 7.5 Assess the library needs for the Lee County site and make recommendations for providing these resources 7.6 Schedule meetings of the Library Focus Group and maintain minutes of meetings and assess data of the Library Usage Report	7.1 Director of Learning Resources 7.2 Head Librarian 7.3 Head Librarian 7.4 Head Librarian 7.5 Head Librarian 7.6 Head Librarian 7.7 Head Librarian 7.8 Head Librarian

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					develop strategies for delivering appropriate learning resource services 7.8 Review and update Library Handbooks for faculty and students, other printed literature, and the Library webpages	7.7 Provide appropriate/equitable learning resources to support outreach, dual enrollment, and distance education courses 7.8 Provide current and accurate information regarding the Library resources and services	
7	II. Student Outcomes  (Ref: FPMS Job Duty 3)	7	<b>8.0</b>	<b>Improve retention and graduation rates</b>	8.1 Monitor the purpose, scope, and mission of the Retention Committee to improve the College's retention efforts 8.2 Increase the graduation and success rates by two percent annually for the next three years 8.3 Evaluate the role of student activities as related to the College's retention through the Programs and Services Survey 8.4 Maintain a systematic program completion application process 8.5 Improve the process for the acquisition of job placement information from students 8.6 Ensure compliance with DVS 30-hour policy 8.7 Maintain the STAIRS program for DVS students and evaluate effectiveness 8.8 Facilitate student input regarding retention and an appropriate college environment	8.1 Schedule regular meetings of the Retention Committee to implement strategies to improve the College's retention rate 8.2 Implement retention strategies to improve the College's graduation and success rates 8.3 Conduct an assessment of student activities and determine impact on College's retention 8.4 Implement a systematic program completion application process and report graduation data to Academic Management Team 8.5 Implement an effective process for gathering job placement data 8.6 Review data profiling students with 30-hour DVS limitations and implement the enrollment restrictions. 8.7 Schedule STAIRS program for DVS students and conduct evaluation of effectiveness 8.8 Conduct annual Student Forum and implement appropriate recommendations for an improved college environment	8.1 Retention Coordinator and Assistant Director of Admissions 8.2 Retention Coordinator, Assistant Director of Admissions, Department Chairs/Program Managers 8.3 Director of Admissions and Counseling Services 8.4 Registrar 8.5 Placement Coordinator 8.6 Registrar 8.7 Retention Coordinator 8.8 Retention Coordinator
2	VI. Administration/ Resources	10	<b>9.0</b>	<b>Provide faculty and staff professional development</b>	9.1 Assess faculty and staff professional development needs 9.2 Increase the variety of delivery	9.1 Solicit requests from faculty and staff on the PDP Request Form for activities	9.1 Deans and Directors 9.2 Professional

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	(Ref: FPMS Job Duty 5)				<p>methods and use electronic delivery where possible (CD, video, online, etc.)</p> <p>9.3 Offer faculty and staff access to conferences, workshops, and certification training where appropriate within budgetary constraints</p> <p>9.4 Assist faculty members in maintaining and expanding credentials in teaching discipline</p> <p>9.5 Provide training on information technology resources for staff, faculty, and students to support implementation of the QEP</p> <p>9.6 Conduct adjunct faculty training</p>	<p>9.2 Offer increased electronic delivery of professional development activities</p> <p>9.3 Provide faculty and staff access to appropriate professional development activities</p> <p>9.4 Allocate professional development funds for faculty and staff to expand credentials in teaching discipline</p> <p>9.5 Schedule training sessions for information technology within the College's PDP calendar and in collaboration with the QEP</p> <p>9.6 Schedule and conduct adjunct faculty training each semester and maintain minutes of training</p>	<p>Development Team</p> <p>9.3 VP A &amp; SA</p> <p>9.4 Deans and Directors</p> <p>9.5 VP A &amp; SA and QEP Leadership Team</p> <p>9.6 VP A &amp; SA</p>
2	VI. Administration/ Resources  (Ref: FPMS Job Duty 6)	3	<b>10.0</b>	<b>Manage budgetary resources effectively</b>	<p>10.1 Implement sound budgetary practices of allocated resources</p> <p>10.2 Review adjunct faculty pay rate and increase as the budget allows</p> <p>10.3 Seek external funding (grants)</p> <p>10.4 Develop annual equipment requests for instructional equipment to support academic programs</p> <p>10.5 Make recommendations for capital improvements as requested</p> <p>10.6 Request additional instructional technology resources through the Instructional Computing Team to support the QEP</p> <p>10.7 Solicit the assistance of the College's leadership in the acquisition of additional Health Sciences physical resources</p> <p>10.8 Seek equipment donations from business and industry</p>	<p>10.1 Participate in annual budgetary planning workshop</p> <p>10.2 Make recommendation for increased adjunct faculty pay</p> <p>10.3 Participate in external funding opportunities</p> <p>10.4 Submit annual equipment requests to Vice President for Business Affairs</p> <p>10.5 Submit annual requests for capital improvements to Vice President for Business Affairs</p> <p>10.6 Submit requests for instructional computing needs to Instructional Computing Team through division representatives</p> <p>10.7 Participate in presentations to local health care providers</p> <p>10.8 Request equipment donations from business and industry</p> <p>10.9 Assess needs for personnel,</p>	<p>10.1 Deans and Directors, Department Chairs/Program Managers</p> <p>10.2 VP A &amp; SA</p> <p>10.3 VP A &amp; SA</p> <p>10.4 VP A &amp; SA</p> <p>10.5 VP A &amp; SA</p> <p>10.6 Deans and Directors</p> <p>10.7 VP A &amp; SA</p> <p>10.8 Deans and Directors</p> <p>10.9 VP A &amp; SA</p>

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Strategic Direction #	Success Factor	Annual College Goal #	Major Division Objective #	Major Division Objective	Methodology of Implementation	Expected Outcome(s)	Primary Responsibility
					10.9 Plan for the establishment of the Lee County site	equipment, and other resources to provide academic services at the Lee County site	
7	IV. Collaboration  V. Accessibility  (Ref: FPMS Job Duty 6)	6	11.0	<b>Provide accurate and timely information to the College's stakeholders</b>	11.1 Maintain annual review and revision of College publications 11.2 Conduct scheduled meetings to enhance communication among College personnel on the division and departmental levels 11.3 Provide improved identification of outreach course offerings in semester course schedule, in SIS, and on the Web. 11.4 Create handbook for faculty who are teaching at secondary locations and include specific information unique to each secondary school or location 11.5 Promote the use of web resources such as Web for Faculty, Web for Students, Campus Pipeline, etc. 11.6 Ensure the accuracy of the academic information on the College's web site 11.7 Provide monthly internal newsletter 11.8 Communicate information regarding implementation of Banner	11.1 Conduct review of College publications and submit changes for editing and distribution 11.2 Hold at least two faculty and staff meetings annually to communicate information 11.3 Revise the course offerings schedule format in all mediums 11.4 Publish a handbook for faculty teaching at secondary locations 11.5 Schedule training activities for faculty, staff, and students to encourage use of web resources 11.6 Submit recommendations for web content for academic information 11.7 Publish monthly internal newsletter 11.8 Share information regarding Banner implementation at meetings and appoint Banner implementation Team	11.1 Director of Public Relations 11.2 VP A & SA 11.3 VP A & SA 11.4 Outreach Coordinator 11.5 VP A & SA 11.6 Deans and Directors 11.7 Director of Public Relations 11.8 VP A & SA
3	III. Support Services  (Ref: FPMS Job Duty 3)	7	12.0	<b>Provide consistent, accurate, and professional career assessment and program advisement for students</b>	12.1 Develop a College-wide approach to identify the issues related to student advisement 12.2 Evaluate the College Studies Certificate advisor distribution 12.3 Provide advisement training for faculty and admissions counselors 12.4 Evaluate faculty advisement performance using the FPMS process and results of the advisement survey	12.1 Appoint a college-wide team to address advisement issues 12.2 Review the effectiveness of the advisor assignment and management for the College Studies Certificate 12.3 Schedule advisement training for faculty and admissions counselors 12.4 Use the results of the Advisor Survey to continuously improve advisement	12.1 VP A & SA 12.2 VP A & SA 12.3 Registrar and Director of Admissions and Counseling Services 12.4 VP A & SA 12.5 Deans and Directors

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					for improvement 12.5 Integrate online registration processes with sound academic advising 12.6 Evaluate process for tracking high school transcript receipt process	12.5 Implement online registration for academic programs 12.6 Implement a tracking process for high school transcript receipt	12.6 Registrar and Director of Admissions and Counseling Services
4	IV. Collaboration  (Ref: FPMS Job Duty 4)	11	13.0	<b>Establish partnerships in the College's service area to accomplish the College's mission</b>	13.1 Maintain the College's dual enrollment program in the secondary schools 13.2 Work collaboratively with other educational and community entities on grant proposals 13.3 Collaborate with Adult Education with the referral of students and the Skills Institute 13.4 Promote secondary to post secondary course articulation 13.5 Facilitate agreements with county libraries for sharing of resources	13.1 Schedule dual enrollment courses in area secondary schools 13.2 Participate in activities with educational and community entities on grant proposals 13.3 Schedule Skills Institute training at the College with Adult Education 13.4 Schedule meetings with area high school counselors and administrators to promote secondary articulation 13.5 Maintain agreements with county libraries for sharing of resources	13.1 Outreach Coordinator 13.2 VP A & SA 13.3 Director of Admissions and Counseling Services 13.4 Registrar 13.5 Librarian
1	III. Support Services  (Ref: FPMS Job Duty 4)	8	14.0	<b>Develop a comprehensive marketing program for the College</b>	14.1 Refine the mission, scope, and purpose of the College's marketing initiatives to develop a comprehensive annual marketing plan of action 14.2 Integrate all marketing and recruitment activities for promoting the programs and services of the College 14.3 Market the scope, size, accessibility, transfer programs, and mission of the College with a collegiate focus 14.4 Evaluate the effectiveness of the College's marketing plan and report on initiatives 14.5 Identify marketing techniques for dual enrolled students	14.1 Appoint a college-wide Marketing Committee to develop a comprehensive marketing plan of action, conduct meetings, and maintain minutes of meetings 14.2 Participate in marketing and recruitment activities 14.3 Prepare marketing materials that will market the scope, size, accessibility, and mission of the College in a collegiate image 14.4 Conduct and evaluation of the effectiveness of the marketing plan and report on initiatives to Deans/Directors and Academic Management Team 14.5 Market the College to the dual enrolled students	14.1 Director of Public Relations 14.2 Director of Public Relations and Recruiter 14.3 Director of Public Relations 14.4 Director of Public Relations 14.5 Outreach Coordinator



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Strategic Direction #	Success Factor	Annual College Goal #	Major Division Objective #	Major Division Objective	Methodology of Implementation	Expected Outcome(s)	Primary Responsibility
7	VI. Administration/ Resources  (Ref: FPMS Job Duty 6)	3	15.0	<b>Maintain effective organizational structure</b>	15.1 Hire faculty and staff to reflect a diverse ethnicity 15.2 Communicate the organizational structure and roles of employees to faculty and staff 15.3 Review all faculty and staff position descriptions to ensure relevancy 15.4 Review academic and student affairs policies for efficiency and consistency with focus on attendance policies, drop/add procedures, standards of academic progress, and roster verification 15.5 Determine the most efficient manner to manage outreach sites as the College continues to grow	15.1 Advertise and fill faculty and staff positions with qualified and diverse persons when available 15.2 Provide copies of organizational charts to faculty and staff 15.3 Conduct review of position descriptions for faculty and staff at least every two years 15.4 Submit revisions of policies to the Leadership Team for consideration 15.5 Assess the management needs at the outreach sites and determine the most appropriate allocation of personnel resources to effectively accomplish the mission of the College	15.1 VP A & SA 15.2 VP A & SA 15.3 VP A & SA, Deans and Directors 15.4 VP A & SA 15.5 VP A & SA, Director of Admissions and Counseling Services. VP Business Affairs
6	III. Support Services  (Ref: FPMS Job Duty 4)	7	16.0	<b>Provide comprehensive and efficient student services through a planned and integrated process</b>	16.1 Develop a Student Services Division Plan of Action for implementation 16.2 Implement an annual review process to systematically evaluate the effectiveness of the Student Services Division's Plan of Action 16.3 Develop Plans of Action for the Student Services Divisions departments: Admissions and Counseling, Center for Student Information/Registrar, and the Financial Aid Department 16.4 Implement an annual review process to systematically evaluate the effectiveness of each of the departments in the Student Affairs Division and administer Programs and Services Survey	16.1 Submit a Student Services Division Plan of Action to the Vice President for Academic and Student Affairs 16.2 Conduct an annual review of Student Services Division's Plan of Action 16.3 Implement Plans of Actions for Admissions and Counseling Services, Center for Student Information/Registrar, and the Financial Aid Departments 16.4 Participate in the annual review of processes of the Student Affairs to determine effectiveness of student services and use results from the Programs and Services Survey	16.1 Registrar, Director of Financial Aid, Director of Admissions and Counseling Services 16.2 Registrar, Director of Financial Aid, Director of Admissions and Counseling Services 16.3 Registrar, Director of Financial Aid, Director of Admissions and Counseling Services 16.4 Registrar, Director of Financial Aid, Director of Admissions and Counseling Services

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5 6	I. Educational Programs  VI. Administration/ Resources  (Ref: FPMS Job Duty 5 & 6)	12	<b>17.0</b>	<b>Implement the College's QEP</b>	17.1 Submit the QEP to the SACS Onsite Team for consideration 17.2 Implement the pilot phase of the QEP in the fall 2005 semester 17.3 Consider and implement any recommendations from the SACS Onsite Team for the QEP's improvement	17.1 Compile and submit the SACS Onsite Team 17.2 Plan all aspects of the pilot phase of the QEP by August 1, 2005 17.3 Review and implement changes where appropriate to accomplish the mission of the College	17.1 QEP Leadership Team 17.2 QEP Leadership Team 17.3 QEP Leadership Team
5 6	I. Educational Programs  VI. Administration/ Resources	12	<b>18.0</b>	<b>Implement the academic and student services components of the SCT Banner system</b>	18.1 Identify faculty and staff to serve on teams to provide leadership for Banner implementation for academic and student services 18.2 Identify the faculty and staff to support the leadership initiatives for the functional implementation of Banner for academic and student services 18.3 Plan for the professional development activities to support faculty and staff for Banner implementation 18.4 Communicate Banner implementation progress to academic staff and faculty	18.1 Appoint faculty and staff to serve on teams and incorporate responsibilities into their respective FPMS or EPMS 18.2 Implement the functional components of Banner in academic and student services 18.3 Schedule professional development activities through the Colleges PDP Team to facilitate training for Banner implementation 18.4 Schedule Banner updates on agendas for academic meetings	18.1 VP A & SA; Deans and Directors 18.2 VP A & SA; Deans and Directors 18.3 VP A & SA and PDP Team 18.4 VP A & SA and Deans and Directors

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Strategic Direction #	Success Factor	College Annual Goal #	Major Division Objective #	Major Division Objective	Method(s) of Measurement	Expected Outcome(s)	Primary Responsibility
2 7	VI. Administration/ Resources	3 12	1.0	<b>Continue a process for the effective review and revision of college policies and procedures related to Business Affairs</b>	1.1 College Directives 1.2 Departmental procedures manuals or other publications 1.3 External audits	<ul style="list-style-type: none"> <li>• Documented policies and procedures will be kept current, and procedures will be as efficient as possible.</li> <li>• College policies will be in line with current state policies and the needs of faculty, staff, and students.</li> <li>• Duplication and waste in administrative programs will be avoided or eliminated.</li> </ul>	VP for Business Affairs, BA Directors, and BA staff
2 5 6 7	VI. Administration/ Resources	3 7 9 10	2.0	<b>Coordinate and provide professional development and technology training opportunities for college personnel and students</b>	2.1 Employee Training Needs Assessment 2.2 E/FPMS 2.3 Registration critique 2.4 Help desk calls 2.5 Employee survey	<ul style="list-style-type: none"> <li>• New employee orientation and programs will be offered through the Professional Development Program, including safety training and Banner training.</li> <li>• A Technology Curriculum will be developed for faculty, staff, and students.</li> <li>• The functionality of the Help Desk will be expanded to include training for faculty, staff, and students.</li> <li>• Technology Awareness week will be coordinated.</li> </ul>	Accounting, Personnel, Purchasing, Information Systems, and Security
1 2 3 4 5 6 7	VI. Administration/ Resources	1-4 6-12	3.0	<b>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</b>	3.1 Annual EEO report 3.2 Student and employee satisfaction surveys	<ul style="list-style-type: none"> <li>• The College will identify and implement processes to broaden the applicant pool and increase the number of qualified female and minority applicants.</li> <li>• Competitive pay will be offered, as budgets allow.</li> <li>• Succession plan will be developed.</li> </ul>	Personnel, VP for Business Affairs, and all hiring managers of the College
2 5 7	VI. Administration/ Resources	3 5 7	4.0	<b>Monitor and manage college budget and other resources in response to reduced or level state funding</b>	4.1 College budget & expenditure analysis' and reports 4.2 Annual energy report	<ul style="list-style-type: none"> <li>• All current expenditures will be analyzed in order to find areas that</li> </ul>	VP for Business Affairs, Personnel,

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Strategic Direction #	College Annual Goal #	Effectiveness Indicator	Major Division Obj. #	Major Division Objective	Method(s) of Measurement	Expected Outcome(s)	Primary Responsibility
		10		<b>without negatively impacting college programs</b>		<ul style="list-style-type: none"> <li>can be reduced if necessary.</li> <li>The search for opportunities to reduce costs by operating more efficiently will continue.</li> <li>Grants will be used to offset costs when available.</li> <li>The energy management system will be used to schedule HVAC.</li> </ul>	Accounting, Information Systems, College Leadership Team, and all College faculty/staff
2 7	VI. Administration/ Resources	5 7	<b>5.0</b>	<b>Provide and maintain college facilities (buildings &amp; grounds) that are safe, attractive, and efficiently operated</b>	5.1 Work orders 5.2 Capital project requests and budgets 5.3 CPIP 5.4 Weekly meetings to review progress on projects 5.5 Monthly inspections of facilities 5.6 Survey of Programs and Services 5.7 Energy reports reviewed annually	<ul style="list-style-type: none"> <li>Requests and complaints will be addressed in a timely manner.</li> <li>Deficiencies will be corrected immediately and will not be recurring.</li> <li>All fiscal year projects will be completed by June 30.</li> <li>Use of BTU's per square foot will be below the state average for similar facilities.</li> <li>A detailed Emergency Operations Procedures Manual will be developed.</li> </ul>	Physical Plant, VP for Business Affairs, Director of Security and Safety
2 3 5 6 7	I. Educational Programs  VI. Administration/ Resources	2 6 7 9 11 12	<b>6.0</b>	<b>Provide consistent and reliable access to high quality and innovative technology solutions and academic/administrative systems that are responsive to the operation and management needs of the College and delivered in a timely and effective manner</b>	6.1 Technology plan; 6.2 Information security plan 6.3 Instructional Computing Plan 6.4 MS Campus agreement 6.5 WebCT 6.6 Campus Pipeline 6.7 Banner 6.8 Luminus portal migration 6.9 College website	<ul style="list-style-type: none"> <li>Implementation and training on Banner will continue, and related software will be live for Finance by 7/1/05 HR by 1/1/06 Student/FA by 5/1/06.</li> <li>College computers and IT hardware, telephones and infrastructure will remain current and on a replacement cycle.</li> <li>ASUG meetings will be coordinated and facilitated effectively.</li> </ul>	Information Systems, Banner Project Team, Instructional Computing Team, Information Security Team, and ASUG

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2 3 5 6 7	I. Educational Programs  VI. Administration/ Resources	1-4 6-7 9-10 12	7.0	<b>Establish and maintain a technology-rich student-centered learning environment</b>	7.1 QEP leadership team membership 7.2 Programs and Services Survey 7.3 Instructional Computing Plan	<ul style="list-style-type: none"> <li>• Business Affairs staff will participate in and assist with development of the QEP.</li> <li>• Information Security Plan and Marketing Plan will be maintained.</li> <li>• Computer labs and other technology resources will be maintained with current technology.</li> <li>• College website will be certified for compliance with ADA.</li> <li>• Phase I of Luminus implementation will be completed.</li> </ul>	Information Systems
1 2 3 4 5 6 7	VI. Administration/ Resources	1 – 12	8.0	<b>Provide support to all other departments of the college in the areas of accounting, procurement, personnel, physical plant, auxiliary services, security, inventory, information systems, etc.</b>	8.1 Work orders 8.2 Informal employee and student feedback 8.3 Audit reports 8.4 Employee and student satisfaction surveys 8.5 Participation on the College's Marketing Team.	<ul style="list-style-type: none"> <li>• All departments in the Business Affairs division will perform ongoing, recurring tasks that provide the required support to the rest of the College.</li> <li>• The Business Affairs Division will implement SCT Banner and provide end user training to improve reporting and planning.</li> <li>• Bookstore will implement new online modules to improve efficiency and reduce costs</li> <li>• College Marketing Plan will be developed.</li> <li>• College reporting needs will be met in a timely manner, and accurate reports will be available to users on demand.</li> </ul>	All Business Affairs staff
2 5 7	VI. Administration/ Resources	12	9.0	<b>Provide information and services in support of the College's SACS Compliance Certification and Quality Enhancement Plan (QEP)</b>	9.1 Participation on SACS and QEP committees 9.2 Timely and accurate response to requests for information or services	<ul style="list-style-type: none"> <li>• QEP will be completed in a timely manner.</li> <li>• Business Affairs Departments will provide quick and accurate responses to requests for information.</li> </ul>	All Business Affairs staff

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Strategic Direction #	Success Factor	College Annual Goal #	Major Division Objective #	Major Division Objective	Action Steps Method(s) of Measurement	Expected Outcome(s)	Primary Responsibility
4 6	IV. Collaboration	4	1.0	<b>Offer new and continued contracted training programs to meet known needs of business, industries, or other organizations in the four county service area.</b>	1.1 Offer three (3) multi company contract programs 1.2 Offer 25 courses/programs to individual client organizations 1.3 Perform 20 needs assessments 1.4 Develop 35 contracts for new/existing clients to include leadership training 1.5 Expand EZA programs by 10% 1.6 Schedule at least 20 computer classes per year at DuPont/Invista 1.7 Offer four (4) satellite training programs to multicompanies 1.8 Develop 12 new contracted programs (in leadership, supervision, communications, etc.) 1.9 Offer new network cabling certificate 1.10 Offer CISCO, Microsoft A+ and engineering training: _ Five A+ tracks at Main, ATEC, FE DuBose _ One Server + _ Two Network+ _ One security + _ One CIW _ Two CCNA _ One CCNP 1.11 Serve at least 100 new clients in Primedia	<ul style="list-style-type: none"> <li>• Offering new and continued contracted training programs will generate 200,000 in revenue and improve workforce and profitability of companies served.</li> </ul>	Program Managers

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4 6	IV. Collaboration	4	2.0	<b>Improve workforce skills in the College's service area.</b>	2.1 Use a variety of testing methodologies (such as WorkKeys, and Nocti) to develop a higher-skilled applicant pool 2.2 Develop expert OJT for at least two ( 2) companies 2.3 Profile 20 jobs using Workkeys 2.4 Serve WIA students on main campus 2.5 Develop and offer three (3) Industrial Job Readiness Programs serving 50 students.	<ul style="list-style-type: none"> <li>Improving workforce skills in the College's service area will generate at least 100,000 in revenue.</li> </ul>	Program Managers
4 6	IV. Collaboration  VI. Administration/ Resources	4	3.0	<b>Provide resources and support for the Industrial and Engineering Technology Division of the College.</b>	3.1 Locate sources for equipment via grants or industrial resources 3.2 Share at least three (3) types of equipment with the IET division.	<ul style="list-style-type: none"> <li>Resources and support for the Industrial and Engineering Technology Division will yield at least 50 enrolled students for the IMT /EEM programs.</li> <li>Equipment and training will be shared with at least 10 customers.</li> </ul>	Program Managers  Dean
3 4 6	IV. Collaboration  V. Accessibility	4	4.0	<b>Increase current and develop new working relationships with Shaw AFB, Kershaw County, and Lee County</b>	4.1 Assess both Continuing Education and Credit Programming needs for Shaw AFB base 4.2 Offer classes at the Shaw Center and Kershaw County (Kids summer program) 4.3 Offer at least 12 different types of continuing education enrollment opportunities 4.4 Offer contract training for Shaw and Kershaw County 4.5 Participate in at least 5 contract offerings 4.6 Provide the Microsoft Certificate and CISCO training as needed 4.7 Promote CDL program to Shaw and Kershaw County 4.8 Offer training services and host two luncheons in Lee County 4.9 Continue existing programs at Invista.	<ul style="list-style-type: none"> <li>Increasing Lifelong Learning Opportunities for the citizens of Shaw AFB, Kershaw County, and Lee County will generate at least 25,000 in annual revenue.</li> </ul>	Program Managers

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3 4 6	IV. Collaboration  V. Accessibility	4	<b>5.0</b>	<b>Create and offer open enrollment programs and seminars to meet the needs of business and industry in the service area.</b>	5.1 Offer 50 open enrollment seminars and workshops for business and industry 5.2 Offer 10 tractor trailer CDL programs 5.3 Offer 10 Real Estate classes in partnership with the Real Estate Association and Fortune 5.4 Offer 300 ED to Go courses 5.5 Provide training for small business owners Offer 10 programs 5.6 Offer two (2) Medical Business Certificates 5.7 Create Public Management Institute and offer 10 programs 5.8 Develop certificate training in supervisory development for those in the private and non-profit sectors 5.9 Offer 30 programs in Allied Health and 5 EMT programs 5.10 Offer at least (6) seminars relevant to Leadership/Management 5.11 Offer six (6) open enrollment classes per year in APICS/Quality 5.12 Offer two (2) learn at lunch programs for faculty and staff (also invite faculty and staff to a select group of classes) 5.13 Offer five (5) courses as required in response to referrals through WIA	<ul style="list-style-type: none"> <li>• Creating and offering open enrollment programs and seminars will               <ul style="list-style-type: none"> <li>_ upgrade the skills of exiting workforce</li> <li>_ provide training for 500 individuals in open enrollment</li> <li>_ provide a location for 50 students in truck driver training</li> <li>_ generate 100,000 in Revenue.</li> </ul> </li> </ul>	Program Managers
3 4 6	IV. Collaboration  V. Accessibility	4	<b>6.0</b>	<b>Improve and enhance the life of citizens of the service area by offering a variety of personal interest courses</b>	6.1 Offer three (3) courses at remote sites 6.2 Offer 50 on-line courses each year through JER contract 6.3 Offer other five (5) other on-line courses (such as Travel Agent) 6.4 Offer a course at least three (3) times per year in each county of the service delivery area utilizing regional facilities for offerings	<ul style="list-style-type: none"> <li>• The creation and offering of a variety of non-credit personal interest courses will meet the needs of area citizens and will generate 100,000 in revenue.</li> </ul>	Program Managers



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4 6	IV. Collaboration  V. Accessibility	4	7.0	<b>Collaborate with AMT, Adult Ed, SCMEP, CATT and CCTC Community Outreach to increase credit/non-credit programs</b>	7.1 Assist CCTC community outreach by providing 10 man-days of co-visits to area business and industry 7.2 Assist with at least three (3) college-wide outreach efforts 7.3 Assist with the delivery of four (4) outreach programs 7.4 Assist SCMEP in the delivery of six (6) cost-share programs	<ul style="list-style-type: none"> <li>• Increased outreach endeavors will provide collaborative programs with five (5) groups offering 20 types of programs.</li> </ul>	Program Managers
1 3 4 6	III. Support Services  IV. Collaboration  VI. Administration/ Resources	4	8.0	<b>Improve comprehensive marketing efforts for Continuing Education</b>	8.1 Identify and survey all competition and pricing in the area. 8.2 Produce three (3) major course catalogs each year and mail them at least four weeks prior to the first class. 8.3 Develop systematic production and mailing of flyers to target groups. 8.4 Send out at least 5 direct mail flyers per year. 8.5 Work with the Public Information Office to maintain official mailing list. 8.6 Publish at least 4 news releases, PSAs, articles per year. 8.7 Coordinate CE webpage. 8.8 Provide major industries with improved accessibility to CEU records. 8.9 Pursue various marketing tools to promote the Tractor Trailer program. 8.10 Determine and document ways to offer computer programs to senior citizens. 8.13 Advertise Ed-2-Go, offering at least ten (10) computer-related courses.	<ul style="list-style-type: none"> <li>• Increased marketing activities will generate 100,000 in revenue.</li> </ul>	Program Managers
4 6	IV. Collaboration  V. Accessibility  VI. Administration/ Resources	4 5 11	9.0	<b>Complete relocation of division to the Sumter County Federal Building</b>	9.1 Collaborate with involved parties in the renovation of the facility 9.2 Determine allocation of space for program managers 9.3 Rename the facility	<ul style="list-style-type: none"> <li>• Relocation will improve accessibility to Continuing Education programs and courses and will increase production of CEU's by 10 %.</li> </ul>	Dean

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<b>ENVIRONMENTAL TRAINING CENTER (ETC)</b>							
4 6	IV. Collaboration	4	1.0	<b>Offer a comprehensive schedule of occupational upgrade and customized contract training courses.</b>	1.1 Offer 55 courses through open enrollment 1.2 Offer 15 courses through contractual arrangements	• Environmental training course will generate 150,000 in revenue by serving 500 persons.	Program Manager
4 6	IV. Collaboration V. Accessibility VI. Administrative Resources	4 9	2.0	<b>Serve as a state Innovative Technology Training (ITT) Resource Center in the area of environmental training</b>	2.1 Provide resource services to environmental professionals 2.2 Provide resource services to other technical colleges 2.3 Maintain environmental library and laboratory 2.4 Serve as an Environmental consultant with at least three (3) companies/ utilities/ districts	• Providing resources and services to professionals involved in environmental areas in the Southeast will increase the number served by 10%.	Program Manager
4 6	IV. Collaboration V. Accessibility VI. Administrative Resources	4	3.0	<b>Provide technical assistance and on-site training to small wastewater treatment facilities identified as having compliance problems through the 104g grant program</b>	3.1 Complete grant documentation process 3.2 Participate in annual 104g conference	• Providing technical assistance in the state will result in serving at least seven (7) new facilities.	Program Manager
4 6	IV. Collaboration V. Accessibility	4 11	4.0	<b>Explore a variety of delivery modes in order to increase the access of ETC courses to environmental professionals</b>	4.1 Offer at least two courses by distance 4.2 Manage the terms of the DHEC contract by providing regional training on developing on-line training	• The offering of two (2) new online wastewater courses will generate 300,000 in annual grant revenue.	Program Manager
4 6	IV. Collaboration V. Accessibility VI. Administrative Resources	4 11	5.0	<b>Improve collaborative relationships in the industrial, municipal, educational, and regulatory communities</b>	5.1 Create at least two new collaborations and/or grant opportunities 5.2 Maintain relations with environmental associations/entities 5.3 Expand the scope of OSHA related course, hazcom, etc.	• Increased collaborative relationships will generate additional revenues of 50,000.	Program Manager
4 6	VI. Administrative Resources	5	6.0	<b>Obtain new equipment to improve the courses and services of the ETC</b>	6.1 Request equipment	• Generating requests will result in acquiring at least one additional piece of equipment.	Program Manager

# PLANNING AND INSTITUTIONAL EFFECTIVENESS

## Annual Plan of Action

### 2005 - 2006

Strategic Direction #	Success Factor	College Annual Goal#	Major Division Objective#	Major Division Objective	Methodology of Implementation Method(s) of Measurement	Expected Outcome(s)	Primary Responsibility
2 5 7	I. Educational Programs  III. Support Services  VI. Administration/ Resources	6 12	<b>1.0</b>	<b>Provide research and data analysis to support the mission of the College</b>	1.1 Prepare and disseminate college-wide assessment instruments to determine student ratings of instructors and courses, as well as surveys to determine student and alumni satisfaction with the quality of College programs and services 1.2 Compile responses and verify data resulting from the evaluation of instructors and courses, as well as student and alumni satisfaction with the quality of College programs and services 1.3 Prepare and disseminate reports related to results of the evaluation of instructors and courses, as well as student and alumni satisfaction with the quality of College programs and services 1.4 Prepare and disseminate the college-wide P/IE Survey, and collect and compile responses 1.5 Participate in state-level institutional effectiveness peer group endeavors	<ul style="list-style-type: none"> <li>• Effective and efficient preparation, dissemination, collection, compilation, and analysis of comprehensive internal and external surveys of College programs and services, as well as student evaluation of instructors and courses</li> <li>• Useful and timely results of surveys and summary reports distributed to appropriate College units</li> <li>• Support of major effectiveness initiatives and facilitation of classroom-based research as requested</li> <li>• Analysis of feedback resulting from the P/IE Survey and development of a plan for divisional improvements</li> </ul>	Director of Planning and Institutional Effectiveness
2 7	VI. Administration/ Resources	3 6	<b>2.0</b>	<b>Facilitate College annual planning and effectiveness activities</b>	2.1 Coordinate College 2005-06 annual planning process 2.2 Develop and submit the 2005-06 College Annual Plan of Action (POA) and report outcomes in College annual effectiveness report according to all planning and evaluation processes on annual timeline 2.3 Complete EPMS planning documents according to established institutional procedures	<ul style="list-style-type: none"> <li>• Timely preparation and dissemination of College annual planning and evaluation documents in accordance with established procedures</li> <li>• Annual College Plan of Action published on College website</li> <li>• Timely submission of EPMS planning documents to Personnel Office</li> </ul>	Director of Planning and Institutional Effectiveness

# PLANNING AND INSTITUTIONAL EFFECTIVENESS

## Annual Plan of Action

### 2005 - 2006

Strategic Direction #	Success Factor	College Annual Goal#	Major Division Objective#	Major Division Objective	Methodology of Implementation Method(s) of Measurement	Expected Outcome(s)	Primary Responsibility
2 7	II. Student Outcomes  VI. Administration/ Resources	3 6	3.0	<b>Compile, document, and report data to substantiate comprehensive institutional accountability and the effectiveness of the College in achieving its mission</b>	3.1 Collect and verify data continuously to document institutional effectiveness and performance indicators 3.2 Collect and verify all data in accordance with ACT 629 and other legislative mandates 3.3 Prepare, verify, and submit institutional reports to the National Center for Education Statistics (NCES), IPEDS, Commission on Colleges of the Southern Association of Colleges and Schools (CoC), South Carolina Commission on Higher Education (CHE), South Carolina Institutional Research network, State Board for Technical and Comprehensive Education (SBTCE), and other federal, state, and national agencies 3.4 Prepare and submit to SBTCE the annual Program Evaluation Report reflecting job placement data for recent CCTC graduates 3.5 Compile data and prepare the College Annual Effectiveness Report documenting the results of annual planning activities	<ul style="list-style-type: none"> <li>• Comprehensive and accurate institutional effectiveness and accountability reporting accomplished</li> <li>• Institutional reporting accomplished in accordance with Act 629 and other legislative mandates</li> <li>• Timely and accurate institutional program evaluation reports submitted to NCES, CoC, CHE, South Carolina Institutional Research network, SBTCE, and other federal, state, and national agencies</li> <li>• College Annual Effectiveness Report published on College website as evidence of continuous institutional improvement</li> </ul>	Director of Planning and Institutional Effectiveness
5 7	VI. Administration/ Resources	10 12	4.0	<b>Monitor institutional compliance with the Commission on Colleges (CoC) core requirements and standards in the <i>Principles Of Accreditation: Foundation for Quality Enhancement</i></b>	4.1 Review the unofficial transcripts and other credentials of each potential full-time and adjunct faculty member to determine preliminary status in accord with the policy and procedures set forth in Directive 6.96 4.2 Substantiate the official transcripts, credentials, and/or other qualifications of each full-time and adjunct faculty member for compliance with CoC requirements and guidelines 4.3 Maintain and preserve regional accreditation files and documentation for the College	<ul style="list-style-type: none"> <li>• Consistent monitoring of CoC requirements, standards, and mandates</li> <li>• Timely and accurate institutional profiles, reports, and documentation submitted to the CoC</li> <li>• Determinative recommendation for each full-time and adjunct faculty member made to Vice President for Academic and Student Affairs for approval</li> </ul>	Director of Planning and Institutional Effectiveness

# PLANNING AND INSTITUTIONAL EFFECTIVENESS

## Annual Plan of Action

### 2005 - 2006

Strategic Direction #	Success Factor	College Annual Goal#	Major Division Objective#	Major Division Objective	Methodology of Implementation Method(s) of Measurement	Expected Outcome(s)	Primary Responsibility
					4.4 Assist College Webmaster in providing electronic documentation according to SACS guidelines 4.5 Conduct appropriate accreditation liaison activities		
7	VI. Administration/ Resources	12	5.0	<b>Facilitate completion of the College's <i>Focused Report</i> for submission to Commission on Colleges (CoC) staff and the On-Site Visiting Committee for reaffirmation of regional accreditation</b>	5.1 Address the findings and respond to any recommendations of the Off-Site Visiting Committee 5.2 Provide updated and/or additional documentation regarding the institution's compliance with the <i>Principles of Accreditation</i> 5.3 Work with appropriate College personnel to develop content for the <i>Focused Report</i> 5.4 Comply with all CoC guidelines for submitting a response report 5.5 Cross-reference the <i>Focused Report</i> . with all sections of the College's Compliance Report 5.6 Review the integration of appropriate documentation for inclusiveness. 5.7 Provide editorial feedback for the final document 5.8 Maintain communication with CoC staff and the On-Site Visiting Committee Chair and relay pertinent information to the President	<ul style="list-style-type: none"> <li>• Effective communication with CoC staff member and SACS On-Site Visiting Committee Chair</li> <li>• Successful completion and submission of the Central Carolina Technical College <i>Focused Report</i> to the CoC staff member and the On-Site Visiting Committee members by September 1, 2005</li> </ul>	Director of Planning and Institutional Effectiveness
2 5 7	VI. Administration/ Resources	12	6.0	<b>Develop and implement a plan for the SACS Commission on College's On-Site Visit</b>	6.1 Develop and Implement a timeline of activities 6.2 Coordinate all aspects of the development of the On-Site Visit with the President 6.3 Carry out logistical preparations for the Visit in coordination with the On-Site Visiting Committee Chair and the CoC staff member	<ul style="list-style-type: none"> <li>• Successful On-Site Committee Visit executed during October 25-27, 2005</li> </ul>	Director of Planning and Institutional Effectiveness

# PLANNING AND INSTITUTIONAL EFFECTIVENESS

## Annual Plan of Action

### 2005 - 2006

Strategic Direction #	Success Factor	College Annual Goal#	Major Division Objective#	Major Division Objective	Methodology of Implementation Method(s) of Measurement	Expected Outcome(s)	Primary Responsibility
					6.4 Support access to information on College WebPages by working closely with the Webmaster		
5 7	VI. Administration/ Resources	12	<b>7.0</b>	<b>Provide information and services in support of the College's Quality Enhancement Plan (QEP) as requested</b>	7.1 Serve on the QEP Leadership Committee in an ex officio capacity. 7.2 Respond to requests for information or services in developing and implementing the QEP	<ul style="list-style-type: none"> <li>• Timely and accurate response to requests for QEP information and services</li> </ul>	Director of Planning and Institutional Effectiveness
2 5 7	III. Support Services  VI. Administration/ Resources	2 6 12	<b>8.0</b>	<b>Manage assigned resources effectively to achieve the institution's Strategic Directions</b>	8.1 Provide sound budgetary practices for allocated resources 8.2 Continue to assess the viability of providing on-line evaluation and survey instruments to students to maximize effectiveness in achieving the College's QEP goals 8.3 Develop equipment requests for web-based survey instruments and technology needs. 8.4 Participate in annual budget planning workshop	<ul style="list-style-type: none"> <li>• Prudent requests for technology resources to support the QEP made to the ELT and the Instructional Computing Team</li> </ul>	
7	VI. Administration/ Resources	12	<b>9.0</b>	<b>Facilitate completion of the College's Response Report to the On-Site Visiting Committee for submission to Commission on Colleges (CoC) Committees on Compliance and Reports</b>	9.1 Address the findings of and respond to any recommendations made by the On-Site Visiting Committee 9.2 Provide updated and/or additional documentation regarding the institution's compliance with the <i>Principles of Accreditation</i> 9.3 Work with appropriate College personnel to develop content for the <i>Response Report</i> 9.4 Comply with all CoC guidelines for submitting a response report 9.5 Provide editorial feedback for the document 9.6 Maintain communication with CoC staff and relay pertinent information to the President	<ul style="list-style-type: none"> <li>• Effective communication with CoC staff members</li> <li>• Successful completion and submission of the Central Carolina Technical College <i>Response Report to the On-Site Visiting Committee</i> to CoC staff and the Committees on Compliance and Reports by May 1, 2006</li> </ul>	Director of Planning and Institutional Effectiveness

**CENTRAL CAROLINA TECHNICAL COLLEGE****2005 – 2006 ANNUAL PLANNING AND EVALUATION TIMELINE****2004**

November 18 - Executive Leadership Team (ELT) Reviews Progress toward 2004-2005 Plans  
December 17 of Action

**2005**

January 10 ELT Reviews College Strategic Directions, Success Factors, 2004-05 College Goals, and Prior Annual Effectiveness Reports

January 24 ELT Develops College Annual Goals for AY 2005-06

January 31 College Reviews 2005-06 Annual Goals and Offers Input

February 7 ELT Finalizes 2005-06 Annual Goals

February 8-21 Academic Management Team (AMT) Develops 2005-06 Academic and Student Affairs' Plan of Action

February 25 Vice President for Academic and Student Affairs Distributes the 2005-06 Academic and Student Affairs Division Plan of Action to ELT

March 8 All Major College Divisions Submit 2005-06 Annual Plans of Action to Director of Planning and Institutional Effectiveness

March 11 Vice President for Business Affairs Conducts College-wide Budget Meetings to Review FY 2006 Budget Information

March 25 Major Divisions Submit FY 2006 Budget Requests to Vice President for Business Affairs

May 9 ELT Finalizes 2005-06 College Plan of Action (POA) and FY 2006 Budget

May 19 Area Commission Reviews 2005-06 College Plan of Action and Approves FY 2006 Budget

May 31 2005-06 College Annual Plan of Action Placed on College Website

September 14 Major Divisions Submit 2004-05 Annual Effectiveness Reports to Office of Planning and Institutional Effectiveness

September 23 ELT Reviews Major Division Annual Effectiveness Reports

October 24 Draft of College 2004-05 Annual Effectiveness Report Reviewed by ELT

October 31 College 2004-05 Annual Effectiveness Report published on College Website

Central Carolina Technical College

**SUCCESS FACTORS**

<b>I. Educational Programs</b>	<b>II. Student Outcomes</b>	<b>III. Support Services</b>	<b>IV. Collaboration</b>	<b>V. Accessibility</b>	<b>VI. Administration/Resources</b>
<b>Effectiveness Indicators</b>					
Assessment of Academic Programs  Academic Program Reviews  Program Accreditation  Student Evaluation of Instruction  Employer Feedback  Advisory Committee Feedback  Faculty Performance Management System  Supervisory Evaluation of Instruction  Alumni Survey  Graduate Survey  Academic Advisement	Graduate Placement Rates  Retention Rates  Licensure Exam Rates  GRS/Graduate Success Rates  Transfer Rates  Use of technology	Client Satisfaction  Quality of Programs and Services  Access and Equity  Library Resources and Services  Recruitment  Marketing	Collaborative Initiatives with Others  Support of Economic Development  Dual Enrollment  Articulation Arrangements	Accessibility to Citizens of the Area  Off Campus Sites  Distributed Learning Minority Student Enrollment and Retention  Off Campus Locations	Ratio of Administrative Costs to Academic Costs  Facility Development and Use  Management of Resources  Development and Use of Technology  Professional Development Program  Cooperative Planning  Employee Satisfaction  Mission Focus  Employee Performance Management System  Regional Accreditation  Strategic Planning