

**CENTRAL CAROLINA TECHNICAL COLLEGE**  
**2004 – 2005**  
**ANNUAL PLAN OF ACTION**

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PLANNING  
FOR  
CONTINUOUS  
IMPROVEMENT

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## INTRODUCTION

On-going planning and evaluation are the inherent, integral elements that make the College's strategic plan dynamic. Annual institutional planning ensures both continual assessment of the College's progress and use of expected results for improvement. The strategic planning and evaluation system is described in its entirety in the "Central Carolina Technical College 2004 – 2009 Strategic Plan for Continuous Improvement" (*Strategic Plan*.)

The 2004-05 College Plan of Action will serve as a guide for College efforts throughout this year. The development of annual objectives by individual faculty and staff members is incorporated into the academic and operational areas for use in preparing unit plans of action that direct activities of the College as a whole. The timeline used to develop this year's plan of action is found in **Appendix A** of this document.

### Annual Planning Process

Playing an essential role in the strategic planning and evaluation cycle, annual planning and evaluation is a systematic, decentralized process by which the College's five-year strategic directions are translated into annual plans of action. The Central Carolina Technical College mission statement and strategic directions serve as a central focus for developing the annual plan and for allocating resources to achieve the objectives delineated in the corresponding unit plans of action. Six success factors described in the *Strategic Plan* also serve as focal points.

The process begins each year as the Executive Leadership Team (ELT) develops a set of College annual goals based primarily on the Institution's seven strategic directions and six success factors. Next, the Academic Management Team (AMT), representing all educational and student affairs units, develops a plan of action for the major division of academic and student affairs based on the College's (1) Strategic Directions, (2) Annual Goals, (3) Success Factors and (4) divisional results reported from the prior year's annual plan of action. Concurrently, the academic deans, department chairs, and program managers also develop their annual unit plans.

Then, the Annual Academic and Student Affairs Plan of Action, which includes objectives and resource allocation requirements, is used as the primary impetus from which the other major units, comprised of the administrative/support divisions, devise their unit plans of action. Serving as focal points, as well, are the College's Strategic Directions, Annual Goals, Success Factors, and the results from the previous planning cycle. These key areas serve to keep the College's budget focused more on employing needed strategies rather than exclusively employing operational tactics.

Ultimately, the plans of action of the Academic and Student Affairs, Business Affairs, Continuing Education, and Planning and Institutional Effectiveness major divisions are linked to formulate the College Annual Plan of Action. This Plan is used to develop the College's annual budget submitted to the State of South Carolina and is used as justification for the reallocation of resources during the budget development year. After having been incorporated into the annual budget process and approved by the Central Carolina Technical College Area Commission, the Annual College Plan of Action is officially disseminated via the College's website: [www.cctech.edu/AbouttheCollege](http://www.cctech.edu/AbouttheCollege).

## **Annual Evaluation Process**

Fundamental to continuous improvement is the systematic assessment of the performance of programs and services. While the strategic plan produces the roadmap to achieve the Institution's mission and annual goals, the evaluation process provides evidential documentation of utilization of results. It is the cornerstone for assessing the effectiveness of programs and services.

Annual institutional goals are developed to focus on the College's seven strategic directions as part of the strategic planning and evaluation cycle. (See *Strategic Plan, Appendix D.*) All seven take into account the College's six major success factors accompanied by effectiveness indicators. These indicators, related also to the annual outcome measures associated with the South Carolina Performance Funding System in compliance with Act 255 of 1976 and Act 359 of 1996, are assessed periodically using multiple means of measurement. (See *Strategic Plan, Appendix C.*)

Having been linked to the annual goals and effectiveness indicators, the College's seven strategic directions are thus quantifiable. The process also allows rational and informed budget decisions to be made at the major division level, thus shifting budget emphasis from departmental issues to the foremost needs of College constituents.

Utilization of assessment results for continuous College improvement is systematically demonstrated in formative annual reports and in a summative report at the end of five years. The official forms used to demonstrate continuous improvement are contained in the *Strategic Plan, Appendix G.*

## Annual Planning and Evaluation Cycle

- Executive Leadership Team develops College Annual Goals based on Strategic Directions and Success Factors.
- Division of Academic and Student Affairs develops annual divisional plan of action based on Strategic Directions, Success Factors and College Annual Goals.
- Business Affairs, Continuing Education, and Planning and Institutional Effectiveness develop their major division plans of action based on College Annual Goals, Success Factors and the Academic and Student Affairs Annual Plan of Action.
- Business Affairs Division generates annual FY budget.
- Draft of the College Annual Plan is produced by the Executive Leadership Team.
- Draft of the College Annual Plan of Action is reviewed college-wide.
- College Annual Plan of Action is approved by the Executive Leadership Team and the Area Commission.
- College Plan of Action is reviewed and Annual FY Budget is approved by the Area Commission.
- College Annual Plan is monitored by Executive Leadership Team.
- College Annual Effectiveness Reports are produced by major divisions based on Annual College Goals and Effectiveness Indicators.
- Results of assessments are used to improve programs and services and to facilitate establishment of annual plans of action for the following year.

## 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)*

## 2004 - 2009 STRATEGIC DIRECTIONS

Based on comprehensive findings determined during development of the *Strategic Plan*, seven institutional priorities were established for 2004-2009: Image/Marketing; Funding; Accessibility/Outreach; Partnerships; Use of Technology; Relevancy and Currency of Curriculum/Services; and Response to Environmental Factors.

From these priority issues, seven interrelated strategic directions were determined necessary for positioning the College to meet the predicted challenges and rapid changes within the next five years:

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.**

# ANNUAL GOALS

2004 - 2005

(Parentheses indicate related institutional [Strategic Directions](#))  
(Bold Print Indicates the Annual Goal Related to "Performance Indicator 1D/1E for Year Ten")

1. Expand and maintain collaborative arrangements with area secondary schools to give high school students the opportunity to receive college credits. (3) (4) (5) (6) (7)
2. Provide expanded distributed learning course offerings and alternative scheduling opportunities to improve service area access to post-secondary education. (3) (4)
3. Execute the budgetary processes necessary to maximize efficiency in achieving the College's Strategic Directions. (2) (5) (7)
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.** (4) (6) (7)
5. Implement applicable portions of the College Facilities Master Plan and appropriate deferred maintenance actions as funding becomes available. (2) (7)
6. Provide appropriate data collection and analysis to support the planning process, curriculum development, external accountability, and institutional improvements. (5) (7)
7. Provide student support services, learning resources, and electronic connectivity to ensure a more learner-centered environment. (3) (5) (6)
8. Plan and implement comprehensive recruiting and public relations strategies that clearly communicate the College's mission, programs, and services. (1) (3) (7)
9. Provide increased technology-based solutions that enhance efficiency and customer service and expand accessibility to College programs and services. (5) (7)
10. Attract and retain appropriately credentialed, diverse, and talented faculty to support a multi-cultural campus environment. (2) (6)
11. Develop and maintain partnerships with external agencies in order to share resources that accomplish mutual goals. (2) (3) (4) (6) (7)
12. Fulfill all requirements for the SACS reaffirmation of accreditation Compliance Certification and develop the institutional Quality Enhancement Plan. (6) (7)

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Strategic Direction #	Success Factor	Annual College Goal #	Division Objective #	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 the Annual Plan of Action for Academic and Student Affairs 1.2 Finalize the 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 Faculty 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 and submit to faculty and staff, 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	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 Hold annual transfer (AA/AS) advisory committee meeting 2.4 Review and maintain postsecondary technical program transfer agreements 2.5 Promote secondary articulation agreements to secondary students, counselors, and teachers 2.6 Maintain records of articulated courses from secondary institutions 2.7 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 from (AA/AS) advisory committee meeting to improve programs and maintain minutes 2.4 Use results of the review of the technical program transfer agreements to maintain currency of the agreements and maintain records of agreements 2.5 Communicate periodically with secondary students, counselors, and teachers regarding secondary	2.1 Department Chairs/Program Managers 2.2 Department Chairs/Program Managers 2.3 Department Chairs/Program Managers 2.4 Department Chairs/Program Managers 2.5 Registrar 2.6 Registrar 2.7 VP A & SA 2.8 Dean of Health

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					<p>(AMT) as curriculum review committee</p> <p>2.8 Implement the Diploma in Medical Assisting for Fall 2004</p> <p>2.9 Develop new credit programs identified through advisory committees, needs analyses, industry trends, and approved by the AMT</p> <p>2.10 Administer employer survey of recent graduates for continuous improvement of academic programs</p> <p>2.11 Review DVS course competencies and implement recommendations of statewide committee for DVS course</p> <p>2.12 Identify methods for collaborating with area health care providers to explore opportunities to increase instructional personnel and course offerings in health sciences</p> <p>2.13 Evaluate placement scores for English, Math, and Reading on an annual basis and adjust where appropriate</p> <p>2.14 Collaborate with Continuing Education personnel to identify and provide appropriate and timely training opportunities</p>	<p>articulation agreements and maintain minutes of meetings</p> <p>2.6 Compile report of articulated courses from secondary institutions</p> <p>2.7 Present curriculum recommendations to the Academic Management Team and maintain minutes reflecting curriculum adoptions</p> <p>2.8 Offer courses for the Medical Assisting Diploma program beginning in the fall of 2004</p> <p>2.9 Make recommendations to the Academic Management Team for new programs</p> <p>2.10 Use results from the employer survey for continuous improvement of academic programs</p> <p>2.11 Incorporate the recommendations for developmental course competencies</p> <p>2.12 Meet with area health care providers and seek opportunities to collaborate</p> <p>2.13 Make recommendations for placement scores in English, Math, and Reading to the Academic Management Team</p> <p>2.14 Implement any collaborative programs or initiatives between credit and continuing education</p>	<p>Sciences</p> <p>2.9 Department Chairs/Program Managers</p> <p>2.10 Placement Coordinator</p> <p>2.11 Department Chairs for Math and English</p> <p>2.12 VP A &amp; SA</p> <p>2.13 VP A &amp; SA</p> <p>2.14 VP A &amp; SA</p>
5	<p>I. Educational Programs</p> <p>(Ref: FPMS Job Duties 1, 2, 3)</p>	2,7	<b>3.0</b>	<b>Provide a comprehensive distance education program</b>	<p>3.1 Evaluate accessibility, effectiveness and quality of distance education courses</p> <p>3.2 Provide greater variety and section offerings in distance education course offerings</p> <p>3.3 Ensure proper course placement for students enrolled in distance</p>	<p>3.1 Implement recommendations for improving accessibility, effectiveness and quality of distance education courses</p> <p>3.2 Schedule increased numbers and course offerings in the distance education format</p> <p>3.3 Communicate with academic</p>	<p>3.1 Director of Learning Resources</p> <p>3.2 Department Chairs/Program Managers</p> <p>3.3 Faculty</p> <p>3.4 Director of</p>

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					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	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	Learning Resources 3.5 Director of Learning Resources 3.6 Director of Public Relations
3	IV. Collaboration  (Ref: FPMS Job Duty 6)	1	<b>4.0</b>	<b>Provide comprehensive outreach and dual enrollment programs and services</b>	4.1 Use established procedures to facilitate courses at outreach locations and for dual enrollment 4.2 Evaluate programs and services offered at outreach locations 4.3 Work collaboratively with department chairs to effectively schedule courses at outreach and secondary locations 4.4 Participate in statewide initiatives for dual enrollment ensuring adherence to established policies and procedures 4.5 Complete reports on outreach and dual enrollment as required 4.6 Provide orientation for faculty teaching dual enrollment courses	4.1 Schedule courses at outreach locations for dual enrollment 4.2 Continuous improvement of programs and services at outreach locations will be implemented 4.3 Offer a comprehensive course offering at outreach and secondary locations 4.4 Offer dual enrollment course offerings in compliance with established policies and procedures 4.5 Compile and maintain record of outreach and dual enrollment course offerings 4.6 Schedule orientation for faculty teaching dual enrollment and develop materials for these faculty members	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
3	III. Support Services  V. Accessibility  (Ref: FPMS Job Duty 4)	8	<b>5.0</b>	<b>Increase annual student enrollment by 3-5% for the next three years</b>	5.1 Refine the College's Recruitment Team mission, scope, and purpose to increase annual student enrollment by 3-5 % for the next three years 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	5.1 Implement the initiatives of the Recruitment Team to increase student enrollment by 3-5% for the next three years 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	5.1 Recruiter 5.2 Recruiter 5.3 Department Chairs/Program Managers 5.4 Recruiter 5.5 Director of Admissions and Counseling Services

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					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	accomplish individual program enrollment goals 5.4 Schedule opportunities for recruitment activities at area high schools and career centers 5.5 Participate in training of College and secondary personnel on the Kuder Career Assessment tool	
7	VI. Administration/ Resources  (Ref: FPMS Job Duty 6)	6,12	<b>6.0</b>	<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 Participate in preparation of the Compliance and Quality Enhancement Plan for SACS 2005-06 visit 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, ACBSP, and NAWTA 6.7 Develop compliance methods for TAC 2000 of ABET program standards 6.8 Prepare for the NLNAC accreditation reaffirmation visit scheduled for February 2005 for Associate Degree Nursing program and Practical Nursing program	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 Submit recommendations for content of the Compliance 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 Conduct the NLNAC self-study, submit documentation in a timely manner, and participate in the visit in February 2005	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 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	<b>7.0</b>	<b>Increase awareness and use learning resources</b>	7.1 Identify 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	7.1 Realign the organizational structure of the College's learning resources 7.2 Provide online resources information to faculty, students, and staff	7.1 Director of Learning Resources 7.2 Librarian 7.3 Librarian

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					<p>online resources</p> <p>7.3 Collaborate with faculty to determine resources needed to support the curriculum</p> <p>7.4 Maintain current library resources at the Main Campus, Kershaw Campus, Shaw Center, and DuBose Campus</p> <p>7.5 Utilize Library Focus Group to support activities to increase library usage and identify resources needed for curriculum support</p>	<p>7.3 Solicit information from faculty regarding resources needed to support the curriculum through the Library Focus Group</p> <p>7.4 Acquire current library resources at Main Campus and at outreach locations</p> <p>7.5 Schedule meetings of the Library Focus Group and maintain minutes of meetings and assess data of the Library Usage Report.</p>	<p>7.4 Librarian</p> <p>7.5 Librarian</p>
7	<p>II. Student Outcomes</p> <p>(Ref: FPMS Job Duty 3)</p>	7, 9	<b>8.0</b>	<b>Improve retention and graduation rates</b>	<p>8.1 Establish purpose, scope, and mission of the Retention Committee to improve the College's retention rate</p> <p>8.2 Increase the graduation and success rates by two percent annually for the next three years</p> <p>8.3 Evaluate the role of student activities as related to the College's retention through the Programs and Services Survey</p> <p>8.4 Maintain a systematic program completion application process</p> <p>8.5 Improve the process for the acquisition of job placement information from students</p> <p>8.6 Ensure compliance with DVS 30-hour policy</p> <p>8.7 Maintain the STAIRS program for DVS students and evaluate effectiveness</p>	<p>8.1 Schedule regular meetings of the Retention Committee to implement strategies to improve the College's retention rate</p> <p>8.2 Implement retention strategies to improve the College's graduation and success rates</p> <p>8.3 Conduct an assessment of student activities and determine impact on College's retention</p> <p>8.4 Implement a systematic program completion application process and report graduation data to Academic Management Team</p> <p>8.5 Implement an effective process for gathering job placement data</p> <p>8.6 Review data profiling students with 30-hour DVS limitations and implement the enrollment restrictions</p> <p>8.7 Schedule STAIRS program for DVS students and conduct evaluation of effectiveness</p>	<p>8.1 Retention Coordinator and Assistant Director of Admissions</p> <p>8.2 Retention Coordinator, Assistant Director of Admissions, Department Chairs/Program Managers</p> <p>8.3 Director of Admissions and Counseling Services</p> <p>8.4 Registrar</p> <p>8.5 Placement Coordinator</p> <p>8.6 Registrar</p> <p>8.7 Retention Coordinator</p>
2	VI. Administration/ Resources	10	<b>9.0</b>	<b>Provide faculty and staff professional development</b>	<p>9.1 Assess faculty and staff professional development needs</p> <p>9.2 Increase the variety of delivery</p>	<p>9.1 Solicit requests from faculty and staff on the PDP Request Form for activities</p>	<p>9.1 Deans and Directors</p> <p>9.2 Professional</p>

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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 Provide customer service training for faculty and staff</p> <p>9.5 Assist faculty members in maintaining and expanding credentials in teaching discipline</p> <p>9.6 Provide training on information technology resources for staff, faculty, and student</p> <p>9.7 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 Schedule customer service training for faculty and staff</p> <p>9.5 Allocate professional development funds for faculty and staff to expand credentials in teaching discipline</p> <p>9.6 Schedule training sessions for information technology within the College's PDP calendar</p> <p>9.7 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</p> <p>9.6 VP A &amp; SA</p> <p>9.7 VP A &amp; SA</p>
2	<p>VI. Administration/ Resources</p> <p>(Ref: FPMS Job Duty 6)</p>	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 through Instructional Computing Team</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>10.1 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>
7	<p>IV. Collaboration</p> <p>V. Accessibility</p>	6, 9	<b>11.0</b>	<b>Provide accurate and timely information to the</b>	<p>11.1 Maintain annual review and revision of College publications</p>	<p>11.1 Conduct review of College publications and submit changes for</p>	<p>11.1 Director of Public Relations</p>

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Strategic Direction #	Success Factor	Annual College Goal #	Division Objective #	Division Objective	Methodology of Implementation	Expected Outcome(s)	Primary Responsibility
	(Ref: FPMS Job Duty 6)			<b>College's stakeholders</b>	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	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	11.2 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	<b>12.0</b>	<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 Develop a plan of action for addressing the issues of advisement on a college-wide basis 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 for improvement 12.5 Integrate online registration processes with sound academic advising 12.6 Evaluate process for tracking high school transcript receipt process	12.1 Appoint a college-wide team to address advisement issues 12.2 Compile a plan of action for advisement issues 12.3 Schedule advisement training for faculty and admissions counselors 12.4 Use the results of the Advisor Survey to continuously improve advisement 12.5 Implement online registration for academic programs 12.6 Implement a tracking process for high school transcript receipt	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 12.6 Registrar and Director of Admissions and Counseling Services

CENTRAL CAROLINA TECHNICAL COLLEGE  
**ACADEMIC AND STUDENT AFFAIRS**  
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Strategic Direction #	Success Factor	Annual College Goal #	Division Objective #	Division Objective	Methodology of Implementation	Expected Outcome(s)	Primary Responsibility
4	IV. Collaboration  (Ref: FPMS Job Duty 4)	11	<b>13.0</b>	<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 Ensure 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	<b>14.0</b>	<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, and mission of the College in a collegiate image 14.4 Evaluate the effectiveness of the College's marketing plan and report on initiatives 14.5 Identify marketing techniques for dual enrolled	14.1 Schedule meeting of Academic and Student Affairs personnel to develop a comprehensive marketing plan of action 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	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
7	IV. Administration/ Resources  (Ref: FPMS Job Duty 6)	6	<b>15.0</b>	<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	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	15.1 VP A & SA 15.2 VP A & SA 15.3 VP A & SA, Deans and Directors 15.4 VP A & SA

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					affairs policies for efficiency and consistency with focus on attendance policies, drop/add procedures, standards of academic progress, and roster verification	15.4 Submit revisions of policies to the Leadership Team for consideration	
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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**BUSINESS AFFAIRS**  
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Strategic Direction #	Annual College Goal #	Success Factor	Division Obj. #	Division Objective	Method(s) of Measurement	Expected Outcome(s)	Primary Responsibility
2,7	3,12	VI. Administration/ Resources  (Effectiveness Indicators: Mgt of Resources; cooperative planning; mission focus)	<b>1.0</b>	<b>Continue a process for the effective review and revision of college policies and procedures related to Business Affairs.</b>	College Directives; departmental procedures manuals or other publications	Documented policies and procedures are kept current; procedures will be as efficient as possible; duplication and waste in administrative programs will be avoided or eliminated	VP for Business Affairs, BA Directors, all BA staff
2, 5, 6, 7	7, 9, 10	VI. Administration/ Resources  (Effectiveness Indicators: Professional Development Program; Employee Satisfaction; Employee Performance Management System; Development and Use of Technology)	<b>2.0</b>	<b>Coordinate and provide professional development and technology training opportunities for college personnel and students.</b>	Employee Training Needs Assessment; E/FPMS; registration critique; help desk calls; employee survey	Offer new employee orientation and programs through the Professional Development Program; Develop a Technology Curriculum for faculty, staff, and students; expand the functionality of the Help Desk to include training for faculty, staff, and students; coordinate the Technology Awareness week	Accounting, Personnel, Purchasing, Information Systems, Security
1, 2, 3, 4, 5, 6, 7	1, 2, 3, 4, 6, 7, 8, 9, 10, 11, 12	I. Educational Programs  VI. Administration/ Resources  (Effectiveness Indicators: especially Faculty/staff diversity, EPMS, FPMS, Employee Satisfaction)	<b>3.0</b>	<b>Attract and retain appropriately credentialed faculty and staff to support a multi-cultural campus environment inclusive of diversity reflected in the College's service region.</b>	Annual EEO report; student and employee satisfaction surveys	Continue to identify and implement processes to broaden the applicant pool and increase the number of qualified female and minority applicants; offer competitive pay as budgets allow	Personnel, VP for Business Affairs, all hiring managers of the College
2, 5, 7	3, 5, 7, 10	VI. Administration/ Resources  (Effectiveness Indicators: Ratio of admin costs to academic costs; management of resources; facility development and use)	<b>4.0</b>	<b>Monitor and manage college budget and other resources in response to reduced funding without negatively impacting college programs.</b>	College budget & expenditure analysis' and reports; energy management system	Analyze all current expenditures to find areas that can be reduced, if necessary, to further budget reductions; Continue to look for opportunities to reduce costs by operating more efficiently; Develop & submit a RUS Grant application with school districts in service area	VP for Business Affairs, Personnel, Accounting, Information Systems, College Leadership Team, and all College faculty/staff

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Strategic Direction #	Annual College Goal #	Success Factor	Division Obj. #	Division Objective	Method(s) of Measurement	Expected Outcome(s)	Primary Responsibility
2, 7	5, 7	VI. Administration/ Resources  (Effectiveness Indicators: Facility Development and Use; Mgt of Resources; Employee Satisfaction)	<b>5.0</b>	<b>Provide and maintain college facilities (buildings &amp; grounds) that are safe, attractive, and efficiently operated.</b>	Work orders; Capital project requests; deferred maintenance study; master plan	Timely respond to requests and complaints; continue implementation of recommendations from the deferred maintenance study and master plan study (completed in FY 02) where resources are made available	Physical Plant, VP for Business Affairs, Director of Security and Safety
2, 3, 5, 6, 7	2, 6, 7, 9, 11, 12	I. Educational Programs VI. Administration/ Resources  (Effectiveness Indicators: Mgt of Resources; employee satisfaction; Development and Use of Technology; student evaluation of instruction)	<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>	Technology plan; Information security plan; Instructional Computing Plan; MS Campus agreement; WebCT; Campus Pipeline; Banner; College website	Begin implementation and training on Banner software; upgrade technical staff with Oracle and Banner administration training; complete deployment of Web for Students; coordinate and facilitate ASUG meetings	Information Systems, Banner Project Team, Instructional Computing Team, Information Security Team, ASUG
1, 2, 3, 4, 5, 6, 7	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12	IV. Administration/ Resources  (Effectiveness Indicators: all, especially facility development & use; mgt of resources; cooperative planning; employee satisfaction; development and use of technology)	<b>7.0</b>	<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>	Work orders; informal employee and student feedback; audit reports; employee and student satisfaction surveys	All departments in Business Affairs division will perform ongoing, recurring tasks that provide the required support to the rest of the College	All Business Affairs staff
2, 5, 7	12	IV. Administration/ Resources  (Effectiveness Indicators: Cooperative planning; regional accreditation; development and use of technology; mgt of resources)	<b>8.0</b>	<b>Provide information and services in support of the College's SACS Compliance Certification and Quality Enhancement Plan (QEP.)</b>	Participation on SACS committee; timely and accurate response to requests for information or services	Timely filed and complete Compliance Certification and QEP	All Business Affairs staff

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Strategic Direction #	Success Factor	Annual College Goal #	Division Objective #	Division Objective	Action Steps	Expected Outcome(s)	Primary Responsibility
4,6	IV. Collaboration (Support Econ Development. /Collaborative arrangements with industry)	9,10	<b>1.0</b>	<b>Offer existing contracted training programs to meet known needs of business, industries, or other organizations in the four county-service area.</b>	1.1 Implement 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 type of training 1.5 Continue and expand EZA programs by 10% 1.6 Present EZA to at least 3 new companies	Improve workforce and profitability opportunities for companies served  Generate 200,000 in revenue	Program Managers
4,6	IV. Collaboration (Support Econ Dev. / Collaborative arrangements with industry)	9,10	<b>2.0</b>	<b>Develop and offer new contracted programs.</b>	2.1 Perform at least 20 needs assessments 2.2 Develop and provide 35 contracts for new or existing clients/customers 2.3 Offer 4 satellite training programs to multicompanies 2.4 Secure EZA contracts or renewals 2.5 Develop 12 new contracted programs ( leadership, supervision, communications etc 2.6 Enroll at least 100 people in Primedia	Improve workforce and profitability opportunities for companies served  Generate 150,000 in revenue	Program Managers
4,6	IV. Collaboration (Support Econ Dev. / Collaborative arrangements with industry)	9,10	<b>3.0</b>	<b>Assist in developing a higher-skilled workforce pool in the four-county area.</b>	3.1 Assess the skills of 100 persons using a variety of testing methodologies (such as WorkKeys, and Nocti) 3.2 Develop expert OJT for 2 companies 3.3 Profile 20 jobs using Workkeys 3.4 Continue to aid WIA students on campus 3.5 Develop and offer 3 Industrial Job Readiness Programs serving 50 students	Improve workforce and profitability opportunities for companies served  Generate 100,000 in revenue	Program Managers

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Strategic Direction #	Success Factor	Annual College Goal #	Division Objective #	Division Objective	Action Steps	Expected Outcome(s)	Primary Responsibility
4,6	IV. Collaboration  (Support Econ Dev. / Collaborative arrangements with industry)	9,10	<b>4.0</b>	<b>Provide resources and support for industrial technology division of the school. Training equipment and training will be shared for at least 10 customers.</b>	4.1 Participate in at least 10 programs 4.2 Help find sources for equipment via grants or industrial resources, write at least 1 grant for Industrial Div. 4.3 Identify at least 3 types of equipment that could be used 4.4 Help provide enrollment for courses, esp IMT and EEM	Demonstrate with 50 students enrolled in IMT /EEM courses	Program Managers
4,6	IV. Collaboration  Support Econ Dev. / Collaborative arrangements with industry	9,10	<b>5.0</b>	<b>Continue to develop relationship with Invista.</b>	5.1 Continue offering existing programs at Kershaw Campus 5.2 Offer Leadership training 5.3 Expand EZA by 10% 5.4 Schedule at least 20 computer classes per year	Improve Invista quality and ability to produce a profit  Generate 50,000 in revenue	Program Managers
3, 4, 6	IV. Collaboration  (Support Econ Dev. / Collaborative arrangements with industry/Expand enrollment in four counties)	8,9, 10	<b>6.0</b>	<b>Improve Lifelong Learning Opportunities in the College's service area.</b>	6.1 Assess both Continuing Education and Credit Programming needs for the base 6.2 Offer classes at the Shaw Center and Kershaw County (Kids summer program) 6.3 Offer at least 12 different types of continuing education enrollment opportunities 6.4 Offer contract training for Shaw and Kershaw County 6.5 Participate in at least five (5) contract offerings 6.6 Be able to provide the Microsoft Certificate and CISCO training at the base and nearby 6.7 Promote CDL program to Shaw and Kershaw County 6.8 Offer training services and host two luncheons in Lee County	Develop an increased working relationship with Shaw, Kershaw, and Lee Counties  Generate 25,000 in annual revenue	Program Managers

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Strategic Direction #	Success Factor	Annual College Goal #	Division Objective #	Division Objective	Action Steps	Expected Outcome(s)	Primary Responsibility
3,4,6	IV. Collaboration (Support Econ Dev. / Collaborative arrangements with industry)	9,10	<b>7.0</b>	<b>Create and offer open enrollment programs and seminars to meet the needs of business and industry.</b>	7.1 Offer 50 open enrollment seminars and workshops for business and industry 7.2 Offer ten tractor trailer CDL programs 7.3 Offer ten (10) Real Estate classes in partnership with the Real Estate Association and Fortune 7.4 Offer 300 ED to Go courses 7.5 Provide training for small business owners Offer ten (10) programs 7.6 Offer 2 Medical Business Certificates 7.7 Create Public Management Institute and offer ten (10) programs	Upgrade skills of existing workforce.  Provide place for 50 truck drivers.  Improve Lifelong Learning  Generate 100,000	Program Managers
					7.8 Develop certificate training in supervisory development for those in the private and non-profit sectors 7.9 offer 30 programs in Allied Health and 5 EMT programs 7.10 Offer at least 6 seminars relevant to Leadership/Management 7.11 Offer five (5) open enrollment classes per year in APICS/Quality 7.12 Offer 2 learn at lunch programs for faculty and staff (also invite faculty and staff to a select group of classes) 7.13 Offer five (5) courses as required in response to referrals through WIA	Provide training for 500 individuals  Generate 100,000 in revenue	Program Managers

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4,6	IV. Collaboration  (Support Econ Dev. / Collaborative arrangements with industry)	9,10	<b>8.0</b>	<b>Develop associations with Certifying Associations such as Nursing Home Administrators, Social Workers, Bankers and CPA's.</b>	8.1 Offer at least five (5) AIB courses , CPA, other related prof. courses, or other certification courses for specialized groups 8.2 Offer five (5) annual Nursing Home Administrators courses 8.3 Offer 15 other approved courses by various associations 8.4 Offer Paramedics certification program 8.5 Offer one (1) additional Allied Health Certificate program 8.6 Create and offer Security/Reserve Officers Certificate program 8.7 Offer new classes specific to human service, medical, educational, and professional topics Offer ten (10) new programs 8.8 Utilize CCTC website and regional advisory/inter- agency/professional organizations	Co-sponsor and offer required continuing professional education to health care providers, social workers, bankers, service providers, and CPAs  Generate 50,000 in revenue	Program Managers
4,6	IV. Collaboration  (Support Econ Dev. / Collaborative arrangements with industry)	9,10	<b>9.0</b>	<b>Continue to market computer related programs.</b>	9.1 Identify and survey all competition and pricing in the area 9.2 Convene with as many organizations as possible on collaborative efforts 9.3 Receive as many certifications as possible 9.4 Offer at least five (5) CISCO, Microsoft A+ and/or engineering training programs 9.5 Two (2) complete MCSE tracks; five (5) A+ tracks (CCTC, ATEC, DuBose); and one (1) Server +	Enhance marketing efforts for computer-related programs  Generate 200,000 in revenue	Program Managers
					9.6 Offer two(2)Network+; one security plus; one (1) CWA (7 students); two (2) CISCO (CCNA) (20 students) ;and one (1) CISCO (CCNP) 9.9. Determine and document ways to		

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					offer computer programs to senior citizens 9.11 Capitalize on Ed-2-Go and offer at least ten (10) computer-related courses 9.12 Offer at least one (1) new network cabling certificate		
3,4,6	III. Support Services  IV. Collaboration  (Support Econ Dev. / Collaborative arrangements with industry)  (Market comprehensive nature of the college)	9,10	10.0	<b>Improve and enhance the life of citizens of the service area by offering a variety of personal interest courses.</b>	10.1 Market course offerings three (3) times per year, with 150 courses per period, via mail-out brochures and flyers 10.2 Offer three (3) courses at remote sites 10.3 Contract with JER; offer 50 on-line courses each year 10.4 Offer five (5) other on-line courses, courses (such as Travel Agent, etc.) 10.5 Offer a course at least three times per year in each county in service area utilizing regional facilities for offerings 10.6 Identify at least three (3) grant or collaboration opportunities to procure funding to support special projects	Enhance personal interest offerings  Generate 100,000 in revenue	Program Managers
4,6	IV. Collaboration  (Support Econ Dev. / Collaborative arrangements with industry)	4, 9	11.0	<b>Collaborate with AMT, Adult Ed, SCMEP, CATT, area development boards, business and industries, and community agencies to increase credit/non-credit programs.</b>	11.1 Increase public exposure of contracted training 11.2 Assist area development boards by making ten man-days of co-visits to business and industry 11.3 Partner with at least three (3) business/industries and two (2) community efforts to share information. 11.4 Collaborate with the delivery of four (4) programs 11.5 Collaborate with SCMEP in delivery of six (6) cost-share programs	At least three (3) collaborative partnerships established with business/ and industry to offer programs.  Collaborative programs with at least two (2) community agencies provided.	Program Managers
1,3,4,6	III. Support Services  IV. Collaboration  (Support Econ Dev. /	1,9,10	12.0	<b>Develop a comprehensive marketing program.</b>	12.1 Produce 3 major course catalogs each year. Mailed at least 4 weeks before first class 12.2 Develop a systematic way of producing and mailing flyers to target	Mail-out at least 1 mail-out per month	Program Managers

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Strategic Direction #	Success Factor	Annual College Goal #	Division Objective #	Division Objective	Action Steps	Expected Outcome(s)	Primary Responsibility
	Collaborative arrangements with industry/Market nature of college)				groups. Send out at least 5 direct mail flyers per year 12.3 Develop and maintain mailing list. Work with the Public Information Office 12.4 Publish 3 news releases each month on continuing ed 12.5 Work on getting pre releases and post releases of programs. Write at least 4 news releases, PSA's, articles per year. 12.6 Pursue various media types for advertising. Direct mail, Internet, etc		
					12.7 Evaluate Campus Pipeline for marketing purposes. 12.8 Coordinate/collaborate/serve liaison on CE webpage 12.9 Possibility to maintain records for all major industries that they could with a simple call up access those records for CEUs etc 12.10 Pursue various marketing tools to promote the Tractor Trailer program		
<b>ENVIRONMENTAL TRAINING CENTER:</b>							
4,6	III. Support Services V. Accessibility (Market comprehensive nature of the college)	9,10	ETC 1.0	<b>Support the need for environmental training by offering a comprehensive schedule of occupation upgrade courses and customized contract.</b>	1.1 Offer 55 courses through open enrollment 1.2 Offer 15 courses through contractual arrangements 1.3 Offer contract and ongoing training in a variety of areas	Offer a comprehensive schedule of occupation upgrade courses and customized contract  Generate 150,000 in revenue serve 500 persons	Program Manager
4,6	III. Support Services V. Accessibility (Market comprehensive nature of the college)	9,10	ETC 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	Improve the professionals involved in the environmental areas in the Southeast	Program Manager
4,6	III. Support Services	9,10	ETC 3.0	<b>Provide technical assistance and on-site training to small</b>	3.1 Serve at least seven new facilities 3.2 Complete grant documentation	Provide technical assistance in the state	Program Manager

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Strategic Direction #	Success Factor	Annual College Goal #	Division Objective #	Division Objective	Action Steps	Expected Outcome(s)	Primary Responsibility
	IV. Collaboration			<b>wastewater treatment facilities identified as having compliance problems through the 104g grant program.</b>	process 3.3 Attend annual 104g conference		
4,6	III. Support Services Market comprehensive nature of the college	9,10	ETC 4.0	<b>Develop a marketing and recruitment plan.</b>	4.1 Develop marketing plan 4.2 Develop annual catalog of courses 4.3 Maintain mailing list	Mailout out annual catalog and mail, fax or e-mail 2 promos/quarter	Program Manager
4,6	III. Support Services V. Accessibility (Market comprehensive nature of the college)	9,10	ETC 5.0	<b>Explore a variety of delivery modes in order to increase the access of ETC courses to environmental professionals.</b>	5.1 Offer at least two courses by distance learning 5.2 Manage the terms of the DHEC contract by providing regional training on developing on line training	Increase ETC access to environmental professionals  Generate 300,000 in annual grant revenue produce 2 online waste water courses	Program Manager
4,6	III. Support Services V. Accessibility (Market comprehensive nature of the college)	9,10	ETC 6.0	<b>Explore collaborative relationships in the industrial, municipal, educational, and regulatory communities.</b>	6.1 Create at least two new collaborations and/or grant opportunities 6.2 Maintain relations with environmental associations/entities 6.3 Expand the scope of OSHA related course, hazcom etc	Expand relationships with industrial, municipal, educational, and regulatory agencies  Generate additional revenues of 50,000	Program Manager
4,6	V. Accessibility	9,10	ETC 7.0	<b>Obtain new tools to improve the courses and services of the ETC.</b>	7.1 Request at least two equipment pieces of equipment	Generate at least two additional equipment requests	Program Manager
4,6	IV. Collaboration	9,10	ETC 8.0	<b>Serve as an Environmental consultant to business and industry</b>	8.1 Consult with at least 3 companies/ utilities/ dsistricts	Improve the quality of companies served	Program Manager

**PLANNING AND INSTITUTIONAL EFFECTIVENESS**  
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Strategic Direction #	Success Factor	Annual College Goal #	Division Objective #	Division Objective	Action Steps/ Method(s) of Measurement	Expected Outcome(s)	Primary Responsibility
7	VI. Administration/ Resources	6, 12	1.0	<b>Finalize College Compliance Certification Report for the Southern Association of Colleges and Schools' Commission on Colleges staff members and the SACS Off-Site Reaccreditation Committee.</b>	1.1 Review content of compiled report for inclusiveness and thoroughness with the Compliance Team Chair 1.2 Ensure all components of report have been included to meet SACS Core Requirements, Standards, and Federal Mandates 1.3 Notify the President and Compliance Team Chair of any areas of omissions and/or partial/non-compliance in a timely manner. 1.4 Edit drafts and provide feedback for additional research and writing 1.5 Monitor the Commission on Colleges' Website to ensure currency and access to all SACS position statements, policies, guidelines and best practices 1.6 Work closely with College Webmaster to ensure adherence to SACS guidelines for access to electronic documentation 1.7 Attend Compliance Team meetings and assist Team Chair with the compilation of Team meeting agenda items 1.8 Maintain communication with the SACS' Commission on Colleges staff and Off-Site Review Committee; relay information to the President	Successful completion and transmission of the Central Carolina Technical College Compliance Certification Report for Re-affirmation of Accreditation  Effective communication with CoC staff members and SACS Off-Site Committee Chair	Director of Planning and Institutional Effectiveness  Director of Planning and Institutional Effectiveness
5,7	VI. Administration/ Resources	6, 12	2.0	<b>Develop the College's SACS Commission on Colleges Prospectus for Off-Campus Locations.</b>	2.1 Develop and monitor timeline for Prospectus 2.2 Comply with CoC Guidelines for submitting a prospectus	Successful completion and submission of the College's Prospectus for Off-Campus Locations	Director of Planning and Institutional Effectiveness

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Strategic Direction #	Success Factor	Annual College Goal #	Division Objective #	Division Objective	Action Steps/ Method(s) of Measurement	Expected Outcome(s)	Primary Responsibility
					2.3 Coordinate all aspects of the Prospectus with the President 2.4 Work with appropriate College personnel to develop content of the prospectus document 2.5 Cross-reference Prospectus with all sections of the College's Compliance Report 2.6 Ensure integration of documentation in the Prospectus for inclusiveness 2.7 Incorporate SACS policies and guidelines into the report compilation process 2.8 Report progress to the ELT in a timely manner 2.9 Complete follow-up activities, as directed by the College's CoC assigned staff member	Effective communication with CoC staff member assigned to College to complete the substantive change process	Director of Planning and Institutional Effectiveness
2,5, 7	VI. Administration/ Resources	6,12	<b>3.0</b>	<b>Develop and implement the plan for the Commission on College' On-Site Visit.</b>	3.1 Develop timeline of activities 3.2 Coordinate all aspects of the development of the On-Site Visit with the President 3.3 Make logistical preparations for the Visit in coordination with the On-Site Visiting Committee's Chair and the CoC staff member 3.4 Ensure college-wide access to information on the College's SACS Webpage by working closely with the Webmaster	Successful plans for the On-Site Visit executed	Director of Planning and Institutional Effectiveness
2,5, 7	VI. Administration/ Resources	6	<b>4.0</b>	<b>Provide structure and direction for the College's annual planning and evaluation actions.</b>	4.1 Ensure adherence to the College's 2004-2009 Strategic Plan 4.2 Coordinate 2005-06 annual planning process	Dissemination of College annual planning and evaluation efforts	Director of Planning and Institutional Effectiveness

**PLANNING AND INSTITUTIONAL EFFECTIVENESS**  
**Annual Plan of Action**  
**AY 2004-2005**

Strategic Direction #	Success Factor	Annual College Goal #	Division Objective #	Division Objective	Action Steps/ Method(s) of Measurement	Expected Outcome(s)	Primary Responsibility
					4.2 Develop 2005-06 College Annual Plan of Action 4.3 Report outcomes of the 2004-05 College Plan of Action		
2,5,7	VI. Administration/ Resources	6,12	5.0	<b>Substantiate and document comprehensive institutional data.</b>	5.1 Prepare and submit accurate Fall 2004, Winter 2004-05, Spring 2005, and Summer 2005 institutional reports for NCES IPEDS, CoC, CHE, SBTCE, and other appropriate agencies in a timely manner 5.2 Prepare, verify, and submit accurate institutional program evaluation reports to appropriate agencies 5.3 Prepare and submit accurate College institutional effectiveness reporting in accordance with ACT 629 and other legislative mandates 5.4 Increase involvement in SBTCE IE Peer Group endeavors	Comprehensive institutional effectiveness and accountability reporting	Director of Planning and Institutional Effectiveness
2,5,7	I. Educational Programs III. Support Services VI. Administration/ Resources	6,12	6.0	<b>Assess the needs and satisfaction levels of the College's students, alumni, and other constituents.</b>	6.1 Prepare and disseminate comprehensive internal and external surveys of College programs and services 6.2 Collect and analyze data and prepare and disseminate results of internal and external surveys of College programs and services 6.3 Facilitate assessment processes that support major effectiveness initiatives	Appropriate reports produced related to the quality of programs and services, satisfaction and retention of students, post-education satisfaction and success, and resource management	Director of Planning and Institutional Effectiveness

**PLANNING AND INSTITUTIONAL EFFECTIVENESS**  
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**AY 2004-2005**

Strategic Direction #	Success Factor	Annual College Goal #	Division Objective #	Division Objective	Action Steps/ Method(s) of Measurement	Expected Outcome(s)	Primary Responsibility
2,5,7	VI. Administration/ Resources	6,12	<b>7.0</b>	<b>Provide internal and external monitoring of the College's compliance with the Commission on Colleges' principles of accreditation system.</b>	7.1 Increase college-wide awareness and knowledge of the new COC principles, standards and guidelines through the College SACS Webpage 7.2 Disseminate information to accreditation entities and coordinating boards regarding campus expansion, outreach activities 7.3 Increase involvement in Commission on Colleges 7.4 Maintain and preserve regional CoC accreditation files for the College 7.5 Work closely with College Webmaster to ensure adherence to SACS guidelines for access to electronic documentation 7.6 Maintain College policies, procedures and processes that are useful and consistent with commonly accepted accreditation practices	Consistent internal and external monitoring of compliance with CoC requirements, standards and mandates monitor	Director of Planning and Institutional Effectiveness

# APPENDIX A

## CENTRAL CAROLINA TECHNICAL COLLEGE 2004-2005 ANNUAL PLANNING TIMELINE

### 2003

November 18 - Major Divisions Review Progress toward 2003-2004 Plans of Action  
December 15

### 2004

January 15 Executive Leadership Team (ELT) Reviews College's Strategic Directions, Success Factors and Report Forms

January 22 ELT Develops the College's Annual Goals for AY 2004-05

January 27-30 College Personnel Review Draft 2004-05 College Annual Goals and Offer Input

February 5 ELT Finalizes 2004-05 Annual Goals

February 16-20 Academic Management Team (AMT) Develops AY 2004-05 Academic and Student Affairs' Plan of Action

February 27 Vice President for Academic Affairs Distributes AY 2004-05 Academic and Student Affairs' Plan of Action to ELT

March 1 All Major College Divisions Submit AY 2004-05 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 2005 Budget Information

March 26 Major Divisions Submit FY 2005 Budget Requests to Vice President for Business Affairs

May 3 ELT Finalizes 2004-05 College Plan of Action (POA) and FY 2005 Budget

May 20 Area Commission Reviews 2004-05 College Plan of Action and Approves FY 2005 Budget

May 24 2004-05 College POA Placed on College Website

September 16 Major College Divisions Submit Annual Reports of Results from the 2003-04 Plans of Action to the Office of Planning and Institutional Effectiveness

September 24 ELT Reviews Major College Division Annual Reports from 2003-04 Plan of Action

October 25 Draft of 2003-2004 College Annual Effectiveness Report Reviewed by ELT

October 29 College 2003-04 Annual Effectiveness Report published on College Website

(Revised 09-04)