

# Central Carolina Technical College



## 2015-2016 Annual Effectiveness Report

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## **INTRODUCTION**

### **Planning at Central Carolina Technical College**

Central Carolina Technical College engages in ongoing, integrated, and institution-wide research-based planning and evaluation processes. The elements of Central Carolina Technical College's planning processes incorporate a systematic review of the institution's mission, goals, and outcomes; and the result is continuous improvement in the institution's quality and demonstrates that the institution is accomplishing its mission. Planning for institutional effectiveness involves two processes: 1) annual planning and 2) strategic long-term planning. Both employ assessment for continuous improvement as a parallel process to planning. The College involves multiple stakeholders in its collaborative planning process and maintains a focus on its mission in planning for institutional effectiveness.

It is the responsibility of the Executive Leadership Team (ELT) to provide leadership through established procedures to ensure comprehensive and integrated planning and budgeting processes throughout the institution. The procedures employed are designed to empower the organizational units to plan, evaluate, and continuously improve student learning, teaching, and support services through the identification of expected outcomes. The Director of Planning and Grants coordinates all planning functions at the College and works with the College's SACSCOC Liaison to ensure the institution is following all Southern Association of Colleges and Schools Commission on College's accreditation standards related to planning and institutional effectiveness.

### **Mission Statement**

Central Carolina Technical College is a comprehensive, public, two-year institution of higher education dedicated to fostering a positive environment of teaching and learning for faculty, staff, and students. The College serves primarily the region of Clarendon, Lee, Kershaw, and Sumter counties in South Carolina and confers associate degrees, diplomas, and certificates. College programs, student support services, and resources provide citizens, businesses, industries, and communities with quality, affordable, accessible, customer-responsive post-secondary education through life-long learning and specialized training opportunities. These are designed to develop the foundation for personal growth, economic development, and an improved quality of life through multiple learning environments including traditional and electronic instructional methods.

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 serves students through traditional and non-traditional formats in multiple learning environments including online, electronic, and distance learning. (Revision approved by the Central Carolina Technical College Area Commission on January 15, 2015, and the South Carolina Commission on Higher Education on April 1, 2015.)

## **2015-2020 Strategic Plan Integration**

With the conclusion of the 2010-2015 Strategic Plan in 2015, the College initiated the development of the 2015-2020 Strategic Plan in October 2014 with the distribution of the final plan in July 2015. This facilitated the integration of the new 2015-2020 Strategic Plan into the annual planning processes for 2015-2016. The areas of focus and supporting goals identified in the 2015-2020 Strategic Plan are as follows:

### **Area of Focus 1: Educating Students**

CCTC provides accessible, affordable postsecondary education in a positive learning environment to students in its four-county service area. CCTC's programs effectively prepare students to enter the workforce or to transfer to four-year colleges.

**Goal 1: The College will foster an environment conducive to student success.**

**Goal 2: The College will expand its accessibility and program offerings.**

**Goal 3: The College will strengthen students' pathways to four-year colleges.**

### **Area of Focus 2: Faculty and Staff**

CCTC's strongest resource is the people serving the College as faculty and staff members. CCTC offers its faculty and staff benefits, flexible work schedules, and professional development training. CCTC will continue to seek to identify additional resources to support the teaching and learning environment to retain and attract qualified, professional, and engaged faculty and staff.

**Goal 4: The College will attract and retain quality faculty and staff.**

### **Area of Focus 3: Partnerships**

CCTC must maintain beneficial partnerships to accomplish its Mission and to better serve the constituents in the College's service area.

**Goal 5: The College will strengthen its role with K-12 institutions and become a first-choice option for high school students.**

**Goal 6: The College will identify and maintain community, legislative, workforce, and higher education partnerships to accomplish its Mission.**

### **Area of Focus 4: Workforce Development/Continuing Education**

CCTC's educational noncredit programs partner with local businesses and industry to provide immediate and long-term, effective, hands-on training for their workforce in Clarendon, Kershaw, Lee, and Sumter counties. The College works to attract and retain new businesses and to anticipate the future workforce needs of the business community.

**Goal 7: The College will expand the continuing education training and educational programs' scope and effectiveness within the community.**

### **Area of Focus 5: Resources**

CCTC will seek ways to increase its revenue flow through internal and external means. The College must also find ways to increase enrollment while keeping tuition reasonable.

**Goal 8: The College will practice effective stewardship of its resources and seek new avenues of funding.**

## **Review of Accomplishments of the 2015-2016 College Annual Goals**

Central Carolina Technical College employs the practices of reviewing the previous year's plans of action throughout the institution as a basis for the formulation of the upcoming year's plans of action. This is an institution-wide practice and results in an integrated and comprehensive review of the Annual College Goals. While the specific detailed level of accomplishments is recorded at the division and departmental levels, the College accomplished many objectives during the 2015-2016 year on both the divisional and institutional levels. This roster of accomplishments supporting the 2015-2016 Annual Goals is evidence of the qualifications and experience of the professionals at Central Carolina Technical College which spans work experience in public education, private sector experience, community involvement, academic preparation, and experience in leadership and management to support the Mission of the College. The following section reflects the accomplishments for each of the College's Annual Goals for 2015-2016, and each goal was aligned with an area of focus and goal in the College's 2015-2020 Strategic Plan.

### **CCTC 2015-2016 COLLEGE ANNUAL GOALS**

July 1, 2015 through June 30, 2016

Annual Goals Aligned with the 2015-2020 CCTC Strategic Plan Goals

#### **1. Facilitate student learning in a technology-based environment to support student success through sound academic methodologies and the integration of the assessment of learning for continuous improvement.**

- Conducted academic program reviews for 8 programs of study for 2015-2016 academic year
- Developed 2 new programs of study for implementation in Fall 2016
- Conducted 19 advisory committee meetings to ensure linkages between instruction and workforce needs
- Upgraded student technology resources in computer labs and classrooms
- Provided instructional environment resulting in student certifications as follows:
  - Welding Certifications--National Institute for Metalworking Skills Certificates (NIMS): 43; NCCER Core Curriculum Certifications: 32
  - Employment Ready Certifications--Light Commercial Refrigeration: 9; Light Commercial Air Conditioning: 8; Air Conditioning: 12; Basic Refrigeration & Charging Procedures: 5; Systems Diagnostics & Troubleshooting: 6; Gas Heat: 13; Electrical: 12; Heat Pump: 13
  - Computer Technology Certifications--COMPTIA A+: 2; COMPTIA Network+: 1; CISCO CCENT: 4; CISCO Routing & Switching: 1
  - Health Sciences Certifications--100% of Surgical Technology August 2015 graduates passed the CST certification examination on first attempt; 100% of Massage Therapy August 2015 graduates passed the MBLEX certification examination on first attempt; 90% of Pharmacy Technology August 2015 graduates passed the ASHP examination on first attempt; 94% of Medical Assisting August 2015 graduates passed the AAMA certification on first attempt; 100% of Practical Nursing August 2015 graduates passed the NCLEX certification on first attempt; and 97% of

Associate Degree Nursing May and August 2015 graduates passed the NCLEX certification on first attempt; 82% of Nursing Aide students passed the NNAAP examination on the first attempt

- Achieved a 45.3% success rate for first-time, full-time students, a 90% placement rate for graduates placed directly in the workplace, and a 10% graduation rate for 2012 cohort of first-time, full-time students
- Served 3,014 unduplicated students in distance education courses for 2015-2016
- Maintained support services at off-site locations and expanded to include an ongoing evaluation of learning resources by the Librarian
- Loaned laptops and tablets to 52 students through two grant programs
- Utilized Register Blast for online test registration
- Implemented text alert system in 2 programs to improve communications with students
- Incorporated web accessibility features into courses
- Increased use of lectures with closed captioning
- Created hybrid course for delivery of COL 105: Freshman Seminar
- Received re-approval of the Paralegal program by the American Bar Association

**2. Implement retention strategies reflecting the needs of the CCTC student population to facilitate and improve retention and program completion.**

- Implemented new curriculum for COL 105: Freshman Seminar
- Implemented mid-term grading procedures
- Instituted the Institutional Effectiveness Committee to address student and course success through reporting of data for continuous improvement
- Compiled Program Outcome Assessment Tables for all academic departments with individual course performance and student achievement
- Conducted 3 business tours and 6 college visits through grant programs
- Implemented tracking system to identify reasons for student withdrawals
- Secured a TRiO Student Support Services grant and a PBI Competitive grant and provided services and programming to improve student retention

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

- Selected as Military Friendly School by the G. I. Jobs magazine for fifth consecutive year
- Provided business and industry tours, college visits, and cultural exploration opportunities through grant programs
- Provided extensive career services through job fairs, personalized assistance, specialized workshops and classroom presentations
- Made 100 classroom presentations related to Career Services; promoted use of Career E-Tools
- Hosted College Goal SC, Come See Me Days, Transfer Day, and Graduation Fair

- Awarded almost \$19M in financial aid to 3,997 students from public and private sources
- Maintained a Default Management Taskforce to support student success in regard to student loan borrowing
- Partnered with EdManage for financial literacy resources
- Hosted the Counselors' Breakfast for secondary counselors in January 2016
- Offered the School Counselors Summer Institute for 11 secondary counselors in July 2016
- Implemented the Commit to Quit Tobacco Free Campus initiative
- Maintained the Alumni Partnership with over 1,000 members and expanded business partners
- Established a College and Career Center at Lee Central High School
- Conducted 36 academic, career, and personal improvement workshops through Student Affairs
- Provided student leadership opportunities, events, and activities through Office of Student Life
- Provided community service opportunities through Office of Student Life
- Developed an improved format of New Student Orientation and conducted five sessions for new students
- Offered special events for veteran students through Veteran Resource Center and VA Certifying Official
- Hosted Constitution Day to provide students with information on voter registration

**4. Develop a comprehensive enrollment and marketing plan to focus on student recruitment for targeted student populations, College locations, and modes of delivery to positively affect student enrollment for the 2015-2016 academic year.**

- Maintained the Enrollment Task Force to identify strategies for maintaining and increasing student enrollment
- Implemented an Early College program in Clarendon and Lee counties
- Revised all admissions print and electronic communications to improve admissions process
- Conducted targeted recruitment of high school students which resulted in a 19% enrollment of high school graduates immediately following graduation
- Implemented Instant Admissions Days to expedite admissions process for prospective students
- Promoted Central Carolina Scholars program for area high school students

**5. Support graduation and program completion by increasing the College's graduation rate, and expand and promote transfer opportunities for the College's graduates.**

- Graduated 653 students (July 1, 2014 – June 30, 2015)
- Achieved a 90% placement rate and achieved a 45.3% success rate (2012 cohort)

- Developed “Transfer Corner” in Career Services and provided transfer assistance to students
- Implemented institutional mid-term grades for students
- Continued special populations retention programs through the ACT, TRiO, and PBI programs
- Increased use of DegreeWorks for advisement and student program completion tracking
- Initiated development of administrative graduation process to award and notify students

**6. Maintain appropriate qualified faculty and staff to support and deliver quality programs.**

- Hired qualified faculty and staff members with appropriate credentials and experience to support the College’s Mission
- Offered 65 professional development program offerings to support the teaching and learning environment with diverse training opportunities and required training
- Conducted New Faculty Orientation and Adjunct Faculty Orientation each semester
- Conducted Online Certification for faculty scheduled to teach online courses
- Used feedback from customers to improve services at all College locations
- Received \$29,587 in professional development funds from 2015-2016 Perkins grant to support teaching and learning across the institution
- Provided \$21,399 in professional development activities for faculty and staff
- Promoted 7 faculty and staff members from within the institution to positions of greater responsibility
- Provided one-time state bonuses of \$800 each to qualified employees in October 2015
- Provided flexible schedules for employees to accommodate employee and institutional needs
- Reviewed vacancies as they occurred to determine if positions should be reallocated to better serve the College
- Added two additional staff positions at the Kershaw County Downtown Campus
- Created new department and hired staff to manage Central Carolina Scholars; hired additional faculty to manage increased dual enrollment course offerings

**7. Maintain strong working partnerships with the secondary (K-12) school systems and provide programs for dual enrollment, college readiness, and the Scholars Program for Fall 2015 to increase the number of area high school graduates entering the College.**

- Maintained the existing Central Carolina Scholars Program for qualifying high school seniors who graduated in May 2015 to enter CCTC in Fall 2015 with full tuition assistance
- Hosted Central Carolina Scholars Signing Day on May 14, 2016



- Held 2 test preparation workshops in area high schools
- Administered 33 placement test sessions in area high schools
- Conducted 10 financial aid presentations in area high schools
- Formed a partnership with all four counties to offer an ongoing Central Carolina Scholars Program for qualifying graduating seniors beginning in the fall of 2016 for tuition assistance for two years of study
- Offered dual enrollment courses at 13 high schools and at 4 CCTC locations to 597 qualifying high school juniors and seniors
- Hosted the annual CCTC Foundation Golf Tournament with community partners with a net revenue of \$29,749
- Hosted the Joint Public Safety Response program for law enforcement and emergency responders
- Partnered with Clarendon School District 2 and Lee County School District to implement Early College programs
- Hosted annual Counselors' Breakfast for secondary guidance counselors, Adult Education teachers, and Career Center staff
- Hosted College Goal SC to provide assistance with financial aid applications; increased attendance by hosting event at each campus location
- Maintained Central Carolina Scholars and Central Carolina Connect blog to increase communications with high school counselors, students, and parents
- Participated in Education Summit with other area academic institutions

**8. Maintain and expand the awareness of county and regional government officials of the College's role in the higher education community and its impact on the economic development of the region.**

- Worked collaboratively with local economic development agencies
- Collaborated with local and regional government officials to secure funding for Kershaw County Campus Expansion
- Collaborated with local government agencies and school boards to secure funding for Central Carolina Scholars
- Promoted the College and Advanced Manufacturing Technology Training Center at Legislative Luncheon in March 2016
- Participated in Legislative Day activities with Sumter Chamber of Commerce
- Submitted College demographics and other requested information for consideration by Sumter County Council in deliberation regarding College funding
- Collaborated with the Santee Lynches Workforce Investment Board and the Sumter County Economic Development entity to offer the Workforce Experience (WE) program
- College President participated in the Shaw Sumter Community Council to maintain strong working relationship with military community
- Received an increase in Sumter County funding from 3.2 mils in FY15 to 4.5 mils in FY16

**9. Maintain collaborative relationships with workforce development partners throughout the College's service area to support economic development.**

- Partnered with top companies and industries to provide apprenticeships including BD, Suominen, CVS, Continental Tires of the Americas, LLC, Hengst, Lee County Correctional Facility, Turbeville Correctional Facility, Wateree Correctional Facility, Georgetown County Water and Sewer, and Charleston Water System
- Offered apprenticeship occupations including Veterinary Assistant, Carpenter, Electrician, Mason, Automotive Technician, Door Finisher, Manufacturing Technician, Manufacturing Technician I, Technical Associate, CNC Operator, Machine Operator, Maintenance Technician, Material Coordinator, Tool & Dye Maker, Electrical Technician, Mechanical & Electrical Technician, Mechanical Operator, Mechanical Technician, Quality Technician, Technical Operator, Technical Operator II
- Increased new apprenticeships by 12.5%
- Increased new apprenticeship occupations by 32%
- Maintained ongoing communication with business and industry partnerships in service area to support the recruitment, expansion, and continuing workforce development needs
- Met with economic development agencies in four-county service area to review workforce needs
- Received \$25,000 in funding from Caterpillar Corporation Foundation through a grant opportunity to expand services for freshmen
- Submitted new Caterpillar grant proposal to maintain increased resources for freshmen
- Received total of \$3,280,899 in grant awards for 2015-2016

**10. Provide appropriate physical facilities and resources to support the teaching and learning environment with a focus on expansion of facilities in Kershaw County, the completion of the Advanced Manufacturing Technology Training Center (AMTTC), and a utilization strategy/plan for the Shaw Center facility.**

- Acquired funding to begin construction on the Kershaw County classroom facility
- Moved Computer Numerical Control, Engineering Graphics, and Mechatronics programs into the Advanced Manufacturing Technology Training Center
- Utilized Shaw Center for expanded Continuing Education and Workforce Development programs (Scholarship Program) and rented offices to Palmetto Youth Connections
- Remodeled a classroom in the Health Sciences Center to serve as a Pharmacy Technology lab
- Began planning and design of renovations to building 400 to allow HVAC, Automotive Technology, and Welding programs to expand and to add computer labs for COL 105: Freshman Seminar after other Industrial and Engineering

Technology programs moved to Advanced Manufacturing Technology Training Center

**11. Conduct SACSCOC Reaffirmation On-Site Committee Visit for College's Reaffirmation process; submit response to On-Site Committee findings; and implement the College's Quality Enhancement Plan.**

- Submitted Substantive Change regarding the Kershaw Campus facilities
- Maintained database of faculty credentials for compliance with SACSCOC standards
- Conducted a successful SACSCOC Reaffirmation On-Site Visit in October 2015
- Compiled SACSCOC Response to Visiting Team to address one recommendation regarding the College's Quality Enhancement Plan
- Received official reaffirmation letter from SACSCOC on July 6, 2016
- Completed first year of the QEP, "SMART Choices for Success," in support of student success

**12. Utilize data for sound decision making and apply sound practices of institutional effectiveness to monitor program enrollment, departmental cost analysis, course success, student performance, and administrative unit effectiveness.**

- The processes for collecting, analyzing, and reporting data are incorporated into the college's processes and procedures; this institutional-wide process ensures an effective and timely approach for collecting and analyzing data which supports decision-making and improves overall institutional effectiveness
- Integrated results from assessment of program outcomes for continuous improvement and reported through the Program Outcomes Assessment Tables; assessed course success and retention in all modes of delivery through the Student and Course Success Team
- Conducted academic program reviews for scheduled programs of study; presented findings to the Curriculum Committee; and used results for academic department continuous improvement
- Maintained integrated planning process to facilitate use of results for continuous improvement through institutional planning reports such as the Plan of Action, Annual Effectiveness Report and Administrative Unit Review

## 2015-2016 COLLEGE ANNUAL EFFECTIVENESS REPORT BY DIVISION

### PRESIDENT’S OFFICE 2015-2016 Annual Effectiveness Report

**Mission:** The President’s Office will provide executive leadership to accomplish the College’s Mission.

**Goal No. 1:** Provide leadership to the Executive Leadership Team in the implementation of the College’s Mission through comprehensive planning facilitated by appropriate programs, services, and facilities.

**Expected Outcome for Goal No. 1**

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

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Collaborate with and coordinate supporting strategies for the ELT to develop programs of study, training opportunities, student services, and facilities utilization.	<p>Conducted weekly ELT meetings with information exchanged among and between the institutional officers; new program of study ideas discussed; training opportunities with business and industry reviewed; student services programs, initiatives, and activities for relevancy reviewed; facility needs, utilization, and gaps discussed; and strategies developed to address issues appropriate to the accomplishment of the College’s Mission</p> <p><b>Documentation:</b> Divisional Plans of Action (POAs) and Annual Effectiveness Reports (AERs)</p>	Added three new programs for 2016-2017: Medical Office Administrative Assistant, Cybersecurity, and a technical specialty in Fire Science; the College’s attendance policy was revised; College units underwent a reorganization to maximize efficiency in the utilization of resources; the QEP continues to address retention and program completion in addition to taskforces at the College
Monitor progress of College’s annual goals and progress toward the implementation of the 2015-2020 Strategic Plan.	<p>Conducted two sessions to review the progress of the 2015-2016 CCTC Annual Goals and the 2015-2020 Strategic Plan; specific progress and data were provided for each annual goal and for each major area of the 2015-2020 Strategic Plan</p> <p><b>Documentation:</b> 2015-2016 CCTC Annual Goals Report and 2015-2016 CCTC Strategic Plan Report</p>	The results from the progress of the 2015-2016 CCTC Annual Goals were used in the development of the 2015-2016 CCTC Annual Goals during the ELT’s Annual Retreat held on February 16, 2016; the progress of the 2015-2020 Strategic Plan was used to identify goals for the institution
Maintain strong collaborative relationships with local governing	The College’s leadership made presentations and requests to the	College leadership will continue to maintain positive working

<p>bodies, as well as state and federal legislative delegations, to appropriately plan and implement initiatives to accomplish the College's Mission.</p>	<p>Kershaw County Council, City of Camden, Clarendon County Council, Clarendon School District Two Board of Trustees, Kershaw County School District Board of Trustees, and Sumter County Council regarding funding needs for the College</p> <p>The College's leadership made presentations and/or collaborated with the Santee Lynches Workforce Investment Board, Sumter Chamber of Commerce, Clarendon Chamber of Commerce, Kershaw County Chamber of Commerce, Sumter and Lee County Economic Development, Kershaw County Economic Development, Clarendon County Economic Development, Kershaw County 2030 Strategic Planning Team, Shaw AFB Community Partnership, and the SC Workforce Development Board regarding training needs and opportunities available through the College</p> <p>The College President continued to meet with county, state, and federal legislative delegations to identify College needs and maintain partnerships</p> <p><b>Documentation:</b> Presentation Materials from Respective Sessions; SC State Appropriations Bill for FY17 and Allocation Agreements with Local Municipalities</p>	<p>relationships with local governing bodies and communicate the needs and opportunities of the College to all stakeholders; the College President will focus efforts on the development of funding sources for the College through multiple avenues</p>
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**Goal No. 2: Facilitate ongoing communication with external workforce partners and government entities to increase the awareness of the role of the College in providing postsecondary educational opportunities and to increase awareness of the College's needs and role in the service area.**

**Expected Outcome for Goal No. 2**

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

Supports College Strategic Goal: Partnerships—Goals 5 and 6

Supports College Annual Goal: 7 and 8

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Communicate with potential business and industry prospects through economic development agencies to support industry recruitment.	<p>Communicated with representatives of Continental Tire, Volvo, Duke Energy, Suri Industry, Suominen Nonwovens, APEX Tool Group, Hengst, Accuride, Mint Valley Paper, Kent International Bicycle Corporation of American, and CAT Hydraulic Plant to support industry expansion and recruitment</p> <p><b>Documentation:</b> Partnerships</p>	Training needs communicated from company representatives are provided to the Academic Affairs and Workforce Development Divisions for training program and curriculum development
Maintain plans for secondary partners for scholarships and pathways for transition into the College to increase the college going rate among high school seniors in the College’s service area through dual enrollment and collaborative funding opportunities.	<p>Met with secondary school superintendents and counselors to communicate programs and services available; 30% of the area’s high school graduates enrolled at the College in the Fall of 2015; received appropriation to develop programs that lead to STEM careers in partnership with Sumter County School District; hosted over 200 high school students on campus for Come See Me and Tour of Technology events; expanded dual enrollment offerings in Sumter County; collaborated with Thomas Sumter Academy to plan dual credit industrial and engineering courses</p> <p>The College continued the implementation phase of the Scholars Program for Lee, Clarendon, and Kershaw counties</p> <p><b>Documentation:</b> Secondary School Admissions Report and Scholars Enrollment Report</p>	Continue to identify venues for collaboration with secondary partners; market the College’s programs and services to secondary students; communicate with secondary school administrative personnel and counselors to seek partnership opportunities
Maintain and expand dual enrollment programs.	Collaborated with 16 area high schools, 3 alternative schools, 4 career centers, 4 adult education centers, and Palmetto Youth Connections to facilitate the enrollment of graduating secondary students and to expand opportunities for dual enrollment programs; partnered with Clarendon County School District Two and Lee County School District to continue the Early College program for Fall 2016	Continue to seek ways to expand opportunities for access to higher education for area high school students

	<b>Documentation:</b> Enrollment Reports	
Facilitate marketing initiatives that maintain awareness and engagement of potential students and the community relative to the role of the College in postsecondary education.	The College’s Enrollment Task Force developed comprehensive strategies including marketing focus throughout the four-county service area to facilitate an approach among all stakeholders that CCTC is a first-choice option for postsecondary education; the College offered a two-week School Counselor Summer Institute for secondary school counselors as well as a breakfast in Spring 2016; hosted several open houses, ran ads in print publications distributed in the service area including the Alumni Newsletter  <b>Documentation:</b> Enrollment Reports, School Counselor Summer Institute Schedule, and Marketing Materials	Continue to use marketing initiatives that maintain awareness and communicate the role of the College as a first-choice option for postsecondary education and a facilitator of workforce development to potential students and the community
Support marketing initiatives that expand the programs and services of the Public Relations Department to internal and external audiences.	New College website launched June 15, 2015 increasing user-friendliness and accessibility; added virtual tour of campuses to College website; increased use of social media strategies to reach larger audiences in specifically targeted markets; approved a new brand package with a redesigned logo, seal, foundation logo, and taglines; the new logo reflects the College’s global vision, reach, and service, the 4 county service area, and a commitment to innovation; PR implemented a See for Yourself campaign  <b>Documentation:</b> 2015-2016 PR AER, CCTC Logo Guidelines, and Marketing Materials/Products	Offer marketing initiatives that communicate the role of the College in supporting workforce development, transfer opportunities, and higher education options

**Goal No. 3: Provide oversight leadership for academic programs and services to provide quality educational programs in support of student success and economic development in the College’s service area.**

**Expected Outcome for Goal No. 3**

3.1 The College will maintain its academic programs and determine the effectiveness of existing programs of study to support student success and economic development initiatives for continuous improvement of academics.

- Supports College Strategic Goal: Educating Students—Goals 1, 2, and 3  
Workforce Development Continuing Education--Goal 7
- Supports College Annual Goal: 1, 2, 3, 4, 5, and 9
- Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Communicate business and industry needs for programs and training to Academic Affairs and Workforce Development Division personnel.	<p>Communicated with representatives of Continental Tire, Suominen Nonwovens, APEX Tool Group, and Haier, to support industry expansion and recruitment; active involvement with multiple recruitment projects for industry throughout the four-county service area; and the President participated in the New Carolina Workforce Taskforce to address issues of importance to the development of the state's workforce</p> <p>Collaborated with the Santee Lynches Workforce Investment Board and the Sumter County Economic Development entity to offer the Workforce Experience (WE) program with 17 participants.</p> <p><b>Documentation:</b> Meeting Minutes</p>	Training needs communicated from company representatives are provided to the Academic Affairs and Workforce Development Divisions for training program development
Support efforts to improve online learning opportunities and availability for students.	<p>Collaborated with VP for Academic Affairs in the review of online learning opportunities and provided online learning opportunities for 1737 unduplicated students in Fall 2015, 1708 unduplicated students in Spring 2016, and 1072 unduplicated students in Summer 2016</p> <p><b>Documentation:</b> Distance Learning Argos Report 001</p>	Continue to assess the effectiveness and scope of online learning at the College while maintaining sound instructional methodology in this delivery mode
Support efforts to increase the number of graduates of programs of study to increase the number of workplace ready employees for business and industry.	<p>Reviewed program retention and completion for trends; implemented midterm grades College-wide and midterm attendance alerts for selected programs in Fall 2015; the QEP included enhanced focus on advising, especially for first time students, increased use of program progress tracking software (DegreeWorks), and the inclusion of COL105 as a required course College-wide</p> <p><b>Documentation:</b> Enrollment Task Force Minutes, Grade Reports, and QEP Reports</p>	Continue to evaluate program retention and program completion data to identify strategies to improve the College's retention and graduation rates



**Goal No. 4: Provide oversight leadership for student support programs and services to provide quality services for student success.**

**Expected Outcome for Goal No. 4**

4.1 The College will provide comprehensive and appropriate student support programs and services for students regardless of location or mode of delivery.

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

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Support the initiatives that ensure quality programs and services at all College locations.	Collaborated with the VP for Student Affairs to ensure that programs and services are appropriate for all campus locations; ILT department completed project to double the bandwidth at main and outreach campuses; began using Shaw Center campus for Continuing Education courses  <b>Documentation:</b> 2015-2016 Student Affairs & Business Affairs AERs and Continuing Education Course Schedule	Monitor the student satisfaction of programs and services at all locations
Collaborate with the Academic Affairs and Student Affairs Divisions to ensure systematic and focused scheduling of courses at outreach locations to meet the needs of students.	Supported Academic Affairs and Student Affairs initiatives to review, evaluate, and improve outreach scheduling  <b>Documentation:</b> Course Schedules for Outreach Locations	Continue to monitor course enrollment at all outreach locations and identify strategies to sustain all locations
Support initiatives that address declining enrollment at College locations with continued emphasis on the Lee County site.	Worked with Enrollment Task Force and outreach personnel to grow enrollment at the Lee County site; focused marketing initiatives to increase enrollment; and worked with the Lee County School District to offer an Early College program  <b>Documentation:</b> LCS D Meetings, Enrollment Task Force Minutes, and Early College Course Schedules	Continue to monitor course enrollment at Lee County site and identify best practices to support this location

**Goal No. 5: Provide oversight leadership for programs and services for the College’s noncredit programs.**

**Expected Outcome for Goal No. 5**

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

Supports College Strategic Goal: Workforce Development Continuing Education—Goal 7  
 Supports College Annual Goal: 9

Supports Division Goal:

N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
<p>Collaborate with economic development agencies, readySC, and business and industry to provide training for the area's workforce.</p>	<p>The Workforce Development Division of the College provided training opportunities for 28 industry partners including Apex Tools, BD, Berkeley Co. Water and Sewer, Caterpillar, Chester Metro, City of Columbia, Clarendon First Steps, Colonial Packaging, Continental Tires, Dorchester County, Fuji, Georgetown County Water &amp; Sewer District, Georgia Pacific, Invista, Kaydon, Newberry County, Oak Mitsui, Palmetto Youth, Pilgrims, Spartanburg Water, Sumter Career Center, Sumter School District, Suominen, T&amp;S Brass, Tuomey, Uti, Water Environment Association of SC, and WestRock</p> <p>Training conducted for 464 students for Continental Tire, Invista (327 students), Suominen (141 students) and Caterpillar (137 students)</p> <p><b>Documentation:</b> Training Records</p>	<p>Meet with economic development agencies, ReadySC, and other business and industry partners during the upcoming year</p>
<p>Maintain optimum organizational structure to ensure effectiveness in noncredit programs.</p>	<p>The Workforce Development unit was reorganized as a sub-unit under the Academic Affairs Division to facilitate efficiency and maximize opportunities for crossover between credit and noncredit programs; the manager of the unit was promoted to dean</p> <p><b>Documentation:</b> Organization Charts</p>	<p>Continue to evaluate organizational structure for efficiency and realization of College and Division Missions</p>
<p>Continue to develop apprenticeship opportunities for business and industry.</p>	<p>Partnered with top companies and industries to provide apprenticeships including Advanced Veterinary Hospital, Turbeville Correctional Facility, SC Dept. of Education, and Roy's Wood Products; increased new apprenticeships by 12.5%; increased new apprenticeship occupations by 32%</p> <p><b>Documentation:</b> Apprenticeship Agreements; 2015-2016 CCTC Accountability Report</p>	<p>College will continue to identify similar training opportunities to support workforce readiness</p>

**Goal No. 6: Provide oversight leadership for services that provide quality physical, financial, and human resources.**

**Expected Outcome for Goal No. 6**

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

Supports College Strategic Goal: Resources—Goal 8

Supports College Annual Goal: 10

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Collaborate with ELT to develop annual budget addressing institutional priorities.	Met with institutional officers at ELT Retreat in February 2016 to identify priorities, conducted a SWOT, and determined institutional initiatives for budgetary expenditures for FY16 utilizing the 2015-2020 CCTC Strategic Plan  <b>Documentation:</b> FY16 Budget	Monitor budget to determine alignment with projected revenue and expenses
Support budgeting strategies to increase faculty and staff salaries.	Bonuses of \$800 were administered in accordance with state criteria; adjuncts were offered higher pay rates in high need areas  <b>Documentation:</b> FY16 Budget	Continue to evaluate faculty and staff salaries for competitiveness
Evaluate progress of implementation of the College’s Facility Master Plan.	Collaborated with the Vice President for Business Affairs to monitor progress of College’s Facilities Master Plan  <b>Documentation:</b> Facilities Master Plan	Continue to evaluate physical resources to accomplish the Mission of the College
Complete Phase 2 of the renovation of the existing retail location for the Advanced Manufacturing Technology Training Center for the relocation of selected Industrial and Engineering Technology programs.	Completed Phase II of the AMTTC project in December 2016; the Mechatronics programs moved in to AMTTC in Fall 2015 followed by the Engineering Graphics Technology and Machine Tool Technology programs in Spring 2016  <b>Documentation:</b> 2015-2016 Business Affairs AER	Complete; AMTTC project won a Carolina contractors Eagle award and was a finalist for the SC AIA Honor Award
Work collaboratively with Kershaw County officials to begin construction and expansion of the Kershaw Campus.	Acquired the funding to begin construction on the Kershaw County classroom facility through collaboration with local and regional government officials; expansion of the campus is included in the Facilities Master Plan; meetings were held to	Continue to work with Kershaw County officials and others to have project completed by December 2017

	discuss design; groundbreaking held on Jan 29, 2016  <b>Documentation:</b> 2015-2016 Business Affairs AER	
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**Goal No. 7: Provide oversight leadership for the management and utilization of data for decision making, accreditation, and planning purposes to accomplish the College’s Mission.**

**Expected Outcome for Goal No. 7**

7.1 The College will manage data in an effective manner to make sound decisions; manage the regional accreditation process to continuously improve the institution; and implement sound planning processes.

Supports College Strategic Goal: Resources—Goal 8  
 Supports College Annual Goal: 11  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Support initiatives to compile, manage, and interpret data for sound decision making.	Requested, utilized, and shared data with appropriate audiences to support sound decision making; attended Santee Lynches Workforce Development Board Economic Forecast meetings  <b>Documentation:</b> Santee Lynches Workforce Development Board Meeting Minutes; Internal Reports and Planning Documents	Request and utilize data for sound decision making
Support compliance with regional accreditation standards.	Received official reaffirmation letter from SACSCOC on July 6, 2016; completed first year of the QEP in support of student success  <b>Documentation:</b> SACSCOC Reaffirmation Letter and 2015-2016 QEP AER	Ongoing evaluation of CCTC policies and procedures for continued compliance and monitoring of the QEP
Submit the Focused Report to the SACSCOC On-Site Committee and host On-Site visit in October 2015.	Focused Report submitted to SACSCOC in September 2016 and On-Site Committee was hosted October 19-22, 2015  <b>Documentation:</b> Focused Report	Complete
Collaborate with the QEP Team to develop strategies for the implementation of SMART Choices for Success, the CCTC QEP	Monitored the development of the CCTC QEP through reports from the QEP Coordinator and Steering Committee  <b>Documentation:</b> QEP Steering Committee Updates to ELT	Continue to provide oversight leadership in providing resources for the implementation of the CCTC QEP as well as monitoring the progress and results of Year 2
Participate in the planning and assessment initiatives to support institutional planning for continuous improvement.	Formulated a plan of action for the President’s Office, continued assessment of the accomplishment of the goals of the College’s Annual	Formulate 2016-2017 CCTC Annual Goals and 2016-2017 POA for President’s Office, and monitor

	Goals for 2015-2016, reviewed status of the 2015-2020 Strategic Plan  <b>Documentation:</b> 2015-2016 POA for President's Office; 2015-2016 CCTC Annual Goals; Accomplishments Report for 2010-2015 Strategic Plan	the 2015-2020 CCTC Strategic Plan progress
Identify and support areas of collaboration with other partners for grant opportunities.	Provided business and industry tours, college visits, and cultural exploration opportunities through grant programs; submitted proposals to federal programs, the Caterpillar Foundation, and the Health Foundation of Kershaw County; partnered with the Sumter Mayor's Office to submit Wells Fargo CommunityWins proposal; participated in SBTCE Apprenticeship Carolina through the Office of Workforce Development; received over 3M in grant awards; received gift of \$13,502 from NHC Sumter to support health sciences  <b>Documentation:</b> Grant Summary	Continue to identify collaborative opportunities to seek funding to support the Mission of the College

**Goal No. 8:** Provide oversight leadership for the College's Foundation to facilitate the effective use of resources to support the College's Mission.

**Expected Outcome for Goal No. 8**

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

Supports College Strategic Goal: Resources—Goal 8

Supports College Annual Goal: N/A

Supports Division Goal: N/A

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

	College and Foundation to the public  <b>Documentation:</b> Foundation Board Minutes and Events	
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**Goal No. 9: Provide effective communication with the College Area Commission to facilitate the accomplishment of the College’s Mission, Strategic Plan, and Annual Goals to serve the citizens of the College’s service area.**

**Expected Outcome for Goal No. 9**

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

Supports College Strategic Goal: All 2015-2020 Strategic Plan Goals

Supports College Annual Goal: All 2016-2017 Annual Goals

Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Maintain ongoing and consistent communication with the Area Commission.	Met with the Area Commission on a bimonthly basis providing reports at each meeting and met with the Area Commission Chairman regarding College activities as needed  <b>Documentation:</b> CCTC Commission Agenda and Meeting Minutes	Maintain an ongoing open communication with the CCTC Area Commission
Represent the College as President.	Participated in legislative activities to support the College, participated in community events, served on Committees, and represented the College throughout the year, participated in SC Commission on Higher Education activities  <b>Documentation:</b> Meeting Minutes	Represent the College as the President in all venues that support the Mission of the College
Monitor activities of the College to ensure alignment with the Strategic Plan, Annual Goals, and Mission.	Continued the assessment of the 2015-2016 Annual Goals and the 2015-2020 CCTC Strategic Plan, submitted the revised CCTC Mission Statement to the South Carolina Commission on Higher Education  <b>Documentation:</b> CCTC Annual Goals, CCTC Strategic Plan, and Mission	Evaluate the work of the College’s leadership to accomplish the Strategic Plan, Annual Goals, and Mission

**ACADEMIC AFFAIRS**  
**2015-2016 Annual Effectiveness Report**

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

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

**Expected Outcomes for Goal No. 1**

**1.1 Faculty will have access to professional development.**

Supports College Strategic Goal: 4  
 Support College Annual Goal: 6  
 Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Provide opportunities for faculty development related to teaching and accreditation	<p><u>HS</u>            100% of the Health Information Management/Medical Coding (MRCO/HIM) faculty is currently AAPC certified.</p> <p>Surgical Technology (SUR) program manager attended: Fall 2015, SC Tech College System, Faculty Training Institute conference. Subjects included: Educational technologies and engaging students, understanding student learning, classroom safety, teaching and voice.</p> <p>Associate Degree Nursing (NUR) renewed NurseTim instructional web based resource in 5/2015.</p> <p>Medical Assisting (MASG) faculty attended: Annual adjunct faculty orientation – August 2015.</p> <p>MED faculty meetings conducted each semester:            Fall – August 2015            Spring – January 2016</p> <p>MASG Program Manager attended AAMA Annual Conference in September 2015 and Accreditation</p>	<p><u>HS</u>            Keeps faculty up-to-date in disciplines and maintains programs’ accreditation.</p> <p>The SUR program faculty will research concepts for engaging students and continue to expand the use of technology for teaching and learning where appropriate based on sound pedagogical research. The SUR program manager incorporated the (Hands On) Touch Surgery App for SUR 104 and SUR 105 (Surgical Procedures) to aid students in understanding the steps in surgery.</p> <p>Use NurseTim to orient new faculty employed in spring 2016.</p> <p>Keep faculty updated to the latest laws, regulations, and procedures.</p>

	<p>Workshop on newly adopted 2015 CAAHEP Standards and Guidelines.</p> <p>FT Faculty completed the following required PDP activities by deadline:</p> <ul style="list-style-type: none"> <li>• Safety and Security</li> <li>• Information Security</li> <li>• FERPA &amp; ADA</li> <li>• Personnel P&amp;P</li> <li>• Information Security Awareness</li> <li>• Purchase Card Training</li> </ul> <p><b>Documentation: 2015-16 CCTC Employee Training in SSB; Fall 2015 Faculty Institute Agenda (SUR A); MED Faculty Meeting minutes; PDP Request M Wheeler; 2015-2016 MAERB Accreditation Workshop Certificate of Attendance</b></p> <p><u>IET</u> Selected faculty members from HVAC and AUT will attend conference/training sessions as required for accreditation standards.</p> <p>FT Faculty completed all required PDP activities by deadline.</p> <p><b>Documentation: 2015-16 CCTC Employee Training in SSB</b></p> <p><u>Gen Ed</u> Select FT faculty in each of the four departments attended the following conferences - Success in Writing (English); SOCAMATYC (Mathematics); Teaching Professor Conference (all departments); HAPS (Science).</p> <p><u>B&amp;PS</u> FT Faculty completed all required PDP activities by deadline.</p> <p>Accounting (ACC) and Management (MGMT) faculty members attended:</p>	<p><u>IET</u> Helps faculty advance in related fields. Used to keep faculty updated to the latest laws, regulations, and procedures. Will complete required PDP activities for the 2016-17 academic year.</p> <p><u>Gen Ed</u> Conferences - particularly with national standing - allow faculty to become knowledgeable of current trends in education. The college will benefit from the sharing of experiences and information by these instructors.</p> <p><u>B&amp;PS</u> The professional development courses hosted by the college keep the faculty in compliance with local, state, and federal regulations.</p>
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	<p>conference on the use of the electronic accounting program QuickBooks and the SC Technical College System Faculty Training Institute.</p> <p>Administrative Office (AOT) and Computer Technology (CT) faculty member attended: McGraw-Hill Education Teaching Without Limits Summit (Harris-Sweetman); SCTEA Conference (Foote and Harris-Sweetman); NC Cisco Conference (Richard Pritchard); Cengage National Computing Conference (Boyer, Foote, Harris-Sweetman, McGainey, and Stewart); SC Converge Conference (China and McGainey); ASCUE Conference (Foote); Administrative Office Specialist Conference (Foote and Stewart) with students; Advanced Cyberforensics Education Consortium's workshop (Boyer); Cyber Forensics Train-the-Trainer Workshop (Boyer).</p> <p>EVNR department chair attended the SCEC.</p> <p>Early Care and Education (ECD) program manager attended: NAEYC National Conference.</p> <p><b>Documentation: Individual FPMS documents, updated APP documents, Department Meeting agendas and notes, and faculty conversations.</b></p>	<p>Conferences and other specialty area training help to ensure that faculty are well informed about the current trends in their respective fields.</p>
<p>Provide opportunities for faculty to share best practices and new techniques</p>	<p><u>HS</u> The Massage Therapy (MTH) program shared best practices to support professional development.</p> <p>NUR faculty were offered the opportunity to participate in Tuomey Competency Fair October 28 &amp; 29, 2015 and the Clarendon Healthcare System Competency Fair November 3-5, 2015. Competitive admission criteria for NUR shared with College Admission Counselors and discussed with NUR faculty.</p>	<p><u>HS</u> The division will assess professional development by assessing learning delivery and adjunct instructor satisfaction.</p>

	<p>MASG faculty trained on use of learning management system during Adjunct Orientation and with program manager.</p> <p><b>Documentation: 201520 Massage Department meeting; NUR Faculty Committee Meeting minutes of 10/15/15, 11/2/15; Email June, 4, 2015 and August 11, 2016; MASG Faculty Evaluations; MASG Faculty Meeting minutes</b></p> <p><u>Gen Ed</u> Each department provided the opportunity (usually at department meetings) for faculty to share effective practices that they utilize in classes.</p>	<p><u>Gen Ed</u> This sharing practice between peers is particularly helpful for new faculty with less experience. It is important that faculty maintain a connection with others in same/similar discipline.</p>
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**1.2 Web resources will be accessible as defined in web accessibility audit.**

Supports College Strategic Goal: 1, 2  
 Support College Annual Goal: 1  
 Support Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
<p>Train faculty on requirements and implementation strategies to support web accessibility for students with disabilities</p>	<p><u>HS</u> Web accessibility information shared with NUR faculty. Patient Care Technician/Nurse Aide (PCT/NA) faculty utilized the web accessibility verification tool in Word program.</p> <p><b>Documentation: NUR Faculty Committee Meeting, Nov. 2, 2015; 201520 AHS 145 102 syllabi B</b></p> <p><u>Gen Ed</u> The majority of General Education faculty have attended training sessions offered through distance education to support web accessibility for students with disabilities. Many online instructors have worked with the distance staff to implement accessibility for their courses.</p> <p><u>LR&amp;P</u></p>	<p><u>HS</u></p> <p><u>Gen Ed</u> Training will continue for all full-time and adjunct faculty to bring all courses into compliance with accessibility guidelines. General Education will work with Distance Education to complete this task.</p> <p><u>LR&amp;P</u></p>

	<p>Web accessibility quick guides have been added to the SoftChalk resource page for faculty. The resource page can be accessed from the Faculty Resources widget in D2L.</p> <p><u>B&amp;PS</u> With the exception of newly hired faculty, all full-time faculty have completed web accessibility training.</p> <p>AOT and CT faculty continued to revise and created content according to the College's web accessibility requirements. <b>Documentation: web accessibility PDP transcripts, individual FPMS documents, department meeting agendas and notes, faculty conversations</b></p> <p>Environmental Engineering (EVNR) adjuncts were sent Best Management Practices of Web Accessibility prior to the semester in which they taught an online/ hybrid course.</p>	<p>Continue to update web-accessibility quick guides as needed and as regulations change. Recent changes to Section 508 should be incorporated into quick guides and best practices.</p> <p><u>B&amp;PS</u></p>
<p>Implement web accessibility procedures that provide access to online resources for students with disabilities</p>	<p><u>HS</u> 100% of the HIM syllabi Parts B and C are web-accessible.</p> <p>The MTH department has verified that course syllabi are web accessible. <b>Documentation: MRCO, MST accessible syllabi: 2015-10, 2015-20</b></p> <p><u>IET</u> In efforts to comply with web accessibility standards, IET faculty will follow the <i>Online Accessibility Best Practices</i> as set forth by CCTC. <b>Documentation: Online Accessibility Best Practices</b></p> <p><u>Gen Ed</u> Distance Education established a procedure and timeline to implement web accessibility for all courses.</p>	<p><u>HS</u> Will continue to follow <i>Online Accessibility Best Practices</i> to ensure web accessibility standards.</p> <p><u>IET</u> Will continue to follow <i>Online Accessibility Best Practices</i> to ensure web accessibility standards.</p> <p><u>Gen Ed</u> Courses needing to complete accessibility will be targeted</p>

	<p><u>LR&amp;P</u>  Web accessibility quick guides have been added to the SoftChalk resource page for faculty. The resource page can be accessed from the Faculty Resources widget in D2L.</p> <p>A web accessibility audit of course materials housed in D2L was conducted in September 2015. The audit revealed gaps in Section 508 compliance.</p> <p><u>B&amp;PS</u>  AOT and CT Faculty completed the checklists to ensure that the courses offered online meet web accessibility requirements. CPT 101 &amp; 102 Coordinator and Department Chair have been given access to D2L to help monitor.</p> <p>All online/hybrid ENVR courses were audited by the Distance Education department. Feedback from the department was returned to the instructor and the Department Chair.</p> <p>All Criminal Justice (CRJS) documents used in online/hybrid courses reviewed to ensure that they met the college's web accessibility standard.</p> <p>Paralegal (PARA) classes have been transitioned to comply with web accessibility guidelines. Continue exploring viable options for existing captured audio lectures or replace older lectures with a web accessible capture.</p>	<p>for the next academic year, 2016-17.</p> <p><u>LR&amp;P</u>  Continue to update web-accessibility quick guides as needed and as regulations change. Recent changes to Section 508 should be incorporated into quick guides and our best practices.</p> <p>Web accessibility trainings will continue to be offered to faculty. Compliance has increased as faculty are learning more about web accessibility and continue to put forth the effort to make course materials and videos web accessible.</p> <p><u>B&amp;PS</u>  Faculty will be encouraged to attend all training offered by the college or related entities to remain in compliance and keep resources accessible.</p>
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	<b>Documentation: D2L shells, syllabi, course materials, self-evaluation checklist for all online and hybrid courses, department meeting agendas and notes</b>	
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**1.3 Classroom instruction will be exemplary.**

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

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Recognize and reward teaching excellence	<p><u>HS</u>            Candi Payne (NUR faculty) nominated for South Carolina League for Nursing Faculty Scholarship. Nine faculty members joined the SC League for Nursing.  <b>Documentation: Email 10/21/2015 from SCLN Scholarship Committee; Nursing Faculty Committee Meeting and College requisition form dated 12/7/2015</b></p> <p><u>Gen Ed</u>            Tim Midgette, English instructor, was recognized as the College's Red Kneecce Award recipient for 2015-16.</p>	<p><u>HS</u></p> <p><u>Gen Ed</u>            Continue to find ways to recognize exceptional faculty.</p>
Work with ILT to review all classrooms and implement improvements as funds allow	<p><u>HS</u>            PCT faculty attended Healthcare Simulation SC 4<sup>th</sup> Annual Collaborative Partner Symposium. Faculty also attended the Annual AAMA Conference. Wireless printer approved and purchased for MASG classroom/program use. Room darkening shade requested for H129. Request submitted for 2 new Microhematocrit centrifuges for AY 2016-2017.  <b>Documentation: HCS training agenda, AAMA Conference agenda; MASG Equipment Request 2015-2016; MASG Equipment Request 2016-2017; MASG Capital Project Request 2015-2016</b></p> <p><u>IET</u></p>	<p><u>HS</u></p> <p><u>IET</u></p>

	<p>Classrooms/Labs in Building 400 have been evaluated for improvements for 3 programs. Building 400 renovations are scheduled to begin in December 2016. The other 3 programs have moved to the new AMTTC.</p>	
<p>Use classroom observations and student evaluation data to improve instruction</p>	<p><u>HS</u>  Program managers or dean and Instructors reviewed Fall 2015 Student Evaluations of Instruction.</p> <p>The MTH department utilized student evaluations.</p> <p>Based on input from the students and suggestions from SUR faculty, lab instruction was condensed into 1 full lab day instead of multiple days a week, thus improving the organization of the curriculum. This helped the students by streamlining multiple skill sets to increase critical thinking and utilizing time management skills in an operating room (OR) setting.</p> <p>Classroom observations of dept. chair/program managers conducted by dean in spring 2016.</p> <p>Evaluation of instruction and classroom observations completed on MASG adjunct faculty by Program Manager per CCTC policy - Fall 2015; Review of student evaluations from Fall 2015 with faculty conducted Spring 2016.; Chapter outlines completed on key points for entire core textbook and loaded in D2L for student use; Faculty reviewed student surveys from August 2015 graduates.</p> <p><b>Documentation: Summaries of student evaluations and classroom observations on file in HS Dean's Office; SUR Program Lab Schedule; Mary Hayes Faculty Evaluation Fall 2015, Mary Hayes Review of Student Evaluations Fall 2015, Karen Taylor Faculty Evaluation Fall 2015, Karen Taylor Review of Student Evaluations Fall</b></p>	<p><u>HS</u>  MTH department will continue Tutoring Tuesdays based on student feedback.</p> <p>SUR faculty will continue to use feedback from the students and faculty to make any positive improvements necessary that will enhance student learning.</p> <p>Cardiac Care Technician faculty will use games and scenarios to engage students in theory and relate theory to real-life events.</p> <p>Program managers and faculty identified methods of improving instruction as a result of discussions with dean.</p> <p>Faculty evaluations satisfactory for all MASG Faculty Fall 2015. Student evaluations satisfactory for all MASG Faculty Fall 2015. Program Manager developing policy &amp; procedures related to classroom management and testing/reviews.</p>

	<p><b>2015; MED Graduate Satisfaction Surveys, Program Resource Surveys, Practicum Site Evaluations, Sample chapter outline –Core textbook</b></p> <p><u>IET</u> Dean, program managers and instructors reviewed department’s 2015-16 Student Evaluations of Instruction. Dean observed the program managers and the program managers observed FT and PT faculty for instruction improvement.</p> <p><b>Documentation: On file in Dean’s Office and Program Manager’s Office</b></p> <p><u>Gen Ed</u> Department Chairs are provided the results of student evaluations for each term and use the data to identify courses and/or instructors that need further review and possible attention to pedagogy. Each department chair conducts schedule classroom evaluations for all faculty. Web accessibility trainings will continue to be offered to faculty.</p> <p><u>B&amp;PS</u> Dean reviewed Fall 2015 and Spring 2016 Student Evaluations of Instruction and made recommendations to the Program Directors. The Program Directors reviewed the Evaluations of Instruction for their respective departments and met with their faculty to discuss strategies to improve any areas of concern.</p> <p><b>Documentation: Evaluations on file in their respective areas</b></p>	<p><u>IET</u></p> <p><u>Gen Ed</u> Observations and student evaluation data will continue to be shared with faculty to foster continued improvement.</p> <p><u>B&amp;PS</u> The Division will continue to monitor faculty classroom performance. Issues identified will be addressed with individual faculty members and preferred practices shared with other faculty members.</p>
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**Goal No. 2 STUDENT SUCCESS** - Increase activities that foster student success, retention, and graduation.

**Expected Outcomes for Goal No. 2**  
**2.1 Student success will improve in targeted courses.**

Supports College Strategic Goal: 1  
 Support College Annual Goal: 1, 2  
 Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
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<p>Use trend of course success data to identify courses to target for improvement; program managers and department chairs will develop and implement plans for improvement in specific courses</p>	<p><u>HS</u> Success rate was above 60% for all courses taught in fall 2015.</p> <p>MRCO added chapter review to AH 102 F2F and online section supplemental materials as well as quiz study guides and chat sessions.</p> <p>The MTH program manager tracked course success based on units. ATI Success/ Remediation Guidelines updated for NUR.</p> <p>Evaluate course success rates for all MED courses for the last three years to identify any specific trends. MED 112 – course with lowest course success in MASG program: 201510 – 86%; 201410 – 78%; 201310 – 72%. New Pharmacology textbook adopted for MED with Fall 2015 implementation.</p> <p><b>Documentation: Course Success &amp; Retention: Fall 2015 report; AHS 102 2015-16 CR, QSG; MTH Semester 1 attendance worksheet; NUR Curriculum Committee Meeting minutes November 16, 2015; MED 112 Gradesheet Fall 2015, MED 108 Gradesheet Spring 2016, MASG Booklist Fall 2015</b></p> <p><u>IET</u> Fall 201510 Success Rate – 77% or above in all programs. <b>Documentation: 2015-16 Course Success IET 201510</b></p> <p><u>Gen Ed</u> College data on instruction is now tracked to identify any trends that may be present with particular courses.</p> <p><u>B&amp;PS</u> ACC 101, ACC 245, BAF 201 AND MGT 240 were selected to target for improvement. New homework management systems have been selected for each of the courses. MGT 240 format</p>	<p><u>HS</u> Discussion with AHS 102 faculty about success and retention.</p> <p>Continue to compare HIM success rates in F2F and online sections.</p> <p>A new sequencing of material was used as a pilot in the evening MTH program. The test scores of the new sequencing is showing positive results. The department will monitor success of the course.</p> <p><u>IET</u></p> <p><u>Gen Ed</u> Data is used to target poor performing courses for improvement.</p> <p><u>B&amp;PS</u> Ran reports for program courses at the end of each semester and created strategies to improve course</p>
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	<p>has been changed from computer simulation game to a case study/written simulation format.</p> <p><b>Documentation: Revised syllabi and statistics maintained in Room 200D</b></p> <p>AOT and CT faculty met and reviewed success data for all courses each semester. Lead instructor for each course provided data for review. During the review a plan was made targeting improvement in courses where the goal of 80% success was not being met.</p> <p><b>Documentation: individual course measurement documents on the share drive, updated APP documents, department meeting agendas and notes</b></p> <p>CRJS analyzed courses from Fall 2015 and Spring 2016 and will use results to improve future course offerings. Students' grades were lower in CRJ 120 Constitutional Law across all sections and formats.</p>	<p>success/retention rate as needed.</p>
<p>Implement mandatory midterm grades for all courses starting Fall 2015</p>	<p><u>HS</u> Student access to midterm grades in myCCTC was implemented in Fall 201510 term. Communication reports were written for unsatisfactory test grades and absenteeism.</p> <p><b>Documentation: MRCO MTG 2015-16: 2015-10; Midterm Grades in Banner; midterm reports and student responses on file in MASG program manager office</b></p> <p><u>IET</u> Student access to midterm grades in myCCTC was implemented in the Fall 201510 term.</p> <p><u>Gen Ed</u> Midterm grades have been implemented in all General Education courses.</p> <p><u>LR&amp;P</u></p>	<p><u>HS</u> Will continue to post midterm grades in myCCTC and communicate with students</p> <p><u>IET</u> Will continue to post midterm grades in myCCTC for all terms in the future.</p> <p><u>Gen Ed</u> Continue with midterm grades as an addition to provide students with knowledge of their progress.</p> <p><u>LR&amp;P</u></p>

	<p>Quick Guides on how to add a calculated mid-term grade to the D2L gradebook were developed and distributed to faculty.</p> <p><u>B&amp;PS</u> Midterm grades have been incorporated in the D2L Grades pages for all division courses and midterm grades were published for all division courses this academic year.</p> <p><b>Documentation: individual course D2L grade screens, Department Meeting agendas and notes, and email</b></p>	<p>Written instructions were helpful, but many faculty also needed face-to-face assistance.</p> <p><u>B&amp;PS</u> Midterm grades will continue to be published to provide students the opportunity to assess their performance and if necessary improve performance.</p>
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**2.2 Retention of students will increase in targeted programs.**

Supports College Strategic Goal: 1, 3  
 Support College Annual Goal: 1, 2  
 Support Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
<p>Implement midterm attendance alert in all courses</p>	<p><u>HS</u> Students' midterm attendance for each course is available in D2L. The departments reported midterm grades as required.</p> <p>Students in MASG notified with Communication Record after missing over ½ of allowed absences.</p> <p><b>Documentation: MRCO, MASG, MTH, SUR Attendance Rosters; NUR Faculty Meeting minute, August 11, 2015</b></p> <p><u>IET</u> Students' midterm attendance for each course is available in D2L.</p> <p><u>Gen Ed</u></p>	<p><u>HS</u> Will continue to post midterm attendance for each course in D2L and communicate to student with attendance issues.</p> <p>The MTH department created a template for students to use when accessing D2L attendance. The withdrawal rate for MTH increased.</p> <p>Two MASG students missed over ¾ of allowed absences, mostly attributed to tardiness; but, successfully completed the semester and progressed to Spring 2016.</p> <p><u>IET</u> Will continue to post midterm attendance for each course in D2L in the future.</p> <p><u>Gen Ed</u></p>

	<p>All General Education instructors now enter attendance for students to view. No formal midterm alert has been implemented. Currently instructor use their own discretion in utilizing the information.</p> <p><u>LR&amp;P</u> Quick Guides on how to add and create an Attendance Register in D2L were developed and distributed to faculty.</p> <p><u>B&amp;PS</u> Faculty will communicate with at-risk students by email and/or telephone indicating danger of not being successful because of academic performance concerns in each course. We will remind students through D2L of office hours and resources the college has available to help students who are struggling in class and will make suggestions of strategies students may take to increase their chances for success in class.</p>	<p>It is not known at this point if the focus on attendance is having an effect on retention.</p> <p><u>LR&amp;P</u> Written instructions were helpful, but many faculty also needed face-to-face assistance.</p> <p><u>B&amp;PS</u> Division will continue to monitor and track results to see if this practice is increasing the success rate in courses when compared to previous semesters.</p>
<p>Initiate retention activities within each department focused on increasing retention</p>	<p><u>HS</u> Fall 201510 Retention Rate – 60% or above in all courses and programs.</p> <p>NUR –Fall 2014 retention for NUR 106 was 64%; Fall 2015 retention was 77%; Spring 2015 retention was 75%; Adoption of pharmacology textbook <i>Pharmacology for Nurses: a pathophysiologic approach (4<sup>th</sup> ed.)</i> ISBN 13:9780133937398; NUR 106 Unit Detail Sheets revised to reflect adopted textbook.</p> <p><b>Documentation: 2015-16 Course Success HS 201510; NUR Faculty Meeting minutes, July 6, 2015 and October 15, 2015; AMT meeting minutes for HS division</b></p> <p><u>IET</u> Fall 201510 Retention Rate – 77% or above in all programs.</p> <p><b>Documentation: 2015-16 Course Success IET 201510</b></p>	<p><u>HS</u> Continue to offer NUR 106 as a mini-mester II course in fall and spring semesters.</p> <p><u>IET</u></p>

	<p><u>Gen Ed</u> The importance of attendance is an essential component of COL 105 curriculum. COL 105 is a requirement for all students entering the AA or AS programs.</p> <p><u>LR&amp;P</u> As of 7/7/16, 1259 students have completed the Online Course Orientation (677 in Fall 2015, 383 in Spring 2016, and 199 in Summer 2016). 64% of fall 2015 “first time online” and 52% of spring 2016 students completed the orientation. Retention and success rates remain higher for those who complete the orientation vs. those who do not (fall retention 87% compared to 72%, fall success 77% compared to 52%; spring retention 89% compared to 74%, spring success 72% compared to 55%).</p> <p><u>B&amp;PS</u> ACC and MGMT continued to support students in their efforts to complete their program of study by individual tutoring in areas needed and by making them aware of others methods of completing requirements where possible.</p>	<p><u>Gen Ed</u> It is not known at this point if the focus on attendance is having an effect on retention.</p> <p><u>LR&amp;P</u> Continue to promote the orientation and communicate the importance to faculty and students. In addition to allowing students to “self-register” for the orientation, run reports through drop/add, identifying “first time online” students and bulk enroll them into the orientation.</p> <p><u>B&amp;PS</u></p>
<p>Participate in activities to share best practices for retention</p>	<p><u>HS</u> FT Faculty attended various QEP Training Sessions to enhance student retention.</p> <p>Students who unsuccessfully completed NUR 106 as a 16 week course and retook NUR 106 as a mini-mester II course expressed positive feedback regarding the change of offering the course in 8 weeks.</p> <p>MASG program manager shared best practices with Health Science AMT at monthly meetings as permitted.</p> <p><b>Documentation: NUR Faculty Committee Meeting minutes, July 6, 2015 and October 15, 2015</b></p> <p><u>IET</u></p>	<p><u>HS</u> Continue to evaluate impact.</p> <p><u>IET</u></p>

	<p>FT faculty attended various QEP Training Sessions to enhance student retention.</p> <p><u>B&amp;PS</u> ACC and MGMT -Retention is a frequent topic of discussion in department meetings and input from other college organizations concerning retention are acted on, where possible.</p> <p>AOT and CT faculty discussed what works in the different programs and how those practices could best be implemented to other areas where retention is a concern. S Boyer and K Harris-Sweetman attended PDP by Diane Fulcher – Questions for Student Understanding and completed the professional development course – Teaching Men of Color in the Community College.</p> <p><b>Documentation: Department meeting agendas and notes</b></p>	<p><u>B&amp;PS</u> The Division and each department will continue efforts to share best practices for retention.</p>
<p>Support efforts by the Student Retention Subcommittee to establish a college-wide ethos for retention</p>	<p><u>HS</u> Supported efforts of subcommittee by incorporating COL 105 into each programs 1<sup>st</sup> year plan. <b>Documentation: 2016-17 HS's 1<sup>st</sup> Year Program Plans</b></p> <p><u>IET</u> Supported efforts of the subcommittee by incorporating COL 105 into each programs 1<sup>st</sup> year plan. <b>Documentation: 2016-17 IET's 1<sup>st</sup> Year Program Plans</b></p> <p><u>B&amp;PS</u> COL 105 course added to all division programs.</p> <p>AOT and CT - All advisers utilize and implement the COL 105 model in emailing students to remind them of important items such as applying for graduation, coming in for advisement. In upper level classes, students explore the curriculum process/analysis, degree progress, academic standings and</p>	<p><u>HS</u></p> <p><u>IET</u></p> <p><u>B&amp;PS</u> Departments are using the opportunities that arise in each class to remind students of their ultimate graduation goals. We have reminded students when registration windows open and encouraged all students to register early. We have used the Vitality and Retention reports to contact our students that haven't registered in a timely fashion to encourage</p>



	<p><u>Gen Ed</u> All General Education faculty utilize DegreeWorks in the advisement process and promote its use so students can track their own progress.</p> <p><u>B&amp;PS</u> Used DegreeWorks with students during advising sessions, printing off the screen and making sure students are aware of exactly what course(s) they need to register for during the following semester. Completed at least 2 semesters worth of plans for each student as they were advised.</p> <p><b>Documentation: DegreeWorks plans, Department Meeting agendas and notes, and emails</b></p>	<p><u>Gen Ed</u> Use and knowledge of DegreeWorks is a component of the Comprehensive Advisement Plan in COL 105 (and the QEP).</p> <p><u>B&amp;PS</u> Full time instructors will demonstrate how to access DegreeWorks and use the Planner tab at the beginning of each course. Departments will continue using the Vitality and Retention reports to contact students that have not registered in a timely fashion to encourage them and record notes in Notes window in DegreeWorks and complete 2 or 3 semesters of plans.</p>
<p>Faculty will prepare Student Progress Plans (SPPs) for students in financial aid jeopardy</p>	<p><u>HS</u> 100% completion of SPPs for MRCO students in DegreeWorks.</p> <p>MTH prepared SPPs for all students in fall and spring semesters.</p> <p>SUR faculty prepared SSPs for all students in program. SPPs were provided to students enrolled in AA or AS with a target program of NUR.</p> <p>Cardiac Care Technician faculty used SPPs for students in FA jeopardy.</p> <p><b>Documentation: Student Progress Plan 2015-16</b></p> <p><u>IET</u> Created progress plans in DegreeWorks for students with FA warning status for the 2015-16 academic year.</p> <p><u>Gen Ed</u> All advisors are complying with the requests to complete SPPs for students. Department chairs, program managers, and deans also participate in this process.</p>	<p><u>HS</u></p> <p><u>IET</u></p> <p><u>Gen Ed</u> The process has improved the appeal process and will be continued in future terms.</p>

	<p><u>B&amp;PS</u> SPPs are completed for each student that comes in for advisement following a notification that they are in FA jeopardy. <b>Documentation: SPPs, Department Meeting agendas and notes, and emails</b></p>	<p><u>B&amp;PS</u> SPPs and the DegreeWorks plan will continue to be created per the student's request.</p>
Administratively track and graduate students as soon as they complete their program of study	<p><u>HS</u> 100% of August 2015 ADN graduates completed graduation application online.</p> <p><u>B&amp;PS</u> Used graduation application information in discussing advisement and graduation plans with individual students. Individual instructors of the capstone courses collect student contact information to assist in locating and making post-graduation contact with students. <b>Documentation: Student contact database on work-study station, department meeting agendas and notes, and emails</b></p>	<p><u>HS</u> Will continue to track.</p> <p><u>B&amp;PS</u> Departments will continue to use appreciative advising techniques to encourage students to stay on shortest path to graduation.</p>

**2.4 Student success in online courses will improve.**

Supports College Strategic Goal: 1, 2  
 Support College Annual Goal: 1, 2, 3  
 Support Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Compare online and F2F counterparts to identify online courses to target for action to improve retention and student success	<p><u>HS</u> MRCO added chapter review to AH 102 F2F and online section supplemental materials as well as quiz study guides and chat sessions. <b>Documentation: AHS 102 2015-16 CR, QSG</b></p> <p><u>LR&amp;P</u> A comparison of 30 courses with both online and F2F sections revealed 22 courses with lower retention rates than the face-to-face counterpart. No online course had a retention rate below the College's actionable benchmark, which is less than 60%. No online course had greater than a 30 point difference.</p>	<p><u>HS</u></p> <p><u>LR&amp;P</u> This data suggests that retention in online courses is lower on average than a F2F counterpart. Overall, retention has improved. 7 online courses showed an increase in retention from Fall 2014 to Fall 2015. Continued monitoring and proactive measures to improve</p>



		retention in online courses will be instituted.
Promote online course orientation	<p><u>Gen Ed</u> Online orientation promoted to all online students via email.</p> <p><u>LR&amp;P</u> In addition to allowing students to “self-register” for the orientation, students taking online courses for the first time were bulk enrolled into the orientation, sent a letter with instructions for completing the orientation, and sent an email if letters bounced back or they registered late. During Fall 2015, 588 of the 921 (64%) students identified as needing the orientation completed the orientation. Retention and success rates were significantly higher for those who completed the orientation. (Retention 87% compared to 68%; Success 74% compared to 41%)</p>	<p><u>Gen Ed</u></p> <p><u>LR&amp;P</u> Continue to promote the orientation and communicate the importance to faculty and students.</p>
Implement peer reviews of online course design	<p><u>Gen Ed</u> Department chairs reviewed online courses for required components and work with Distance Education to complete online review process.</p> <p><u>B&amp;PS</u> AOT and CT lead instructors go through the online and hybrid courses and make suggestions or give approval to other instructors teaching the courses. Many changes have been implemented this Summer in CPT 101 based on a full faculty review of the course design.</p>	<p><u>Gen Ed</u></p> <p><u>B&amp;PS</u> Departments will continue to work together to ensure that online courses are reviewed and of the highest quality.</p>

**2.5 First time students will complete COL 105: Freshman Seminar course during first semester.**

Supports College Strategic Goal: 1  
 Support College Annual Goal: 1, 2, 3  
 Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Implement plan for first time students to enroll in COL 105: Freshman Seminar during their first semester at CCTC	<p><u>HS</u> COL 105 was added to all first year programs of study to begin in the Fall 201610 term.</p>	<p><u>HS</u> The QEP Committee will track results for improved student success and retention.</p>

	<p>NUR advisors assisted AA students with a target program of NUR to complete COL 105 CAP assignments. ADN Program Orientation Check List developed to satisfy first CAP assignment in COL 105. Advisors provided a copy.</p> <p>MASG Program manager advised all prospective students to complete COL 105 during their first/second semester during New Student Orientation and subsequent advisement sessions. Program manager attended all of the QEP Training sessions – Fall 2016 &amp; Spring 2016. All CAP assignment activities completed for MASG advisees as requested. In addition, application process instructions sent to all new advisees.</p> <p><b>Documentation: 2016-17 HS's 1<sup>st</sup> Year Program Plans; MASG Program Orientation form, MASG Application Process instruction sheet</b></p> <p><u>IET</u> COL 105 was added to all first year programs of study to begin in the Fall 201610 term. New students will take COL 105 during their first Fall semester at CCTC.</p> <p><b>Documentation: 2016-17 IET's 1<sup>st</sup> Year Program Plans</b></p> <p><u>Gen Ed</u> All AA and AS majors that are first-time freshmen are placed into COL 105 by admissions counselors.</p> <p><u>LR&amp;P</u> As part of the QEP, COL 105 was developed and piloted during 2015-16 in programs already requiring COL 105. Students were advised to take COL 105 as part of their program of study. Many students did not take COL 105 during their first semester, which is when it is most advantageous. Some students took COL 105 when it was not required in their program.</p>	<p>Revise ADN Program Orientation Check List based on faculty and student feedback.</p> <p>New students will take COL 105 during their first Fall semester at CCTC.</p> <p><u>IET</u> The QEP Steering Committee will track results for improved student success and retention.</p> <p><u>Gen Ed</u></p> <p><u>LR&amp;P</u> Many of the reports needed to identify and track first time freshman were not working properly. Continued monitoring and corrections are needed to fully implement this process into the culture of the college.</p>
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	<u>B&amp;PS</u> COL 105 added to all degree programs in division.	<u>B&amp;PS</u> Advisors will advise first-time students to take COL 105 in their first semester. Advisors will respond to all tracking and information requests from QEP Coordinator.
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**Goal No. 3 PROGRAM ADMINISTRATION** – Academic Affairs will ensure programs have vitality and meet accreditation and workforce requirements.

**Expected Outcomes for Goal No. 3**

**3.1 Program outcomes will meet workforce needs.**

Supports College Strategic Goal: 1, 6  
 Support College Annual Goal: 9  
 Support Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Use Program Outcomes Assessment Tables (POATs) to summarize program outcomes and identify areas for action	<u>HS</u> Completed MRCO POAT 201510. 100% of 201510 MRCO courses meet or exceed the action level. <b>Documentation: MRCO POAT 2015-16</b>  <u>Gen Ed</u> POATs used by all General Education departments to monitor learning outcomes and determine courses that are underperforming.  <u>LR&amp;P</u> Student Learning Outcomes from COL 105 were compiled on at POAT for pilot year 2015-16.  <u>B&amp;PS</u> POATS completed for each program in the division and reported in the Annual Effectiveness Reports. <b>Documentation: Department AERs</b>  AOT and CT faculty identified CPT 101 as needing changes. After discussion, CPT 101 changed to increase the grading	<u>HS</u>   <u>Gen Ed</u> POATs will continue to be utilized by departments to identify trends in success and retention trends in courses.  <u>LR&amp;P</u> Data collection was an enormous task and will continue to be difficult as the numbers in COL 105 grow.  <u>B&amp;PS</u> POATS will be completed each academic year and the results will be used for continuous improvement.

	<p>emphasis on graded projects. Implemented a pilot program using a Teaching Assistant in CPT 174 to focus on the math aspect of the course. TA is a math tutor and works with each section of CPT 174.</p> <p><b>Documentation: syllabus and course gradebooks</b></p>	
<p>Hold Advisory Committee meetings, maintain minutes, use input for improvement</p>	<p><u>HS</u> The MRCO Advisory Board Committee Meeting was held on Oct. 16, 2015. Reviewed results of the MRCO program Advisory Board Committee meeting: role, effective surveys: 100% of committee members were satisfied with MRCO program content. MTH held Fall advisory meeting.</p> <p>SUR held annual Advisory Committee meeting on October 22, 2015. SUR program manager discussed the College's QEP. Informed the committee about the Pharmacology course (SUR 126) being incorporated into SUR 101 which was agreed upon by the committee in the Oct 2014 meeting. Also informed the committee about the streamlining of multiple skill sets in the OR setting. This will provide more time for demonstrations and practice. It will help develop critical thinking skills and provide the students with a more methodical approach in the OR.</p> <p><b>Documentation: NUR Advisory Meeting held 10/15/15; meeting minutes shared with advisory committee members 1/2016 via email and nursing faculty</b></p> <p>PCT held Advisory Committee meeting on October 16, 2015 with minutes maintained to use for improvement. PCT new uniform color was implemented for 201520 semester as a result of recommendation from Advisory Committee.</p> <p>MASG program manager and adjunct faculty met with Medical Assisting</p>	<p><u>HS</u> Advisory Committee Meetings will continue to be held for input to improve the HS programs. PHM advisory committee meeting scheduled for spring.</p> <p>MRCO program manager presented a formal request for authorization to proceed with the adoption of <i>The Complete Coding Solution Series</i>. Approval was received by the Dean of Health Sciences, VP of Academic Affairs and the CCTC Bookstore manager.</p> <p>Adoption took place in 2015-20. Will monitor results and modify as needed. The MTH advisory board recommended pursuing advanced certification for current program, but not pursuing an additional program for transition. The department has been in discussions and planning with NCBTMB for seeking advanced certification eligibility for CCTC graduates.</p> <p>PHM will be holding Spring advisory meeting.</p> <p>MASG curriculum revision approved by Advisory Committee to move ENG requirement to Initial Core Course/PSY to Spring semester</p>

	<p>Advisory Committee Fall 2015. MASG program meeting/exceeding all required MAERB Outcome Thresholds from 2014 Annual Report Form. CCTC MASG Program Review completed November 2014 and presented to Advisory Committee October 2015.</p> <p><b>Documentation: 2015-16 HS Depts. Advisory Committee Minutes; NUR Faculty Committee Mtg. minutes dated 12/7/16; Medical Assisting Advisory Committee Meeting Minutes Fall 2015, MAERB 2014 Annual Report Form</b></p> <p><u>IET</u> Held Advisory Committees for each program in the division. Maintained minutes and used results to make curriculum changes and other program improvements.</p> <p><b>Documentation: 2015-16 IET Dept. AC Minutes</b></p> <p><u>Gen Ed</u> AA and AS completed Advisory Committee Meeting.</p> <p><u>B&amp;PS</u> Held Advisory Committee meetings programs in the division. Minutes recorded and maintained by each department chair/program manager.</p> <p><b>Documentation:</b> Advisory Committee meeting minutes. ACC/MGT recommended to alter the sequence in which accounting courses were offered and an examination of topics covered in CPT 174 were among the recommendations acted upon.</p> <p>AOT/CPT Advisory Committee met in October and made recommendations for curriculum changes. Several members volunteered to supervise internship situations allowing our students real world practice.</p>	<p>to comply with new CAAHEP 2015 Standards and Guidelines.</p> <p><u>IET</u> Advisory committee meetings will continue to be held for input to improve the IET Programs.</p> <p><u>Gen Ed</u> No changes were instituted for the AA and AS programs.</p> <p><u>B&amp;PS</u> Recommendations and suggestions from advisory committees will be reviewed to ensure that programs are meeting the needs of the service area. Changes to programs will be made where appropriate.</p>
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	<p>ENVR and NRTN advisory committees were held separately.</p> <p>CRJS Advisory Committee approved adding COL 105 to program and removing SOC 101.</p> <p>ECD Advisory Committee meeting held on October 13, 2015.</p> <p>PARA Fall meeting held in connection with ABA Visit.</p>	
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### 3.2 Currently accredited programs will maintain accreditation.

Supports College Strategic Goal: 1, 3  
 Support College Annual Goal: 1  
 Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Maintain current level of program accreditation	<p><u>HS</u>            Maintained accreditation with ACEN, MAERB, ASRT and SC LLR (BON). Reported change of administration (dean) to accrediting bodies that require report.</p> <p>PN Teach Out Plan sent to SACSCOC, March 30, 2015; SC Board of Nursing notified of PN Program closure, April 30, 2015; PN Closure Report sent to ACEN, April 30, 2015 ; NLN notified via email of PN Program closure, October 15, 2015; Official recognition of the PN Program closure by ACEN, January 15, 2016</p> <p>NLN Faculty Census Survey submitted 1/25/2016. ACEN Annual report submitted 11/30/2015.</p> <p>MASG program manager attended AAMA Annual Conference in September 2015 and Accreditation Workshop on newly adopted 2015 CAAHEP Standards and Guidelines. MASG Program Manager preparing for RMA Certification Examination in Spring/Summer 2016. 2015 ARF completed and submitted on</p>	<p><u>HS</u>            Will continue to maintain current level of accreditation in 2015-16.</p> <p>CAAHEP Reaffirmation Self-study process in progress for MASG with supporting documentation being collected/collated. CCTC policies being reviewed for compliance with 2015 CAAHEP Standards and Guidelines.</p> <p>MED syllabi being revised to meet new 2015 MAERB Core Curriculum standards.</p> <p>CCTC MASG Self-study committee meeting planned for Spring 2016. MAERB Implementation Chart indicates all programs will be required to be in full compliance with the 2015 CAAHEP Standards and Guidelines and MAERB Core Curriculum by Fall 2016.</p>

	<p>February 19, 2016. CCTC MASG program in total compliance with MAERB Thresholds for the last 7 years.</p> <p><b>Documentation: Emails to accrediting bodies and email confirmations from accrediting bodies; Letters to/from ACEN and NLN; websites of ACEN, NLN and SCBON; PDP Request M Wheeler</b>  <b>2015-2016, MASG Advisory Committee Meeting Minutes – Oct 2015, MAERB Outcomes Thresholds February 2016, MAERB 2015 Annual Report,</b>  <b>2015 CAAHEP Standards and Guidelines and MAERB Core Curriculum, MAERB Implementation Chart for 2015 Standards</b></p> <p><u>IET</u>  AUT: Maintained current level of accreditation with NATEF.  <b>Documentation: NATEF Accreditation Manual in Automotive Dept.</b></p> <p>HVAC: Maintained current level of accreditation with HVAC Excellence.  <b>Documentation: HVAC Excellence Accreditation Manual in HVAC Dept.</b></p> <p>MTT: Maintained current level of accreditation with NIMS.  <b>Documentation: NIMS Accreditation Manual in Machine Tool Dept.</b></p> <p>MEC: Maintained current level of accreditation with NCCER.  <b>Documentation: NCCER Accreditation Manual in Mechatronics Office</b></p> <p>WLD: Maintained current level of accreditation with NCCER.  <b>Documentation: NCCER Manual in Mechatronics Office Dept.</b></p>	<p><u>IET</u>  Will continue to maintain current level of accreditation in 2016-17</p>
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Submit Human Services application for accreditation	Self-study application has been submitted to CSHSE and letter to proceed has been received.  Created new plan for self-study, including administrative and faculty support. Establishment of documentation and filing system to manage self-study.	Proceed with timeline for CSHSE self-study process.  Self-study process will continue through 2016-17. Plan is to submit self-study by 201620.
Complete ABA site visit for re-approval of Paralegal program	ABA Site Visit completed in 201510. <b>Documentation: ABA Site Visit Report</b>	Program was reapproved Summer 2016.

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

Supports College Strategic Goal: 1, 2, 3  
 Support College Annual Goal: 1  
 Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Complete Program Reviews for the following programs: Early Care and Education, Engineering Graphics, Management, and Machine Tool	<u>IET</u> EGT and MTT program reviews were completed in November 2015.  <u>B&amp;PS</u> ECD Program Review completed and presented to College Curriculum Committee on December 2, 2015. <b>Documentation: Program Review Summary</b>	<u>IET</u> Will continue to complete program reviews as scheduled.  <u>B&amp;PS</u> Program Review reviewed and approved by the Curriculum Committee. ECD will continue to compile data and other information relevant to continuous improvement.
Complete DACUMS for the following programs: Accounting, Criminal Justice, Environmental Engineering, and Administrative Office Technology	<u>IET</u> No DACUMS for 2015-16  <u>B&amp;PS</u> Four DACUMS were completed with assistance from LR&P: <ul style="list-style-type: none"> <li>• Accounting</li> <li>• Medical Office Administrative Assistant</li> <li>• Administrative Office Assistant</li> <li>• Computer Technology/Cyber-Security</li> </ul> CRJS DACUM scheduled for September 2016.	<u>IET</u>  <u>B&amp;PS</u> This process allows local business and industry subject matter experts to provide input to curriculum development. Information from each of the DACUMs used to further develop the curriculum in each of the corresponding programs.

### 3.4 Dual enrollment offerings will increase.

Supports College Strategic Goal: 5  
 Support College Annual Goal: 7  
 Support Division Goal: N/A



Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
<p>Respond to requests for dual enrollment courses as practical</p>	<p><u>HS</u> No requests for dual enrollment</p> <p><u>IET</u> No requests for dual enrollment</p> <p><u>Gen Ed</u> Dual enrollment requests were met for 2015-16. Coordinators worked with high school counselors to find alternative courses when specific requests could not be met.</p> <p><u>LR&amp;P</u> Library staff met with Dual Enrollment coordinators to request information on classes, number of students and location; worked with various faculty to hold instruction sessions at Dual Enrollment locations; and distributed Dual Enrollment Library resource packet to instructors at the beginning of Spring 2016.</p> <p><u>B&amp;PS</u> ACC/MGMT: In response to request, offered ECO 210 at Lakewood High School in Spring semester. ECO 210 to be offered at Crestwood High School in Fall 2016-17.</p> <p>AOT/CPT: Offered dual enrollment courses as requested in Fall and Spring semesters.</p> <p>ECD: Spring 2016 course offered to accommodate SCCC students, however, placement testing did not allow for any SCCC students. ATEC requested Dual Enrollment for ECD students; request forwarded to Dual Enrollment Coordinator. Meeting with ATEC, CCTC</p>	<p><u>Gen Ed</u> Coordinators, in conjunction with department chairs and dean, will continue to work cooperatively to find solutions to the last minute changes and problems that develop to fulfill the needs of area high schools.</p> <p><u>LR&amp;P</u> More communication needs to be provided to new Dual Enrolled students.</p> <p><u>B&amp;PS</u> ACC/MGMT: Will continue to support requests for dual enrollment classes.</p> <p>ECD: Plan to offer ECD 101 for ATEC students during academic year 2016-2017. Offer testing and participation to students at the Sumter County Career Center and FE Dubose.</p> <p>EVNR: Very few students took advantage of the PathWAYS program. Action should be taken to promote PathWAYS to appropriate audiences.</p>

	<p>Dual Enrollment Coordinator, and ECED faculty (Leslie Williams) held on July 13, 2016.</p> <p>EVNR: Certificate courses were run as dual enrollment for the PathWAYS program.</p> <p><b>Documentation: College Course Schedules</b></p>	
Implement Early College for Clarendon 2 District at FE DuBose Campus	<p><u>Gen Ed</u></p> <p>Early College was implemented for Clarendon 2 District at FED Campus.</p>	<p><u>Gen Ed</u></p> <p>Initial results for Early College have generally been positive and a new cohort will begin in the Fall 2016 term.</p>
Implement Early College for Lee County District at Lee County Campus	<p><u>Gen Ed</u></p> <p>Early College was implemented for Lee Central High School. Classes were held at the Lee County Campus (students bussed to location).</p>	<p><u>Gen Ed</u></p> <p>Early College to continue at the Lee County Campus including a new cohort for Fall 2016. Size will be limited to 25 students.</p>

**3.5 Departments will participate in recruiting and marketing activities.**

Supports College Strategic Goal: 5, 6  
 Support College Annual Goal: 4  
 Support Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Implement recruitment activities at the program level in concert with recruiting staff	<p><u>HS</u></p> <p>The HS Division participated in the “Come See Me at College Day” events on March 9, 2016.</p> <p><b>Documentation: Come See Me at College Day schedule for March 2016.</b></p> <p><u>IET</u></p> <p>The IET Division hosts the “Tour of Technology” and participates in the “Come See Me” events during March 2015.</p>	<p><u>HS</u></p> <p>Will continue recruitment activities at the program level. MRCO has made contact with Shaw AFB; ad for program to be placed in next newsletter to military and civilian personnel.</p> <p>PHM will be added to “Come See Me” schedule in place of BOOST. Banner ad for PHM program placed on website home page.</p> <p><u>IET</u></p> <p>Will continue recruitment activities at the program level.</p>

	<p><u>B&amp;PS</u> ACC/MGT Participated in Career Day at Lakewood High School at the invitation of recruiting staff.</p> <p><b>Documentation: Contact Sheets</b> AOT/CPT: Met with PR staff, gave interviews and recommended students for interviews about the programs. Meet with television staff to discuss new Cybersecurity program offerings. Participated in Sigma Gamma Rho Sorority “Youth Symposium” Career/College Day in March. We participated in Fall Kick Off, Centralbration, Come See Me, and the Guidance Counselor Summer Institute. Helped Admissions staff at the welcome table during crunch times and helped advise and direct students.</p> <p>EVNR: Recruiting staff were not involved, but recruiting activities took place at high schools, WEASC meeting, Sumter community events, and more.</p> <p>ECD: Leslie Williams participated in recruiting activity at Crestwood High School on January 13, 2016. “Come See Me” Day scheduled for March 2016. Program Manager met with ATEC, FE Dubose, and Sumter County Career Center Teachers to discuss articulation and proficiency testing.</p> <p>PARA: Met with and trained with the Admissions and Recruiting staff during 201510 and 201430 to increase understanding of PARA program.</p>	<p><u>B&amp;PS</u> Division will continue to participate in all recruitment activities as resources allow. Will develop enhanced recruitment plans for programs with low enrollment.</p>
<p>Implement marketing activities at the program level in concert with PR staff</p>	<p><u>HS</u> MRCO contacted PR and Shaw AFB to promote program and placed ad in base newspaper.</p> <p>The MTH department worked with PR staff to market the evenings and Saturdays program through the Plasma screens. Together the departments</p>	<p><u>HS</u> The MTH department was able to meet enroll students and successfully begin its first evenings and Saturdays program beginning 201520. The program will consult with PR for continual marketing strategies for program recruitment.</p>

	<p>recruited over the minimum number required to run the additional program.</p> <p>Worked in collaboration with PR providing information about the SUR program. SUR was featured in the Winter 2015-16 publication of the Alumni Connections Partnership Newsletter.</p> <p><b>Documentation: Email from PR re: MTH recruitment; CCTC newsletter</b></p> <p><u>IET</u>  Numerous visits with schools and industry have been conducted in the IET Division. Program brochures created by PR are utilized during these visits when applicable.</p> <p><b>Documentation: 2015-16 IET Programs' School Visits &amp; Industry Visits</b></p> <p><u>B&amp;PS</u>  AOT/CPT: In planning stages with several activities. Welcome message on our website highlighting the IT Department. TV station WLTX interviewed Shauna Boyer about our Cybersecurity Program. Invited to speak with the Sheriff's Department Summer Youth Camp last summer and K Harris-Sweetman presented some computer programming sessions. Plasma screens used to promote CPT 209, the CYBR and the MOAA certificate programs. K Harris-Sweetman was interviewed and featured on the College website promoting the IT Department and all its programs. Two students were interviewed by PR for use in College publications promoting AOT and CPT programs.</p> <p>EVNR: Department chair was featured in Lakeside magazine to promote the College in full cooperation with PR staff.</p>	<p><u>IET</u>  Will continue visits with schools and industry in the 2016-17 academic year for improved program content, partnerships, guidance, recruiting, and placement.</p> <p><u>B&amp;PS</u>  Will continue to look for ways to market our programs and work with PR to do so.</p> <p>EVNR - Leverage other magazines (SC Wildlife and OpFlow) to market program and the College.</p>
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	PARA: Cooperated and worked with PR during all requested activities during 2015-16 Academic Year.	
Increase number of credit students recruited through CCTC Continuing Education Division	<u>B&amp;PS</u> EVNR -Worked closely with CE division to recruit students from short schools and other water industry related events.	<u>B&amp;PS</u> EVNR – Will continue to work closely with CE to promote college through short schools, WEASC, plant visits, and other pertinent venues.  Programs in the Division will meet with Continuing Education Department to explore opportunities for credit/non-credit course collaboration.

**3.6 Expand support for career centers to articulate significant number of courses for selected programs of study.**

Supports College Strategic Goal: 5  
 Support College Annual Goal: 7  
 Support Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Support articulation effort for Mechatronics program at Sumter Career Center	<u>IET</u> Articulation efforts at Sumter Career Center are being supported by Mechatronics	<u>IET</u>
Support articulation effort for Welding and Criminal Justice programs at Sumter and F E DuBose Career Centers	<u>IET</u> Articulation efforts at Sumter and FE DuBose Career Centers are being supported by Welding	<u>IET</u>
Support articulation effort for Early Child Care program at Sumter Career Center	Proficiency Tests updated; Proficiency Testing Completed at ATEC in January 2016, and May 2016. FE Dubose testing completed in May 2016. <b>Documentation: Summary results</b>	Offer proficiency testing for students at ATEC, FE Dubose, and Sumter County Career Center in 2016-2017.

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

**Expected Outcomes for Goal No. 4**

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

Supports College Strategic Goal: 6  
 Support College Annual Goal: 10  
 Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Move Mechatronics Program to AMTTC in Fall 2015	<u>IET</u> Mechatronics Program was moved to AMTTC in Fall 2015.	<u>IET</u> Completed.
Move Engineering Graphics and Machine Tool programs to AMTTC in Spring 2016	<u>IET</u> EGT and MTT moved to AMTTC in Spring 2016.	<u>IET</u> Completed.

#### 4.2 Provide planning information for new building in Kershaw County

Supports College Strategic Goal: 6, 2  
 Support College Annual Goal: 10  
 Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Provide classroom, labs, offices, and library requirements to architect to support designated programs of study	<u>IET</u> Requirements have been provided to support the Mechatronics program at the new Kershaw Campus.  <u>Gen Ed</u> General Education was represented at meetings during the architect's planning stage for classrooms and labs.	<u>IET</u>   <u>Gen Ed</u>

#### 4.3 Relocate Pharmacy Technology Lab from LSC to new location.

Supports College Strategic Goal: 1, 8  
 Support College Annual Goal: 10  
 Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Relocate Pharmacy Technology Lab from the Legal Studies Center to a suitable location -- preferably at the Health Sciences Center	<u>HS</u> PHM lab has been relocated to HSC, room H141. <b>Documentation: HSC building map</b>	<u>HS</u> Complete.

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

#### Expected Outcomes for Goal No. 5

##### 5.1 Academic Affairs Division will be in compliance with SACS standards.

Supports College Strategic Goal: 1, 3  
 Support College Annual Goal: 11  
 Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Critically analyze academic policies and practices to ensure compliance with SACSCOC	<u>HS</u> Analysis of ADN and Allied Health Handbooks to ensure compliance with Title IX regulations regarding pregnant students. <b>Documentation: Email exchange with Stacia Sanders-Hernandez.</b>	<u>HS</u> Ensure that pregnant students' rights under law are maintained.
Perform internal audits to ensure compliance with SACSCOC and other requirements	<u>HS</u> On 2/8/16 Internal Audits were conducted for the 2014-15 academic year and revealed the departments were in compliance with SACSCOC and accrediting bodies. <b>Documentation: 2014-15 HS Programs' Departmental Audits</b>  <u>IET</u> On 11/11/2015 internal audits were conducted for the 2014-15 academic year and revealed the departments were in compliance with SACSCOC and other requirements. <b>Documentation: 2014-15 IET Programs' Departmental Audits</b>  <u>B&amp;PS</u> Each department conducted internal audit prior to SACSCOC visit. <b>Documentation: Departmental Audits</b>  PARA and ECD conducted additional audit as part of reaccreditation process.	<u>HS</u> Will continue to conduct internal audits to ensure compliance with SACSCOC and accrediting bodies.  <u>IET</u> Will continue to conduct internal audits to ensure compliance with SACSCOC and other requirements.  <u>B&amp;PS</u> Internal audits aided departments in developing system to ensure that sound policies and processes were in place.  PARA and ECD programs reaccredited.

## 5.2 Implement College's QEP.

Supports College Strategic Goal: 1  
 Support College Annual Goal: 11  
 Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Complete QEP document	<u>LR&amp;P</u> QEP document was completed and submitted to SACSCOC.	<u>LR&amp;P</u> QEP document was used to implement the SMART Choices for Success QEP.

Revise QEP document, if necessary, after SACSCOC onsite visit	<p><u>LR&amp;P</u> Response Report was completed and submitted to SACSCOC.</p>	<p><u>LR&amp;P</u> Response Report was used to implement modifications to the QEP, such as the addition of the Freshman Advisors and the Freshman Focus Center.</p>
Submit changes to CCTC Curriculum Committee to ensure all first time students are required to take COL 105: Freshman Seminar during first semester at CCTC	<p><u>HS</u> Changes to incorporate COL 105 for first time students to the programs were submitted to CCTC Curriculum in Nov, 2015.</p> <p><u>IET</u> Changes to incorporate COL 105 for first time students to the programs were submitted to CCTC Curriculum in Nov, 2015.</p> <p><u>B&amp;PS</u> Changes submitted to Curriculum Committee and approved for all programs. <b>Documentation: Updated Program Plans</b></p>	<p><u>HS</u> Changes were accepted and COL 105 will be a part of the program for first time students beginning Fall 201610 term.</p> <p><u>IET</u> Changes were accepted and COL 105 will be a part of the program for first time students beginning Fall 201610 term.</p> <p><u>B&amp;PS</u> COL 105 added to all programs in division.</p>
Report all required results (data) to the QEP Coordinator	<p><u>LR&amp;P</u> SLO data was collected and compiled from COL 105 gradebooks. QEP Coordinator presented updates on QEP to QEP Steering Committee on a monthly basis and as requested to ELT, college faculty and staff and Area Commission.</p>	<p><u>LR&amp;P</u> Data was analyzed and modifications were implemented as necessary.</p>
Conduct training for all faculty advisors	<p><u>HS</u> The full time MTH faculty participated in training for advisement in Fall 201510 and Spring 201520 faculty training. <b>Documentation: PDP for MTH faculty.</b></p> <p><u>LR&amp;P</u> QEP updates and instructions were provided at the Fall, Spring, and Summer Faculty Meetings.</p>	<p><u>HS</u> The MTH faculty implemented the advisement worksheet during new student orientation in the spring semester 201520. The department will use the worksheet for future advisement to assist students in COL 105 assignments.</p> <p><u>LR&amp;P</u> More training is needed to ensure the success of the QEP.</p>



<p>Conduct training for all FT and adjunct faculty on QEP classroom requirements</p>	<p><u>HS</u> 100% of NUR faculty &amp; PCT faculty attended a QEP training. <b>Doc: Aug. 7, 2015 Faculty Meeting Agenda</b></p> <p><u>LR&amp;P</u> COL 105 Coordinator provided orientations for faculty teaching COL 105 at the beginning of each semester, which included instructions on QEP data collection and requirements.</p> <p><u>B&amp;PS</u> Full-time faculty attended QEP training offered by the college. <b>Documentation: Training Sign-in sheets, individual training transcripts</b></p>	<p><u>HS</u></p> <p><u>LR&amp;P</u> More training is needed to ensure the success of the QEP.</p> <p><u>B&amp;PS</u> Full-time faculty and adjuncts will be offered opportunities to learn more about the QEP reporting process and their roles.</p>
<p>Perform assessments of QEP goals, direct measurements, and institutional data as stated in Section 10 of the QEP document</p>	<p><u>LR&amp;P</u> QEP Coordinator performs assessments of the QEP goals and measurements along with the SLO data and presents updates to QEP Steering Committee on a monthly basis.</p>	<p><u>LR&amp;P</u> This is an ongoing process.</p>

**5.3 New industry partnerships will be explored.**

Supports College Strategic Goal: 6  
 Support College Annual Goal: 5  
 Support Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
<p>Contact business and industry leaders for the purpose of developing new partnerships</p>	<p><u>HS</u> FT and adjunct faculty in NUR, SUR, MASG, and PHM maintain open communication and/or participate in clinical practice at sites of industry partners. <b>Documentation: Class schedule; Email; Clinical site evaluations; Letter from D. Watson to Midlands Tech</b></p> <p><u>IET</u></p>	<p><u>HS</u> Request for partnership for clinical sites with Palmetto Health Columbia made.</p> <p><u>IET</u></p>

	<p>Numerous visits with industry have been conducted. The Workforce Experience program and numerous internships are in place for 2015-16.  <b>Documentation: 2015-16 IET Programs' Industry Visits</b></p> <p><u>B&amp;PS</u>  ACC and MGMT classes visited Pilgrim's Pride Facility, Caterpillar Inc., Hydraulics Actuator Factory, BD factory, Eaton Corporation Facility and Art Brabham Accounting offices.  <b>Documentation: Approved trip requests and trip reports available in Room 200D</b></p> <p>EVNR: Business and industries were contacted and visited through a number of media. As a result, 100% of CWE students were placed in the industry for which they are training and at least 15 students were recruited into the certificate programs.</p>	<p>Will continue visits with industry in the 2016-17 academic year for improved program partnerships.</p> <p><u>B&amp;PS</u>  Division will continue to provide students the opportunity to visit workplace environment when possible.</p> <p>EVNR: Continue to work with SCETC and WEASC to set up industry visits. Explore new avenues to enter new industries.</p>
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**5.4 Expanded support for-higher education transfers will be implemented.**

Supports College Strategic Goal: 3  
Support College Annual Goal: 5  
Support Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Promote new "2+2" opportunities at University of SC and Clemson University	<p><u>HS</u>  Discussion with Dr. Brandi White of MUSC-Charleston re: new public health program that is pending approval from SCHEC.  <b>Documentation: Email exchange between Dr. White &amp; dean, 2/5/16</b></p> <p><u>Gen Ed</u>  At current time, the University of South Carolina has officially signed the 2+2 agreement.</p>	<p><u>HS</u></p> <p><u>Gen Ed</u>  These agreements will allow student to move in a more seamless manner to the four-</p>

	Clemson University is expected to sign a future modified agreement.	year college, allowing them to enter as a junior.
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**Goal No. 6: Departmental Management** – Academic departments will implement strategies to plan, manage, and evaluate departments for the purpose of continuous improvement according to the attached checklist.

**Expected Outcome For Goal 6:**

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

Supports College Strategic Goal: 1, 2, 4, 6  
 Support College Annual Goal: 1, 2, 5, 6  
 Support Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
All academic departments will demonstrate planning, management, and evaluation for the purpose of continuous improvement by successfully completing activities listed in the Academic Affairs Departmental Checklist	<u>Gen Ed</u> All departments have completed the processes on the Checklist.  <u>B&amp;PS</u> All departments have completed all required reports and submitted documentation via the B&PSD shared drive.	<u>Gen Ed</u>  <u>B&amp;PS</u> All departments will continue to complete required reports each academic year and use the data for continuous improvement.

**Academic Affairs Departmental Checklist**

- Y  N  N/A 1. Departments completed and evaluated their previous plan of action and made recommendations for continuous improvement. (Documentation: 2014-15 Department Assessment Report and 2015-16 Plan of Action)
- Y  N  N/A 2. Departmental plans of actions are linked to strategic plans. (Documentation: 2014-15 Departmental Plans of Action)
- Y  N  N/A 3. FPMS/EPMS process has been completed. (Documentation: FPMS/EPMS on file with Personnel)
- Y  N  N/A 4. Student evaluations have been reviewed and used for continuous improvement. (Documentation: Summaries on file with department)
- Y  N  N/A 5. All syllabi (Parts A and B) for the year are posted in myCCTC. Part C is filed electronically for all class sections. (Documentation: Syllabi)
- Y  N  N/A 6. Programs of study reviewed according to 5-year cycle. (Documentation: Program reviews on file with Administration and Planning Division)
- Y  N  N/A 7. All advisory committees have met at least once per year, and the results have been used for continuous improvement. (Documentation: Minutes on file with Academic Affairs Division)

Y  N  N/A 8. All program changes and course pre-requisite changes were submitted to the CCTC Curriculum Committee by November 1, 2015. (Documentation: Curriculum Committee Minutes on file with Academic Affairs Division Office.)

Y  N  N/A 9. Used State Tech program vitality results as an indirect measure of program success. (Documentation: Reports on file in IE Dept. Analyses on file in departments.)

**STUDENT AFFAIRS**  
**2016-2017 PLAN OF ACTION**

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

**Goal No. 1: Support student success and assess learning by integrating technology into student services programs.**

**Expected Outcome for Goal No. 1**

- 1.1 Technology rich environment will be provided.
- 1.2 Student learning will be assessed.
- 1.3 Communications and interventions will be improved.

Supports College Strategic Goal: 1  
Supports College Annual Goal: 1  
Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Support migration to Luminis 5 by providing input for design and content.	Several departments provided input for the design and content of the new myCCTC. This resulted in a stronger presence of Financial Aid information and a new Advisement and Registration portlet.  <b>Documentation: myCCTC Intranet</b>	Continue to recommend improvements for myCCTC.
Collaborate with Public Relations Office to revise online New Student Orientation for implementation Fall 2015.	Provided revisions for online New Student Orientation to Public Relations. Changes made to reflect additional required information and changes to policies. <b>Documentation: Emails to Public Relations</b>	Request a revised format of online New Student Orientation be developed to be more interactive and to better showcase the college and students.
Work with ILT to create confirmation email for graduation applications.	Collaborated with ILT to implement confirmation email for graduation applications. Projected launch date: Fall 2016.  <b>Documentation: Ticketing System Submission</b>	Market confirmation email launch date to faculty, staff, and students.
Enable midterm grade feature in Banner.	Implemented mid-term grades in Banner for Fall 2015.  <b>Documentation: Emails and ARGOS Report</b>	Ensure timely reporting of mid-term grades by faculty through regular email reminders.
Complete document imaging of all Student Records documents.	Completed scanning of transcripts and pertinent Records documents.	Continue scanning and indexing incoming Records documents each semester. Purge scanned

	<b>Documentation: Scanned/Indexed Documents</b>	documents by following proper records destruction procedures.
Offer laptop and tablet lending through various grant programs.	Lent laptops to 52 students in two programs to increase access to technology.  <b>Documentation: Lending Contracts</b>	Lend technology resources to students via TRiO and PBI programs.
Develop tracking system for Student Life membership and identify ways to increase club membership.	Created Excel spreadsheet to track Student Life membership. 2015-16 total active club members: 136  Created Excel spreadsheet to reflect number of activities and meetings coordinated by clubs and organizations. Clubs and organizations held a total of 156 events and meetings.  <b>Documentation: Student Life Spreadsheets</b>	Host club membership drives to increase clubs and organizations membership and Student Life awareness.  Update Student Life activities spreadsheets each semester to determine number of activities provided to students.
Use Early Alert Systems to identify at-risk students and provide interventions based on feedback received.	Grades First retention software was implemented Spring 2015. Our largest response by faculty was noticed this spring (2016), with <b>60%</b> of faculty responding.  The Early Alert System that is currently in place to identify at-risk students consists of self-identification of quiz grades, written reports, and exams. Those students receiving below a “C” were required to seek tutoring.  <b>Documentation: E-mails, Reports from Grades First, Student Contact Sheets</b>	Because the PBI Formula grant is ending, and those funds will no longer be available, Grades First will no longer be used.  ARGOS report for mid-term grades for TRiO students will be implemented Fall 2016 to more efficiently evaluate progress in classes. Class progress determines mandatory tutoring sessions.
Expand usage of RegisterBlast to faculty.	Revised Faculty Online/Makeup Test forms to mirror Professor Submission. Professor Submission PowerPoint Presentation and Handouts drafted. Email sent to Academic Deans to identify faculty to test Professor Submission.  <b>Documentation: Faculty Online/Makeup Test Forms</b>	Test and implement Professor Submission working with Academic Dean’s suggested faculty. Schedule Faculty Professor Submission PDP.
Implement text alert system as an additional means of communicating with students in grant programs.	Implemented texting system in two programs to improve communications with students.  <b>Documentation: Remind 101 Emails</b>	Use text messaging systems where appropriate.
Use social media and blogs to increase communication with	Collaborated with Public Relations to promote special events, student	Promote special events, student success stories, and important

students and to promote special events, deadlines, etc. to students.	highlights, registration cycles, etc. on social media and blogs.  <b>Documentation: Social Media Postings</b>	dates on social media and increase use of blogs.
Use ARGOS report to track ACT students to determine appropriate communications and interventions.	Tracked ACT cohort to ensure successful completion of mid-term and final exams. <b>22</b> students identified as performing below average were contacted and given the necessary assistance to return to good academic standing. Of the <b>22</b> students identified in Fall, <b>7 or 33%</b> improved their grades.  ARGOS reports were used to obtain retention, success, and graduation rates of ACT participants. Grades First and Degree Works were also utilized to track students' progress.  <b>Documentation: ACT Student Contact Sheets, Grades First Reports, Degree Works, Individual Program Plans</b>	The ACT program has concluded due to the PBI Formula grant ending on September 30, 2016.
Identify an appropriate placement testing tool to replace COMPASS.	Identified Accuplacer as the replacement for COMPASS. Staff participated in implementation trainings.  <b>Documentation: System Office Emails and Training Materials</b>	Fully implement Accuplacer Fall 2016.
Update web application and follow up communications to improve access.	Revised web application, process, and communications to include two admissions counselors receiving web emails.  <b>Documentation: Web Applications and Emails</b>	Evaluate the process to increase conversion rate of web applicants to admitted and registered students. Include data on web applicants in the Admissions and Counseling semester data reports.
Develop training documents for updating Web for Prospects and Web Admissions.	Printed documents revised and placed in Administrative Coordinator training manual.  <b>Documentation: Training Manual</b>	Ensure all documents in Training Manual are in electronic format on S Drive.
Provide online resources for financial literacy training.	Added Financial Literacy 101 modules and quizzes to D2L.  Financial Aid 101 Manual posted to myCCTC Faculty/Staff tab July 2015.	Work with QEP and COL 105 Coordinators to change Financial Literacy 101 course in COL 105 to Financial Literacy 101 videos and resources from ED and EdManage.  Reference the Financial Aid 101 Manual in all new staff training and in ROT Staff and Admissions staff training to ensure they have a

	<b>Documentation: Emails, COL 105 D2L, EdManage Financial Literacy 101 Webpage, myCCTC</b>	desk reference for student questions.
Use National Clearinghouse Student Tracker to learn where non-enrolled admits and transfer students are enrolled.	Coordinated with Registrar during Fall 201510 term. Project not completed.  <b>Documentation: None</b>	Coordinate with new Registrar to obtain data and use results to market to potential students to encourage transfer and transient enrollment.

**Goal No. 2: Implement retention strategies in student support programs and support QEP retention initiatives.**

**Expected Outcome for Goal No. 2**

- 2.1 Activities aimed at improving retention will be offered to all students at all locations with a focus on non-cognitive skill development and individualized counseling.
- 2.2 Special program participants will be contacted monthly to improve student engagement.
- 2.3 Default Management Plan will be followed to reduce default rate and improve student eligibility for aid.
- 2.4 Student support programs will be actively marketed to students.
- 2.5 Specialized workshops will be offered to all students at all locations.

Supports College Strategic Goal: 1  
 Supports College Annual Goal: 2  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Identify and develop appropriate student support services workshops focused on cognitive and non-cognitive skills development.	Offered 36 workshops focusing on academic, career, and personal development.  <b>Documentation: Workshop Schedules and Evaluations</b>	Continue to support personal and professional growth of students through specialized programming.
Provide activities focused on the development and strengthening of non-cognitive skills and academic mindsets of participants.	Developed non-cognitive workshops and activities to strengthen skills of participants. Offered two Career Services workshops focusing on non-cognitive, soft skills, (Professionalism in the Workplace, How to Transition from College to Career). The “Professionalism” workshop is now included in the Human Services curriculum. Numerous cognitive sessions on resume writing, interviewing, using social media, and job search skills were presented in both classes and as college-wide workshops.  Life management skills workshops were combined with the ACT “Getting Started” workshop. Four life management workshops were held with 38 students attending.	Continue to develop new workshops to strengthen non-cognitive skills and increase academic mindset.



	<b>Documentation: List and Description of Workshops, Workshop Sign-in Sheets</b>	
Provide opportunities for business, industry, college, and cultural visits for students in specialized programs.	Conducted 3 business tours and 6 college visits through two grant programs. <b>Documentation: Agendas and Evaluation Summaries</b>	Provide opportunities that support grant initiatives and student growth.
Develop a TRiO brochure for intentional recruiting purposes, to include student testimonials.	TRiO brochure was developed for intentional recruiting purposes which included student testimonies. <b>Documentation: TRiO Brochure</b>	Use the TRiO brochure as an informational and recruiting tool.
Increase TRiO enrollment in Kershaw County by 5%.	Enrollment population for TRiO students in Kershaw County Campus increased by 50%. <b>Documentation: Blumen Database</b>	Completed.
Establish a TRiO mentor/peer tutor position at the Kershaw County Campus.	Tutor position was not filled at the Kershaw County Campus due to the Student Learning Center hiring professional tutors at that location. <b>Documentation: None</b>	No TRiO Mentor/Tutors will be hired for the Kershaw County Campus.
Host TRiO Student Appreciation Day and Triple “T” Nights to promote sense of belonging to college community.	Second Annual Appreciation Day was conducted with 100% of registered students in attendance. Triple “T” Night participation has increased by 5%. <b>Documentation: Student Appreciation Day and Triple “T” Night Sign-in Sheets</b>	Continue to offer TRiO Student Appreciation day and Triple “T” Night in order to promote a sense of belonging to the college community.
Contact special program participants, including veterans, monthly to ensure engagement; contact high-need students weekly.	Conducted ACT contact campaign to recruit students and track participants to ensure students are in good academic standing. Strategies include face-to-face contact, phone calls, emails, and letters. Currently, <b>67%</b> of the ACT cohort are in good academic standing; <b>45%</b> are enrolled for Fall 2016.  Contacted TRiO SSS participants and increased from 160 visits per month to 225, which is an increase of 40%.  Monitored academic GPAs of club officers, ADA students, and Special Populations program participants each semester and encouraged early registration.  <b>Documentation: ACT Contact Log Sheet, TRiO Counselor</b>	Continue to engage special program participants each semester to ensure registration and program completion.  Conduct specialized outreach to prior and current veterans to ensure registration and timely program completion.

	<b>Contact Sheets, Blumen Database, ARGOS Reports</b>	
Implement a comprehensive Default Management Plan in an effort to maintain default rate of less than 30%.	Created 2015-2016 Default Management Plan. Team met on October 29, 2015, November 18, 2015, and March 23, 2016. Default rate was 24.8%.  <b>Documentation: E-mails, Agendas, Minutes, Default Management/Prevention Plan</b>	Change default taskforce members and increase meetings with subcommittees.
Monitor and report academic standing and GPAs of all special program participants to include ACT, TRiO, Special Populations, ADA, and veterans, each semester.	Monitored academic GPAs of club officers, ADA students, Special Populations program participants, and TRiO participants each semester and encouraged early registration.  <b>Documentation: ARGOS Reports, Banner, Blumen</b>	Continue monitoring academic GPAs of special groups to determine eligibility of services and encourage early registration and program completion.
Support COL 105 initiative by providing presentations, career services, and instruction by PBI Formula (PBIF) staff.	High Schools were not interested in offering COL 105 to be taught as part of Dual Enrollment. Two PBIF staff members taught COL 105 sections on main campus.  Provided one Student Services presentation by Admissions to COL 105 classes.  Provided Financial Literacy Training in D2L.  <b>Documentation: Title IX Handout, PBIF Teaching Schedule, D2L Financial Literacy</b>	Support COL 105 by conducting presentations each semester.
Implement tracking and reporting systems for student withdrawals to assist in QEP assessment efforts.	Withdrawal ARGOS report maintained by Financial Aid staff and reported to the Enrollment Management Taskforce June 2015, August 2015, and May 2016.  “Academic Difficulty” still remains major reason for withdrawals by student. (>50%)  <b>Documentation: EMT Meeting Minutes, ARGOS Withdrawal Report</b>	Work with Dean of Learning Resources and Planning and Freshman Advisors to make individual phone calls to students who have withdrawn.  E-mail USC-Columbia for information on their current withdrawal initiative through their Student Success Center.
Send reminder emails to faculty each semester prior to refund dates to ensure accurate reporting of withdrawals.	E-mail sent to Deans’ Council reminding them of refund dates and to encourage faculty to submit withdrawals soon. October 2015. Did not send in Spring or Summer semesters.	Conduct PDP pertaining to Return of Title IV funds and how withdrawal submissions affect these figures. Include new withdrawal report and initiatives from Enrollment Management

	<b>Documentation: Emails</b>	Taskforce, Financial Support Subcommittee.
Participate in advisement training to support the new advisement approach as part of the QEP.	Admissions counselors participated in advisement training in October 2015 to support comprehensive advisement as part of the QEP.  <b>Documentation: Sign-in Sheet, Emails</b>	Counselors will continue to provide first semester advising and assist in making connections between advisors and new students.

**Goal No. 3: Connect students with services and programs to address diverse needs, enrich student experiences, and promote program completion.**

**Expected Outcome for Goal No. 3**

- 3.1 Diverse and appropriate services will be identified and implemented.
- 3.2 Program effectiveness will be assessed.
- 3.3 Student Life will expand offerings to improve the student experience.
- 3.4 Number of students completing programs will increase.
- 3.5 Men in Motion will be a new Student Life organization focused on retention of male students.

Supports College Strategic Goal: 1, 2, 8  
 Supports College Annual Goal: 3  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Submit grant applications for specialized programs to address diverse student needs.	Grant applications were submitted and approved for the TRiO Student Support Services program and the PBI Competitive Grant program.  <b>Documentation: Grant Applications, GANs</b>	Implement grant initiatives.
Provide improved services to prospects and students through expanded collaboration between outreach campuses and college departments.	Improved financial aid services with new fulltime staff hired to assist all outreach locations; financial aid onsite, customer service training provided onsite; Base Ed staff collaborated with program managers of Industrial & Engineering Technology and Health Sciences to get additional training about programs resulting in 12 students admitted to BOOST program; and, collaborated with ADA coordinator to improve Disability Services at outreach campuses.  <b>Documentation: Outreach Campus Weekly/Monthly Reports</b>	Continue to identify collaboration opportunities between outreach campuses and college departments.
Design and implement ACT recognition banquet.	Did not host an ACT banquet.  <b>Documentation: None</b>	ACT Program is closed due to ending of grant.

<p>Increase promotion of the Veteran Resource Center, SNAC, and FWS to improve student awareness and participation.</p>	<p>Promoted SNAC through NSO, plasmas, flyers, and myCCTC.</p> <p>Extended hours of Veteran Resource Center October 2015, but no change to student use experienced.</p> <p>FWS jobs posted in myCCTC for easier access, March 2016.</p> <p><b>Documentation: SNAC Promotional Materials, VRC Log and Signage</b></p>	<p>Promote special services to students to increase usage.</p>
<p>Increase number of clubs/organizations and Student Life events by two.</p>	<p>Implemented 6 new clubs during the academic 2015-16 year.</p> <p><b>Documentation: Request to Organize Forms</b></p>	<p>Coordinate and host new Student Life events as a result of implementation of new clubs and organizations.</p>
<p>Provide student-driven Student Life activities based on feedback received on semester surveys.</p>	<p>Provided 88 Student Life events based on feedback received from students.</p> <p><b>Documentation: Surveys and Flyers</b></p>	<p>Coordinate Student Life activities based on Student Life surveys and workshop evaluations and make necessary improvements.</p>
<p>Increase marketing of Special Populations program at outreach locations; share information in COL 105.</p>	<p>Disseminated flyers and information at outreach locations and to COL 105 coordinator to increase awareness of Special Populations program.</p> <p><b>Documentation: Flyers</b></p>	<p>Coordinate workshops at outreach locations to market Special Populations program.</p>
<p>Increase enrollment of nontraditional students in Special Populations program by collaborating with targeted programs.</p>	<p>Increased enrollment of non-traditional students in Special Populations Program by collaborating with targeted programs. Increased non-traditional students from 13 to 14 students.</p> <p><b>Documentation: Flyers, Emails</b></p>	<p>Market Special Populations Program on social media, flyers, plasmas, and announcements.</p>
<p>Facilitate the transition of the Men in Motion program into Student Life as an active organization.</p>	<p>Transitioned Men in Motion to Office of Student Life. Advisors selected.</p> <p><b>Documentation: Student Life Documents</b></p>	<p>Improve membership and activity of Men in Motion organization.</p>
<p>Provide graduation assistance to high-need, STEM, and AA male students to increase graduation rates.</p>	<p>Informed Industrial and Engineering Technology Division that Career Services staff can provide assistance to students in completing their Graduation application.</p> <p><b>Documentation: Calendar Meeting - IET Division</b></p>	<p>Determine if this service is needed.</p>

Host round table discussions with ADA students to ensure connectivity of services and knowledge of available services.	Held discussions at time of intake on available student services to ADA students. Connected students to special programs and Student Learning Center.  <b>Documentation: Intake Form</b>	Continue connecting students to available college resources and services and coordinate workshop on available resources.
Increase percentage of students receiving financial aid assistance at outreach locations by 25%.	Hired new FA Outreach counselor and increased hours of availability from 25 to 37.5 weekly. Total students served at outreach campuses for FA reasons was reduced by 17% from 2014-15 to 2015-16 which may be a result of decreased enrollment of at least 9%.  <b>Documentation: PD, Outreach Usage Report</b>	Promote availability of full financial aid services at the Kershaw County Campus.
Provide sexual awareness training and information to students as part of Title IX/Clery/VAWA requirements.	Provided four sexual harassment workshops and Student Life Coordinator assisted with coordination of Denim Day.  <b>Documentation: Handouts</b>	Coordinate sexual harassment workshops and assist with Denim Day activities.
Implement well-defined administrative graduation process.	Implemented partial administrative graduation process as a result of processes identified by committee.  <b>Documentation: Letters, ARGOS Reports</b>	Fully implement a well-defined administrative graduation process.

**Goal No. 4: Implement a comprehensive enrollment and marketing plan to focus on student recruitment for targeted populations and outreach locations to increase enrollment by 2%.**

**Expected Outcome for Goal No. 4**

- 4.1 Enrollment and marketing plan will be implemented.
- 4.2 Target populations for marketing will be identified based on data analysis.
- 4.3 Marketing materials will be developed for outreach locations and low enrollment programs.
- 4.4 New campus visit experience will be implemented.

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

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Implement Enrollment Management Plan through Enrollment Task Force.	Subcommittees continued to implement the plan.  <b>Documentation: Enrollment Task Force Meeting Minutes, Subcommittee Reports</b>	Update plan, evaluate its effectiveness, and revise the plan, if needed.
Work with Public Relations to revise admissions communications	Created and disseminated the College's first admissions package to include letter from President.	Email admissions package letters twice a week to newly admitted students.

as part of comprehensive communication plan.	<b>Documentation: Admissions Package Letters</b>	
Design and Host “Instant Admissions” events for fall and spring semesters	Coordinated Instant Admissions Days and Final Four events.  <b>Documentation: Sign-in Sheets</b>	Coordinate targeted open house events to increase enrollment.  Continue to use Lobby Welcome Table during peak registration.
Increase conversion rate of pending applicants to admits by 3%.	Conversion rate of pending applicants to admits decreased by 2%.  <b>Documentation: ARGOS Reports</b>	Revise pending applicant process by improving communication and processing strategies to increase conversion rate of pending applicants. Goal will be an increase of 3%.
Target marketing to student populations with decline (active duty, veterans, first- time freshmen, transfers, transients) to increase percentage enrolled.	During the year enrollment efforts included: email and postcard campaign to re-recruit dual enrollment students; postcard and email campaign to recruit transient and 1 <sup>st</sup> year freshmen attending other colleges to transfer to CCTC; College Application Days, RoundUp Visits, Lunch Table Visits, Come See Me Day, Tour of Technology, FINAL4 Days, College Goal, and FSA ID Days targeted at 2016 high school grads; financial aid nights; Quick Admit Days for all targets; and, survey to determine active-duty, veterans and military dependent needs.  Overall enrollment increases still negative for these target groups. <u>Fall 201510</u> Active Duty- 63% decrease Veterans- 18.2% decrease First-time Freshman - .7% decrease Transfers- 37.8% decrease <u>Summer 201530</u> Transients- .7% decrease  <b>Documentation: Flyers, Postcards, Sign-in Sheets, RoundUp Report, Recruiter Report, Enrollment Task Force Minutes, Enrollment Task Force Data Report, Transient Summer Report</b>	Work with Enrollment Task Force, Academic Divisions, and community partners to implement open houses targeted to those interested in specific academic areas. Identify other opportunities to build partnerships to market and increase enrollment of populations and campuses with decline.
Promote low enrollment programs during recruitment events and mailings.	Low enrollment programs promoted through word-of-mouth and Public Relations materials at recruitment events.  <b>Documentation: Recruiter Reports</b>	Work with Program Managers and/or Department Heads to implement a comprehensive approach to promote low enrollment programs.
Implement improved, formalized Campus Visit experience.	New Campus Visit experience not implemented but tours continued. Campus group tour form updated to	Implement Campus Visit experience. Ensure contact cards

	<p>be a fillable form. A total of 26 individual and group tours completed.</p> <p><b>Documentation: Recruiter Reports</b></p>	<p>completed to track student admissions and registration.</p>
<p>Market affordability of CCTC and available financial resources.</p>	<p>Free Tuition Opportunities and Loan Savings information added to all workshop presentations given in 2015-16.</p> <p>Get A LIFE postcards sent to all HS seniors with a GPA of 3.0 or higher in the 4-county area. – March 2016 FA Director attended five Scholars Night events at local high schools.</p> <p><b>Documentation: PowerPoint Presentations, Agendas, Emails</b></p>	<p>Assist Scholars Coordinator and Secondary Programs Department in promotional events.</p> <p>Continue to promote college affordability and available financial resources through financial aid brochures, school website, COL 105 (Money Matters) and financial aid workshops.</p>
<p>Promote enrollment at outreach locations.</p>	<p>Public Relations marketing campaign to increase enrollment at Kershaw County campuses. Partnered with Admissions, Financial Aid, and Scholars to offer FINAL4 Days, Quick Admit Days, FSA ID Days, and Signing Day. FINAL4 and Quick Admit Days had minimal impact. Continued outreach to tested not admitted, pending applicants, admitted/readmitted not registered, and high school pending applicant lists.</p> <p><b>Documentation: Outreach Campus Reports, Sign-in Sheets</b></p>	<p>Continue to seek ways to increase enrollment through campaigns and events. Re-evaluate FINAL4, JUMP Week, and Quick Admit Days to improve successfulness or change these events.</p>
<p>Participate in Shaw AFB Community Partnership to improve recruitment practices and services on base.</p>	<p>Community Partnership recommendations submitted to Air Force HQ. Rewrote DOD policy for Outreach and Recruitment. Currently under review by Air Force HQ to change the policy for on base colleges to recruit on base.</p> <p><b>Documentation: Shaw AFB Community Partnership Report</b></p>	<p>Completed.</p>
<p>Increase promotion of Military Friendly School status.</p>	<p>Application completed and designation approved. Added the military friendly logo to banner ad in Shaw News and promoted military friendly status on social media. Worked on initiating a military blog on the CCTC Website, and created a brochure to be used to promote military friendly status.</p> <p><b>Documentation: Base Ed Outreach Campus Report</b></p>	<p>Complete military blog on the CCTC Website and create a brochure to be used to promote military friendly status.</p>

Host College Goal SC and increase participation through more intensive marketing.	College Goal hosted at all four campuses. Total of 34 students, 27 parents, and 40 volunteers. Large banners were hung at 3 of the sites, and high school counselors were notified prior.  <b>Documentation: Event Agendas, Emails, Surveys, Sign-in Sheets, CHE Report</b>	Increase participation of students by 30%.  Use postcards to send out to High School Seniors and continue to stay in contact with high school counselors. Continue to post on Facebook and Twitter through PR.
Conduct comprehensive campaign to promote financial aid opportunities throughout award year and into next award year.	Sent LIFE postcards (800+) and Signing Day event postcards (2000+) to students to promote reduced tuition options available, March 2016. Conducted presentations in high schools. Conducted call campaigns to prospective and current students each semester regarding financial aid status.  Awarded over \$19M in aid to 3997 students.  <b>Documentation: ARGOS Report for Annual Awards Postcards, Spreadsheets</b>	Continue to promote college affordability and available financial resources through multiple promotional measures.
Conduct Registration Critique to identify areas for improvement and implement changes as needed.	Conducted two Registration Critiques (September 2015 and February 2016. Used feedback to implement changes.  <b>Documentation: Registration Feedback Summary Document and Sign-In Sheets</b>	Determine the best format for Registration Critiques.

**Goal No. 5: Support graduation and program completion through promotion of graduation processes and transfer opportunities.**

**Expected Outcome for Goal No. 5**

- 5.1 Transfer day will be held annually.
- 5.2 University Transfer programs will be marketed to prospective students.
- 5.3 Transfer opportunities will be implemented and promoted to new and current students.

Supports College Strategic Goal: 1, 3  
 Supports College Annual Goal: 5  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Market University Transfer programs as a cost-saving alternative to four-year degrees.	The pilot Cost of College workshops conducted in Sumter County schools and “Start Here. Save Money” mailer completed.  <b>Documentation: Recruiter Reports, Postcard</b>	Completed



Promote existing bridge programs with four year colleges to prospective and current students to improve transfer rate.	Bridge programs promoted during all recruitment events and visits. PR launched marketing campaign highlighting AA/AS transfer opportunities. Attended Transfer Meetings at Limestone College and Coastal Carolina University.  <b>Documentation: Recruiter Reports</b>	Request a marketing tool to build awareness of bridge opportunities during recruit visits and events.
Develop “Transfer Corner” in Career Services Center.	Emailed colleges/universities to donate pennants to hang in the Career Services Center, collected recruitment materials at “Transfer Day,” and hosted three college recruiters in the Student Center.  <b>Documentation: Photographs of the “Transfer Corner” and Flyer Promoting College Representative Visitation in CCTC Student Center</b>	Visit Orangeburg-Calhoun Tech’s Transfer Center, email college/university recruiters inviting them to meet with our students in the Student Center, keep transfer information up-to-date, and inform students of articulation agreements with specific senior institutions.
Provide transfer services to high need, STEM, and AA male students.	Introduced COL 105 students to web link, “What Can I Do with My Future?” and posted Transfer Day flyers.  <b>Documentation: COL 105 PowerPoint and Transfer Day Flyer</b>	Promote “What Can I Do with My Future?” to students and faculty and promote Transfer Day.
Provide college tours for special program participants.	College tours were provided through grant programs for students interested in transfer.  <b>Documentation: Travel Agendas, Evaluation Summaries</b>	Offer college tours as part of grant initiatives.

**Goal No. 6: Maintain appropriate qualified staff to support delivery of services.**

**Expected Outcome for Goal No. 6**

6.1 Qualified personnel will be hired to ensure delivery of programs and services.

6.2 Staff will participate in professional development opportunities.

Supports College Strategic Goal: 4  
 Supports College Annual Goal: 6  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Review staffing levels and workload by department to identify gaps and weaknesses; make organizational changes as needed.	Requested and approved for a new permanent Scholars Coordinator and Kershaw Campus Admissions Counselor positions.  Reviewed staffing workload in some areas, identified strengths and	Conduct regular reviews of staffing needs to ensure adequate staff on hand to meet division and college goals.

	<p>weaknesses, and made changes to Position Descriptions (PDs) as needed.</p> <p><b>Documentation: PDs and Planning Stage Documents, Hiring Documents</b></p>	
<p>Provide extensive customer service training to front desk staff, including work study students, to improve service and accuracy of information provided.</p>	<p>Coordinated Admissions and Records and Financial Aid administrative specialists and work studies to attend customer service training held by Recruitment, Outreach, and Testing Administrative Specialist in April 2016.</p> <p><b>Documentation: Sign-in Sheet and Presentations</b></p>	<p>Increase the usage of Student Services feedback cards at all locations to determine effectiveness of customer service and department trainings.</p>
<p>Provide additional financial aid training to staff and faculty to improve efficiency, quality of service, and regulatory compliance.</p>	<p>All financial aid staff members attended conferences, on-campus PDP events, and specific departmental trainings throughout the year.</p> <p><b>Documentation: PDP Approvals, Training Records</b></p>	<p>Specialty FA &amp; VA subject area training to be completed as needed by FA Counselors to improve teamwork and ownership of individual job duties.</p>
<p>Identify training needs based on feedback received from surveys, feedback cards, and students.</p>	<p>Identified training needs based on feedback from customer services cards and students. Provided extensive training in the Admissions and Financial Aid departments.</p> <p><b>Documentation: PDP Approvals, Training Schedules</b></p>	<p>Provide staff training and conduct weekly meetings to improve customer service.</p>
<p>Provide college-wide professional development for faculty and staff related to enrollment, persistence, and completion of at-risk student populations.</p>	<p>Did not complete.</p> <p><b>Documentation: None</b></p>	<p>Submit request to offer a Career Services workshop in November 2016.</p>
<p>Conduct ADA training for faculty and staff.</p>	<p>Conducted ADA training for faculty and staff in January 2016.</p> <p><b>Documentation: PowerPoint Presentation</b></p>	<p>Update mandatory ADA faculty and staff presentation and schedule face-to-face faculty ADA trainings as needed.</p>
<p>Provide individual professional development opportunities directly tied to staff job duties.</p>	<p>Provided professional development opportunities to staff members based on job duties.</p> <p><b>Documentation: PDP Approvals</b></p>	<p>Find multiple methods to offer professional development opportunities to staff while working within budget constraints.</p>

**Goal No. 7: Maintain strong working partnerships with the secondary school system through recruitment, college readiness activities, and Central Carolina Scholars.**

**Expected Outcome for Goal No. 7**

- 7.1 College readiness activities will be provided to high school students through PBI grant programs.
- 7.2 College going rate of full-time associate degree students will increase through secondary initiatives.
- 7.3 Retention rate of high-need students, AA males, and STEM students will increase due to expanded services.
- 7.4 Scholars Program will be fully implemented.
- 7.5 On-going communications and school visits will occur between CCTC and parents, counselors, and secondary students.
- 7.6 Enrollment of recent high school graduates will increase.
- 7.7 College and Career Center will be established in targeted high school.

Supports College Strategic Goal: 5  
 Supports College Annual Goal: 7  
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Provide college readiness workshops at all service area high schools.	<p>“Getting College Right” workshops were not conducted this academic school year. Due to the amount of testing that was conducted for Central Carolina Scholars, schools had less time to accommodate workshops.</p> <p><b>Documentation: None</b></p>	Continue to offer “Getting College Right” workshops to public and private high schools.
Increase the number of test preparation sessions held in area high schools.	<p>Test prep sessions were held for <b>100</b> students preparing to take the ASSET placement test for Dual Enrollment or the Scholars Program.</p> <p><b>Documentation: Session Sign-In Sheets</b></p>	Test prep sessions will continue to be offered to high schools via PLATO.
Develop improved biology placement test preparation materials.	<p>Worked with the Biology Department on improved handouts for preparing for the Biology Placement Test. Had all prep materials printed and distributed to the Outreach Campuses. Added prep materials to the website.</p> <p><b>Documentation: Biology Placement Study Guide Handouts</b></p>	Completed.
Host Scholars Orientations and conduct targeted mailings to promote Scholars Program in Fall 2015.	<p>No orientations were held, as these were replaced with Signing Day (1) and Information Sessions (24) at high schools.</p> <p>Brochures, Post cards and Flyers were printed and distributed to guidance counselors, Class of 2016 students, and parents.</p> <p>Final list of eligible students was established, as well as the communication plan.</p>	<p>Update Scholars promotional items and begin promoting during Fall 2016 for Fall 2017.</p> <p>Present Scholars Orientations in local high schools.</p>

	<p>Communication plan was implemented and completed.</p> <p><b>Documentation: Signing Day Agenda, Contracts, High School Visitation Schedule, Promotional Materials</b></p>	
Track Scholars Program participation and eligibility through ARGOS reporting.	<p>Developed ARGOS reports to identify potential Scholars and remaining requirements for eligibility. 226 Scholars identified for Fall 2016.</p> <p><b>Documentation: ARGOS reports, Scholars Analysis</b></p>	Use ARGOS reports to identify eligible Scholars immediately following receipt of high school seniors list.
Design and implement Scholars recognition activities.	<p>Scholars Signing Day was held on May 14, 2016. 84 students attended.</p> <p><b>Documentation: Signing Day Contracts</b></p>	Host Signing Day in Fall 2016 and Spring 2017.
Host School Counselor Summer Institute to better inform secondary counselors on CCTC programs, services, and workforce opportunities.	<p>Conducted a two-week intensive Institute July 6-17, 2015, with 25 participants. 98% Satisfaction Rate. Counselors exposed to all CCTC programs and services. Received \$33,000 (\$25,000 Duke Energy Grant, \$4,000 Sumter Chamber donation, and \$4,000 Sumter Smart Growth donation).</p> <p><b>Documentation: DOE Evaluation Report, Daily Institute Evaluation Report, Duke Energy Grant Report</b></p>	Conduct one-week (1) intensive Institute July 18-22, 2016, with 10-12 participants.
Host annual Counselors' Breakfast to promote CCTC.	<p>Held the Counselor's Breakfast January 29, 2016, at the new Advanced Manufacturing Technology Training Center (AMTTC). AY15/16 Forty-six (46) School Counselors and Career Specialists in attendance with a 100% Satisfaction Rate and a 10% increase in participation.</p> <p>AY14/15 Forty-two (42) School Counselors and Career Specialists in attendance with a 96% Satisfaction Rate and a 40% increase in participation. AY14/15 attendance impacted by winter weather conditions.</p> <p><b>Documentation: Sign-in Sheets and Survey Results</b></p>	Host Breakfast Spring 2017.

<p>Host “Come See Me” events for high school students with 250 student participants.</p>	<p>Through a collaborative approach between PBI Formula Program, Recruiting, and Academic Affairs, 90 students attended the 2015 “Come See Me At College Day” Event.</p> <p><b>Documentation: “Come See Me At College Day” Sign-In Sheets; Event Evaluations</b></p>	<p>Host “Come See Me” events in Spring 2017.</p>
<p>Conduct financial aid presentations at all area high schools.</p>	<p>Conducted presentations at following high schools: Lugoff-Elgin High School February 2016; Lee Central High School February 2016; Crestwood High School January 2016. FA Director attended five Scholars Night events at local high schools. FSA ID Days held at Sumter High School in November 2015.</p> <p><b>Documentation: Event Agendas, E-mails, Sign-in Sheets</b></p>	<p>Continue promoting financial literacy and financial awareness through presentations and workshops at local high schools.</p> <p>Work with Recruiters to organize more FSA ID Days at local area high schools.</p> <p>Develop a communication plan for instructing students, parents, and high school administrators on FAFSA changes 2017-18 to include the new availability date of October 2016.</p> <p>Increase promotion in the use of the IRS Data Retrieval for 2017-18 FAFSAs due to new start date of October 2016.</p>
<p>Increase enrollment of high school graduates to 20% by end of academic year.</p>	<p>23.1% of 2015 high school graduate students were admitted compared to 17.5% of 2014 high school graduates admitted. 20% were registered compared to 16.8% of 2014 graduates</p> <p>Other data contributing to 23.1% 2015 graduate data: 284 applications received from College Application Day and 123 applications received from RoundUp Visits.</p> <p><b>Documentation: 2015 High School Graduate Report, Testing Center Monthly Report, RoundUp Visit Report</b></p>	<p>Increase enrollment of high school graduates to 25% by end of academic year.</p>
<p>Establish a College and Career Center at Lee Central High School.</p>	<p>Met with the LCHS principal, hired the College and Career Coach, and identified a room to house the College and Career Center.</p> <p><b>Documentation: Room at LCHS, Calendar Meeting with Principal</b></p>	<p>Set up the LCHS College and Career Center for opening in August 2016. Collaborate with Public Relations to develop marketing materials.</p> <p>Establish College and Career Center at Manning High School.</p>

Provide career and college preparation counseling to secondary students to increase college going rate.	N/A College and Career Program will begin in August 2016.  <b>Documentation: None</b>	Include financial aid workshops in LCHS College and Career Plan of Action.
Engage students in expanded, integrated support services to increase retention of students, especially STEM and AA males.	Provided funding for LCHS students to participate in “Tour of Technology.” Opened a new computer lab designed specifically for the use of PLATO courseware. PLATO Lab contains 10 new desktops.  <b>Documentation: Training Certificate, PLATO Referral Cards, Flyer, Plasma Announcement, PLATO Lab, Transportation Charge Invoice</b>	Provide funding for LCHS students to participate in the 2017 “Tour of Technology.” Use PLATO and Banner test placement data to determine if PLATO learners improved their placement tests scores, develop a student satisfaction survey, and continue to inform students, faculty, and staff about PLATO.

**Goal No. 8: Expand or reorganize physical facilities and resources to meet student and community needs.**

**Expected Outcome for Goal No. 8**

- 8.1 Required physical space, equipment and educational resources for student services will be provided.
- 8.2 Additional staff needs will be identified and provided when budget allows.
- 8.3 Appropriate equipment and educational resources will be provided.

Supports College Strategic Goal: 8  
 Supports College Annual Goal: 10  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Identify physical space requirements needed for all student services related activities for Kershaw County Expansion Project.	Collaborated with Kershaw County on the Campus Expansion Project. Identified needed space for Student Services, Testing Center, Administrative Offices.  <b>Documentation: Expansion Plans</b>	Continue to provide input until project completed.
Hire necessary staff members for Kershaw County Campus to ensure quality services are provided.	Hired Admissions Counselor and Financial Aid Counselor for Kershaw County Downtown Campus. Hired new part-time Administrative Specialist for Kershaw County Campus.  <b>Documentation: Hiring Documents</b>	Hire necessary staff in Kershaw County as needed at the end of the campus expansion project.
Provide resources for Career Services Office and Bookstore at Kershaw County Campus.	Career Services bulletin board updated, books and college transfer corner replenished often. Cash register and book rental kiosk installed and successfully used during the AY. New register to be installed Summer 2016.	Work with Main Campus Bookstore to coordinate training for the new cash register.

	<b>Documentation: Career Services Information and Bookstore</b>	
Relocate Student Services Office at the F.E. Dubose Campus to provide improved student experience.	Relocated the Admissions Office at F.E. Dubose to improve services and increase visibility.	Completed.
	<b>Documentation: Physical Space</b>	

**Goal No. 9: Participate in the SACSCOC Reaffirmation On-Site Visit and oversee the Off-Site Campus/Locations Visit Committee.**

**Expected Outcome for Goal No. 9**

9.1 Staff will participate in the On-Site Visit and will coordinate activities at outreach locations.

Supports College Strategic Goal: 6  
 Supports College Annual Goal: 11  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Meet with team members as requested.	Directors and staff met with team members as requested. Two staff members served on QEP Steering Committee.  <b>Documentation: SACSCOC Visitation Schedule</b>	Completed.
Chair the Campus/Location Visit Subcommittee and coordinate visits to identified outreach locations.	Chaired the committee. Comprehensive schedule for outreach visits was developed.  <b>Documentation: SACSCOC Visitation Schedule</b>	Completed.

**Goal No. 10: Utilize data for sound decision making and evaluation of programs and services effectiveness.**

**Expected Outcome for Goal No. 10**

10.1 Data will be collected and analyzed, areas of improvement will be identified, and results will be used for continuous improvement.

10.2 All reporting requirements will be completed.

Supports College Strategic Goal: 1  
 Supports College Annual Goal: 12  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Complete department data reports each semester, identify areas of improvement based on data analysis, implement necessary changes.	All departments did not complete data reports each semester. Data reports are currently being updated.  <b>Documentation: Data Reports</b>	Complete and submit data reports within 3 weeks of semester completion.
Complete annual performance reports for grant programs; identify areas for improvement and implement changes.	Annual Performance Reports were completed and submitted in a timely manner.	Complete APRs for all grant programs; identify improvements if areas of weakness are identified.

	<b>Documentation: Annual Performance Reports</b>	
Utilize college surveys, workshop and event evaluations, and feedback cards to determine student satisfaction; ensure 90% or higher satisfaction rates.	<p>Analyzed surveys, workshop, and event evaluations. Programs and Services Survey average satisfaction rate for Admissions was 85%; rate for Financial Aid was 76%, 85% for Recruitment, Outreach and Testing.</p> <p>92% of students strongly agree or agree on evaluations and surveys that they are satisfied with the TRiO program.</p> <p><u>Outreach Campus Survey Satisfaction Rate (SR) - 96%</u>  Kershaw County Downtown Campus - 201510 93%; 201520 95% - Avg SR 94%  F. E. DuBose Campus - 201510 97%; 201520 94% - Avg SR 96%  Lee County Site - 201510 98%; 201520 100% - Avg SR 99%</p> <p><b>Documentation: Programs and Services Survey, TRiO SSS Surveys and Evaluations, Outreach Campus Survey</b></p>	<p>Implement strategies to improve satisfaction rates for all departments to 90% or above.</p> <p>Increase completion of Feedback Cards at all locations.</p>
Complete plans of action and annual effectiveness reports for all departments; identify needed improvements.	<p>Completed Plans of Action (POAs) and Annual Effectiveness Reports (AERs) for all departments and the division.</p> <p><b>Documentation: POAs and AERs</b></p>	Completed.
Increase use of Financial Aid and Veteran data and electronic resources to improve efficiency, increase enrollment of veterans, meet student needs, and ensure regulatory compliance.	<p>Departmental data report updated and submitted to VP of Student Affairs at the end of Summer 2015, Fall 2015, and Spring 2016.</p> <p>Enrollment of veterans did not increase.</p> <p><b>Documentation: FA &amp; VA Data Report, email</b></p>	<p>Continue to complete department data reports each semester; identify areas of improvement based on data analysis, implement necessary changes.</p> <p>Identify and implement specific strategies to increase number of veterans enrolled.</p>
Complete Administrative Unit Reviews for TRiO and Admissions and Records.	<p>Completed Administrative Unit Review for Admissions and Records and TRiO Student Support Services.</p> <p><b>Documentation: Administrative Unit Reviews</b></p>	<p>Use findings for subsequent planning for continuous improvement of the departments.</p> <p>Continue scheduling weekly staff meetings to improve communication and increase morale based on SWOT analysis.</p>



<p>Revise program information in Banner to reflect new division assignments of academic programs to improve reports.</p>	<p>Did not complete. Determined to be a low priority. Revised other ARGOS reports to improve usage.</p> <p><b>Documentation: ARGOS Reports</b></p>	<p>Determine necessity of revising college and department attributes of programs.</p>
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**BUSINESS AFFAIRS**  
**2015-2016 Annual Effectiveness Report**

**Mission: The Business Affairs Division supports the College mission by providing various administrative support services to the College community in an efficient and effective manner.**

**Goal No. 1: Provide accurate and timely data, information, and reporting to the College community and stakeholders**

**Expected Outcomes for Goal No. 1**

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

Supports College Strategic Goal: 8  
 Supports College Annual Goal: All  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Review and revise College policies and procedures related to Business Affairs	All Business Affairs directives except personnel were reviewed on schedule. 5 of 11 personnel directives were not completed.	Remaining 5 will be reviewed in FY 17 by 10/31/16. All FY 17 directives will be reviewed and updated according to the established schedule.
Complete accurate internal and external reports and submit on a timely basis	Most reports completed accurately and timely (ex: financial reports; IPEDS; EEO report; Annual Security Report; CPIP)	Continue to utilize and update schedule of reports to ensure deadlines not missed.
Maintain publications, public website and myCCTC with current information for students and employees	Publications, public website, and myCCTC kept current.	Continue to look for ways to improve communication of website information for students, employees, and others.
Complete annual audit report and Comprehensive Annual Financial Report (CAFR) for FY 15 and submit to Government Finance Officers Association (GFOA) for award	The FY 15 audit report and CAFR were completed timely and the GFOA award was received.	The FY 16 audit will be completed by the deadline of 9/30/16 and the FY 16 CAFR will be completed by the deadline of 12/31/16.
Review and update (if needed) all employee manuals issued by Business Affairs	Updated and posted: <ul style="list-style-type: none"> <li>• Procurement manual</li> <li>• Purchasing card manual</li> <li>• Environmental Safety and Health Plan</li> </ul>	All manuals will be reviewed and updated as needed annual.

**Goal No. 2: Attract and retain appropriately credentialed and talented faculty and staff to support a multi-cultural campus environment inclusive of the diversity reflected in the College's service region**

**Expected Outcomes for Goal No. 2**

- 2.1 State delegation audits will result in no major problems or findings.
- 2.2 Employees will receive required and relevant training, will be familiar with pertinent policies and procedures, and will be able to perform job duties with knowledge of resources available to them.

- 2.3 Existing employees will be retained and prepared for promotional opportunities.
- 2.4 EEO reports will show progress in achieving EEO goals.
- 2.5 Improvements will be made to processes and services.

Supports College Strategic Goal: 4  
 Supports College Annual Goal: 6  
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
HR will process class & comp actions as requested, following all applicable laws and regulations.	HR processed classification and compensation actions as requested, following all applicable laws and regulations.	Positioned for successful classification and compensation audit.
Personnel department staff will advise employees on HR issues and manage employee relations issues.	Increased number of supervisors seeking HR involvement before taking employee action; reduced amount of unemployment benefits paid out	Improved working relations within departments resulting in higher productivity.
90% of employees surveyed will be satisfied with the quality and timeliness of personnel related employee services	Overall, 92.8% satisfaction was indicated from employee survey, with 7 comments about timeliness and responsiveness (up from 4 in 2013)	Reviewed results with dept. staff and made improvements to eliminate concerns and increase customer satisfaction. Calls and emails will be followed up within 24 hours.
The College will process \$800 bonuses to all eligible employees as provided by the FY 16 state appropriations act; adjuncts in targeted areas will be offered higher pay rates to attract adjuncts in areas of need	\$800 bonuses were administered in accordance with state criteria. Adjuncts were offered higher pay rates in high need areas.	Continue to review salaries and make adjustments when possible, especially when there are internal inequities.
The College will provide professional development and training opportunities for new and current employees in the areas of new employee orientation, budget, Banner, supervision, safety and security, personnel, personal interest, and wellness	Provided professional development and training opportunities in the areas of new employee orientation; personnel policies & procedures training; wellness, interviewing; supervisory practices; goal setting; EPMS/FPMS automation; customer service; safety and security; active shooter; purchasing card; cashier; and IT related training.	Continue to provide internal professional development training to employees at a low cost to help offset effect of lower PDP budgets.
Maximize employee recruitment sources to increase opportunity for more diverse workforce	Added additional employee recruitment source to increase opportunity for more diverse workforce. Equal Employment Opportunity (EEO) goal attainment dropped to 86.2%. 6 of 9 professional hires were black females.	Progress was made subsequent to report submission, which should result in improved results for 9/30/16 report.
Provide flexibility and promotional opportunities for employees	Flexible schedules are offered to most employees based on their dept. needs. Employees were encouraged to apply from within and were promoted when	Continue to provide flex schedules and promotional opportunities.

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
	appropriate. There were 5 promotions during FY 16.	
Provide comprehensive employee wellness program for employees	Wellness program provided workshops, exercise classes, discounts on gym memberships, and gym membership reimbursements. The Wellness team met quarterly.	Continue to provide wellness program to employees.
Automate the Employee/ Faculty Performance Management System (E/FPMS) and Position Description process	Fully implemented automated EPMS/FPMS system. Several issues identified to work out. Also implemented a new Universal Review Date for staff.	Will work to resolve all issues with EPMS/FPMS automated system.

**Goal No. 3: Allocate, monitor, and manage College budget and other resources effectively and efficiently and in accordance with all federal, state, and local laws, rules, and regulations**

**Expected Outcomes for Goal No. 3**

- 3.1 College employees will understand how to monitor their budgets, and make transfers and revisions as necessary.
- 3.2 The College will operate within the approved budget; available resources are allocated to support the College's mission and Annual Plan of Action.
- 3.3 The College will comply with state law and SC Energy Office requirements to submit an energy plan and reduce energy consumption.
- 3.4 The procurement process will be efficient; external and procurement audits will result in no major findings related to procurement or internal controls; the College will adhere to all federal and state regulations.
- 3.5 The College's inventory and surplus property process will be managed in accordance with State requirements.

Supports College Strategic Goal: 8  
 Supports College Annual Goal: All  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Offer periodic new employee orientation (NEO) and budget training to teach employees to monitor and adjust budgets	NEO offered at least once a semester; procurement and purchasing card training and cashier training was provided online; budget training was not offered.	NEO training was improved by having business office training in person instead of on video; budget training will be offered in FY 17.
Prepare and distribute/review and analyze monthly or periodic financial reports; monitor online reports as necessary	Various financial reports were prepared monthly or periodically and analyzed; budget information is available through myCCTC and is up-to-date; the state transparency report was updated and posted to the web before the 15 <sup>th</sup> of each month.	Financial reports will continue to be monitored to determine if any budget actions need to be taken.
A review and analysis of student debt (to CCTC) will be conducted and studied to determine ways to reduce bad debts	An analysis of student debt was completed. Debts stemmed from Return to Title IV calculations, bookstore overcharging, financial aid adjustments and 3 <sup>rd</sup> party payment adjustments.	Information has been presented to full time and adjunct faculty to encourage timely reporting of withdrawals in order to reduce unearned financial aid refunds; will continue to review student debt.

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Monitor energy usage and utilize electronic energy management system to schedule HVAC and lower energy costs; prepare required annual reports	Energy use per square foot decreased by 7.23% (excluding the new AMTTC facility); the College has continued to monitor energy usage and utilize the energy management system to schedule HVAC; required reports were submitted; the Energy Team met quarterly.	Continue to monitor energy usage and utilize the energy management system for scheduling HVAC.
Expenditure budgets will be reduced to reflect reduced tuition revenue as enrollment decreases are experienced	Budgets were adjusted and the College ended the fiscal year with a small surplus of \$70,757.	Continue to closely monitor budgets and look for ways to lower expenses or increase revenues.
Annual inventory will be performed and surplus fixed assets will be reviewed on a regular basis and reallocated or turned in as quickly as possible.	A 100% physical inventory and verification process was completed for FY 16. Surplus property was reallocated or turned in on a timely basis. 646 items were turned in.	Continue to follow state and College processes for inventory and surplus.

**Goal No. 4: Provide and maintain College facilities (buildings & grounds) that are safe, sufficient, attractive, and efficiently operated**

**Expected Outcomes for Goal No. 4**

- 4.1 College facilities and equipment (including vehicles) will be maintained adequately, and deferred maintenance will not increase.
- 4.2 Facilities and grounds will be maintained at a high level of cleanliness and attractiveness.
- 4.3 Capital projects will stay on schedule and within budget.
- 4.4 Safety and security services will be provided that ensure the safety and security of College property, employees, students, and visitors.

Supports College Strategic Goal: 1, 2, 8  
 Supports College Annual Goal: 10  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Maintain cleanliness such that the annual employee survey of custodial services indicates at least 90% of respondents are satisfied with custodial services	Achieved a 74% - 85% satisfaction level (82% for offices; 80% for classrooms/labs; 74% for restrooms; 85% for public areas.	Replaced custodial services supervisor. Improve employee satisfaction with custodial services by inspecting more areas more frequently and following detail schedule of special cleaning.
Maintain facilities such that the annual student survey of programs and services and an employee survey indicates at least 95% of respondents rate the physical facilities as "good" or "excellent"	The annual student survey of programs and services indicates 85% - 88.6% are satisfied or very satisfied. The surveys did indicate that many classrooms are cold.	Continue to provide and improve quality facilities. Particularly monitor the temperatures in the classrooms. Continue weekly and monthly inspections; follow preventative maintenance (PM) schedule.
Provide security services such that the annual student survey of programs and services indicates at least 95% of respondents are	The annual student survey of programs and services indicates 84.1% - 85.5% are satisfied or very satisfied with security services.	This will be discussed with all security staff and the new director will work with them to improve to at least 90% next year.

satisfied with security services at all College locations		
Conduct weekly and monthly inspections of all facilities and grounds and make corrections as needed	Weekly and monthly inspections of all facilities are made in conjunction with the PM schedule. Grounds are inspected, policed and maintained also on a weekly and monthly basis.	Inspections will continue weekly and monthly and the PM schedule will be followed and updated.
Coordinate and manage small renovation projects as funds are available	Completed F.E. Dubose centralized student services renovation; conversion of 490 & 491 to computer labs; renovation of 591; as well as some other small projects; also began working with architects on design of building 400 renovation.	Continue to coordinate and manage small renovation projects as funds are available, including the 400 renovation project.
Manage the AMTTC Phase II renovation project if funded	AMTTC project completed in December 2016.	Continue to follow up on any warranty issues that arise.
Collaborate with Kershaw County, and others to expand the Kershaw Campus	Meetings were held to begin design of the new building.	Continue to work with the County and others to have project completed by December 2017.
Update and monitor the deferred maintenance plan; reduce DM needs as funding allows	2 HVAC projects were completed.	No funding for new projects in FY 17 but will continue to keep plan updated.
Provide college-wide training on safety and security procedures, including an active shooter training and conduct periodic tornado and fire drills as required by College policy.	Annual safety & security training was conducted online; active shooter training was conducted in February but was not effective due to improper planning; partial tornado and fire drills conducted but not well documented.	Additional training will be offered as needed to comply with Clery and Title IX requirements; CCTC and USC Sumter will work together and plan further in advance to offer a useful active shooter training 2/24/17, and also test the emergency notification system as part of the training; all buildings and locations will be included in future tornado and fire drills and be documented; deficiencies will be promptly addressed.
Prepare an annual security report (ASR) as required by law	2015 report (for 2012-2014 data) was prepared and published by the deadline. However, it was discovered in Clery training in 2016 that the College's ASR did not meet all requirements.	ASR has been completely revised to meet all requirements and contain accurate data.
Implement Commit to Quit @ CCTC, a grant funded tobacco free initiative, in January 2016	Tobacco/smoke free policy implemented in January 2016. However, security staff did not fully enforce.	Staff have been instructed on policy and new director has begun to enforce.

**Goal No. 5: Provide high quality auxiliary and internal services that are competitively priced and enhance the educational programs and services of the College**

**Expected Outcomes for Goal No. 5**

- 5.1 Print shop and mail room services are efficient and provided at a lower cost than outsourcing.
- 5.2 The Bookstore and vending services will provide quality products and services and operate at a profit.
- 5.3 Food service will be provided by external vendors on main campus.

Supports College Strategic Goal: 8  
 Supports College Annual Goal: 2, 3  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Maintain a high level of customer service to all students, faculty, and staff	Student survey results indicated an 84.3% - 84.7% satisfaction with bookstore services. Friendliness of bookstore staff was noted as an area to be addressed.	The bookstore (BS) and financial aid (FA) are working together to help create a better customer experience in both the BS and FA. Staff have received customer service training.
Continue to work with department chairs and look for ways to reduce the cost of required materials for students	A new contract was implemented that continues lower prices of certain CPT textbooks. Open stack books are now being used in the CHM courses.	Continue to look for opportunities to save students money.
Monitor budgets throughout the year and prepare yearend financial reports for bookstore and vending	Auxiliary services contributed \$378,512 to the College budget in FY 16, down from \$517,073 in FY 15.	Continue to monitor budgets and ensure a reasonable mark up.
Work with local food vendors to continue to provide lunch 4 days a week, and breakfast as many days as possible	Food vendors are available Monday – Thursday when classes are in session.	Will continue to identify new vendors who may be interested in filling any available slots.

**Goal No. 6: Provide academic and administrative systems and infrastructures that are responsive to the operation and management needs of the College and delivered in a timely and effective manner; provide comprehensive, responsive, and efficient and effective assistance to meet the changing requirements of users**

**Expected Outcomes for Goal No. 6**

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

Supports College Strategic Goal: 1, 2, 8  
 Supports College Annual Goal: All  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Banner system will be current with upgrades and patches released by vendor.	The Banner system is within the benchmark of one (1) point release on all modules.	Continue to monitor the currency to ensure our vendor is maintaining the benchmark of one (1) point release.
Equipment and classroom technology will be maintained and replaced on a 5-year recurring schedule as resources allow in	22 HP workstations and 7 laptops were purchased for replacement of older faculty/staff equipment.	Building a 3-5 year faculty/staff equipment replacement schedule, prioritize based on college-wide

order to keep current with technology		needs and monitor; replace as funds permit.
The backup and recovery system for major systems, programs, and data will be monitored and managed appropriately	The College’s data backup and recovery systems are monitored daily with weekly off-site copies couriered by ILT staff. The disaster recovery (DR) site has not been tested this period. There are two outstanding issues.	Both Applications and Networking teams are tasked with testing the DR site and resolving the outstanding issues.
Continue to improve IT security—utilize results from Banner Data Defense (BDD) to monitor network traffic and activity; continue the whole disk encryption process for notebook computers issued to employees; continue to enhance security policies; utilize a system wide consultant to assist with a gap analysis, develop a plan and recommend new security policies	<p>Daily, active monitoring is enabled through the use of Banner Data Defense, LogRhythm, and Packetshaper technologies.</p> <p>Whole disk encryption is 99% complete.</p> <p>The SCTCS contracted with Coeur Group to conduct a detailed, system-wide analysis of the Information Security posture of each college and the system as a whole.</p> <p>This project is still in process with expected deliverables being a system-driven set of INFOSec policy templates, current NIST heatmaps for each college based on results from the comprehensive INFOSec survey administered to each institution, strategic recommendations for INFOSec implementation, and a roadmap for continuance once Coeur is no longer engaged directly in the project.</p>	Continue to collaborate with the ISM Peer Group to develop a system-wide INFOSec program for the SCTCS.
Implement the Banner Mobility Solution	This project was delayed due to higher priority projects related to the upgrade of the College’s Luminis portal to version 5, implementation of the Scholars and Lottery Financial Aid programs, and automation of Financial Aid batch jobs.	After research with other Banner Colleges, there are numerous issues with this product. We have issued an RFQ and will implement another product in FY 17.
Implement the Change Management process developed by the USS CoP	The Change Advisory Board (CAB) was re-convened and expanded to include representation from academic and administrative business units. The CAB approved the Change Management Process procedure and submitted to ELT, where it was approved.	ILT will monitor the effectiveness of the Change Management Process and make adjustments as needed to ensure thoughtful analysis of change requests on a multidisciplinary basis while maintaining an efficient workflow.
Implement Luminis 5	The Luminis 5 portal (myCCTC) upgrade was completed January 19, 2016.	With the change of SSO authentication services required by Luminis 5, ILT has been addressing



		<p>a few remaining authentication or credential synchronization processes that are not automated.</p> <p>The Applications Development and Support team will continue to work with our vendor, TechProven, to identify the cause of the remaining issues, resolve the issues, and reconcile any account creation and/or credential synchronization problems that remain.</p>
<p>Assess the results of the 2015 Programs and Services survey and make adjustments to assure a student satisfaction level of 95% or higher</p>	<p>The average rating of ILT programs and services on the 2016 Student Evaluation of Programs and Services was 84.9%, a decrease of 10.8% in satisfaction from the previous year of 95.7%.</p>	<p>Historically, ILT’s average rating for student perception of programs and services has been in excess of 95%.</p> <p>In contrast to the prior year, the 2016 survey generated 22% less respondents and final results showed an approximate 10% drop in student satisfaction across all of ILT’s service offerings. It is unclear if this is an anomaly or a new trend.</p> <p>The department will continue to investigate modifications to programs and services that will appeal to student perceptions of technology resources.</p>
<p>Upgrade all routers and out of service infrastructure components to support expanded bandwidth if funding allows</p>	<p>Significant enhancements were made to the College’s data connectivity effectively doubling the College’s Internet (200mb/s) and Metro-E bandwidth (500mb/s) for the main campus and increasing all outreach campuses from 20mb/s to 50mb/s with the exception of CCTC’s two Shaw sites which continue to use VPN tunnels through commercially available DSL and cable Internet connectivity.</p>	<p>Continue to monitor, shape, and respond to bandwidth utilization demands to ensure that the College’s mission-critical programs and services are supported at adequate levels and all customers receive adequate network resources.</p>

**Goal No. 7: Facilitate effective planning, evaluation, and use of results for quality support services for continuous improvement**

**Expected Outcomes for Goal No. 7**

- 7.1 Publish divisional and departmental plans of action, annual effectiveness reports, and unit outcomes that reflect and support the College’s strategic plan and annual goals.
- 7.2 Complete EPMS process annually for all staff, ensuring they support the annual plans of action.
- 7.3 Implement the College Facilities Master Plan.
- 7.4 Comply with the Information Security Plan requirements.
- 7.5 Comply with “red flag rule” requirements and prevent identity theft.

Supports College Strategic Goal: 1, 2, 8  
 Supports College Annual Goal: All  
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Develop and complete plans of action for the division and departments by deadlines	Divisional and departmental plans of action completed on time for all areas.	Plans of action are monitored during the year and an effectiveness report is prepared at the end of the year.
Develop unit outcomes for the next three year cycle	Unit outcomes were developed for each department.	First year outcomes were assessed and reported.
Review results from College surveys and other means of assessment to improve services	All applicable surveys, evaluations, and reports were reviewed for feedback on Business Affairs Division services as documented in this AER.	Most results were positive, but negative comments were reviewed and assessed and will be improved upon in the coming year.
Perform an Administrative Unit Review (AUR) and assessment for ILT department	The AUR was conducted for this department and report issued.	Results of AUR being used in FY 16 AER and FY 17 POA; additional depts. will be reviewed in FY 17.
The results of the TechQual+ survey will be used to develop a technology plan	This did not occur in FY 16.	Use the results of the TechQual+ and Student Survey of Programs and Services along with input from existing user groups to develop a multi-year strategic technology plan in FY 17.
Assess progress of POA objectives and compile an annual effectiveness report showing outcomes and use of results	Divisional and departmental effectiveness reports were completed showing outcomes and use of results	Effectiveness reports are used in developing the following year's plans of actions
Prepare EPMS documents for all employees by deadlines	EPMS documents prepared and submitted for all Business Affairs employees by deadline	Objectives for individual employees are tied to departmental plans of action.
Ensure that the College capital plan and budget reflects the priorities of the facilities master plan as resources allow	The facilities master plan was used in developing the annual capital plan and budget; the Kershaw expansion is on this plan	The facilities master plan will be reviewed annually and adjusted if needed, and used as a basis for planning of large capital projects.
Update and monitor the Information Security Plan	This document was not updated in FY 16 but the Director of ILT spent a significant amount of time working with the Technical College System and IT security teams to add, update and enhance security policies and procedures.	The Information Security Program and Plan will be updated in FY 17 working with the Information Security Team.
Update and monitor the identity theft program	This program is included as part of the Information Security program/plan.	
Support the QEP project with resources as needed	Served on the QEP team and various subcommittees. Provided necessary data and research to support development of QEP plan; established Freshman Focus Center; created/updated reports as requested.	Continue to support QEP as requested.

**ADMINISTRATION AND PLANNING**  
**2015-2016 Annual Effectiveness Report**

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

**Goal No. 1:** Manage the College’s planning process to ensure a comprehensive, college-wide planning and assessment system supporting teaching and learning; complete ongoing evaluation of CCTC Strategic Plan and annual goals to identify benchmarks and manage progress; and integrate the planning process into the College’s annual workflow, budget, and procedures for continuous improvement. [Planning & Grants in 2016-2017]

**Expected Outcome for Goal No. 1**

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

Supports College Strategic Goal: 1  
 Supports College Annual Goal: 12  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Monitor the progress of the Strategic Plan and annual goals on a periodic basis through the ELT	Conducted an assessment of the 2015-2020 Strategic Plan and the 2015-2016 Annual Goals in February 2016 for the purposes of benchmarking and to be used in the ELT’s Planning Retreat  <b>Documentation: 2015-2016 Annual Goals Interim Report for February 2016</b>	Continue to monitor results to determine if College is moving toward the accomplishment of its annual and long-term goals
Complete an inventory of all department and division plans of action for 2015-2016 and annual effectiveness reports for 2014-2015 and place in the data repository	Maintained an inventory of departmental and divisional plans of action and placed in the data repository with 100% of the 2015-2016 POAs submitted  <b>Documentation; Roster of POAs</b>	Maintain college-wide planning and assessment process for departments and divisions
Develop annual goals in conjunction with ELT and College faculty and staff for 2016-2017	Developed College annual goals in February 2016 and distributed to the College faculty and staff for review	Incorporated feedback from faculty and staff and published the presented the 2016-2017 Annual Goals to the Area Commission in March 2016
Revise and publish 2016-2017 Planning Guide for Institutional Effectiveness	Published the 2016-2017 Planning Guide for Institutional Effectiveness in March 2016	Distributed the 2016-2017 Planning Guide to the College’s departments and divisions for planning

	<b>Documentation: 2016-2017 Planning Guide for Institutional Effectiveness</b>	
Conduct planning and budgeting sessions with College personnel to support institutional effectiveness and college-wide processes in Spring 2016	Conducted the planning and budgeting session on June 28, 2016  <b>Documentation: Meeting agenda and minutes</b>	Used results from the evaluations for continuous improvement
Determine the effectiveness of the process for administrative unit outcomes establishment, measurement, and reporting and adopt any identified areas of improvement; maintain the college-wide process for assessment of administrative unit outcomes; provide support and guidance for the development of appropriate outcomes; and place information in myCCTC for electronic access	Assessed the administrative unit outcomes process and made revisions for improvement; communicated the changes to all departments; and worked with new department managers to review the process for administrative unit outcomes  <b>Documentation: Administrative Unit Outcomes Planning Agenda and individual meeting agendas</b>	Incorporated results from the measurement of the administrative unit outcomes into subsequent departmental plans of action for continuous improvement
Manage the administrative unit review process for institutional effectiveness; and place resources in myCCTC for electronic access	Communicated in January 2016 with all units regarding the upcoming administrative unit outcomes measurement process and placed resources in myCCTC for electronic access  <b>Documentation: Data repository and myCCTC</b>	Ongoing process
Establish the Institutional Effectiveness Committee with academic and administrative unit subgroups to facilitate greater data utilization	Established the IE Committee; met with the Deans Council in February 2016 to review Course and Student Success report; compiled the Semester Academic Report and submitted to the Deans Council	Assess the IE Committee's functions after the 2015-2016 academic year to determine if there needs to be changes in its purpose and functions

**Goal No. 2: Manage the process for the SACSCOC reaffirmation process including the submission of the Focused Report, planning for the On-Site Committee's visit, support the development and implementation of the Quality Enhancement Plan, and submit the response to the On-Site Committee's findings by the established deadline. [Research & IE in 2016-2017]**

**Expected Outcome for Goal No. 2**

2.1 The CCTC Focused Report and the QEP will be submitted prior to the On-Site Committee's visit; the QEP Pilot will be implemented and evaluated; the On-Site Committee visit will be well planned; and the CCTC response to the On-Site Committee's findings will be submitted.

Supports College Strategic Goal: 6  
 Supports College Annual Goal: 11  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Submit a Focused Report for the On-Site Committee following the	Focused Report submitted to SACSCOC in September 2016	Complete

Off-Site Committee's review of the Compliance Certification Report	<b>Documentation: Focused Report</b>	
Identify data needed for validation of standards and further documentation of compliance for the Focused Report	Data needs identified for validation of standards and included in the Focused Report  <b>Documentation: Focused Report</b>	Complete
Manage data repository and compile documentation	Data repository managed throughout the year and information filed  <b>Documentation: Data Repository</b>	Ongoing maintenance of the data repository
Provide oversight leadership in the development of the QEP and include periodic updates for the CCTC SACSCOC Leadership Team	Administration and Planning personnel participated in the development of the QEP and provided updates to the SACSCOC Leadership Team  <b>Documentation: SACSCOC Leadership Team Meeting agendas and minutes</b>	Ongoing participation in the development of the CCTC QEP
Coordinate the functions of the SACSCOC Leadership Team and Area Commission in preparation for the On-Site Committee's visit in October 2015	Conducted meetings and coordinated the roles of SACSCOC Leadership Team members  <b>Documentation: SACSCOC Leadership Team meeting agendas and minutes</b>	Complete
Submit CCTC Response to the Visiting Committee Report and submit to SACSCOC	Response Report to SACSCOC submitted in March 2016  <b>Documentation: Response Report</b>	Complete
Determine status of Compliance Assist when contract ends in December 2015	Compliance Assist status changed from <i>active</i> to <i>parked</i> for 2016 calendar year  <b>Documentation: Compliance Assist</b>	SACSCOC liaison will determine status of Compliance Assist in December 2016 for upcoming year
Communicate internally regarding any gaps and compliance issues on an ongoing basis, review CCTC policies and procedures, and revise when appropriate	Gaps identified and addressed, and policies revised and changes implemented  <b>Documentation: Compliance Certification and revised CCTC policies and procedures</b>	Ongoing evaluation of CCTC policies and procedures for continued compliance and revisions
Participate in the SACSCOC Annual Conference and share information for compliance with standards	Did not participate in SACSCOC Annual Conference due to completion of On-Site Team visit and preparation of Response Report  <b>Documentation: N/A</b>	Continue to have key personnel attend SACSCOC Annual Conference to maintain compliance and ensure awareness of changes
Monitor Substantive Change policies and institutional actions resulting in submission of	Maintained compliance with current SACSCOC Substantive Change policies, submitting one notification in February 2016	Continue to monitor Substantive Changes policies and ensure compliance

notifications or prospectus to SACSCOC	<b>Documentation: List of CCTC Substantive Changes</b>	
Manage system for reviewing faculty credentials, maintain system for updating faculty credentials, and compare faculty files each semester to CCTC 3B Report	Continued to manage faculty credentials system, maintained all records and reviewed contents for currency, checked all files for content verification, and organized all files for SACSCOC On-Site Team visit  <b>Documentation: Faculty credential files</b>	Ongoing evaluation of CCTC faculty credentials to ensure compliance with standards on faculty competence

**Goal No. 3: Submit all required reports and data in a timely and accurate manner reflecting the College's adherence to reporting requirements through collaborative integration of the College's systems and personnel and for sound decision making. [Research & IE in 2016-2017]**

**Expected Outcome for Goal No. 3**

3.1 Reports are submitted in a timely and accurate manner supporting sound decision making.

Supports College Strategic Goal: 1-8  
 Supports College Annual Goal: 12  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Review all reporting requirements and develop a timeline for submission	Reporting timeline maintained and reports submitted in a timely manner  <b>Documentation: Reports</b>	Ongoing evaluation of process to ensure timely submission of reports
Communicate with internal divisions regarding reporting requirements for effective data management	Met with Deans Council regarding support for academic data needs and reporting, and proposed the formulation of an Institutional Effectiveness Committee with subgroups for academic and administrative units  <b>Documentation: Agenda and minutes from Deans meeting</b>	Ongoing evaluation of process and use of feedback from Deans Council regarding services related to reporting and data utilization
Submit IPEDS, SC Commission on Higher Education IE reports, Accountability Report, SCBTCE reports, Title III eligibility data, US DOE reports, US DOE grant reports, and SACSCOC institutional profile reports	Reports submitted on time for all reports  <b>Documentation: Reports</b>	Ongoing evaluation of process to ensure timely submission of reports
Maintain Gainful Employment information on the web and ensure compliance with US DOE requirements	Gainful Employment web information updated  <b>Documentation: CCTC Website Gainful Employment Links for Programs of Study</b>	Ongoing evaluation of process to ensure compliance with US DOE reporting requirements

Support the administrative graduation process through integration with Academic Affairs and Student Affairs personnel	Administrative graduation pilot process developed in coordination with Student Services, Information and Learning Technologies, and Academic Affairs personnel  <b>Documentation: Administrative graduation meeting minutes</b>	Development ongoing
Identify data needs throughout the College, track data requests, and communicate availability of data to internal College users	Data requests completed as received and record maintained of the services provided  <b>Documentation: Data request records</b>	Ongoing evaluation of process and assessment of the nature of data requests to better plan services
Facilitate efficient data gathering through surveys to provide accurate and timely data for sound decision making for internal departments	Provided support to College faculty and staff in the development, administration, and analysis of surveys  <b>Documentation: Surveys</b>	Ongoing evaluation of process and use of results incorporated at unit level
Identify relevant data and trends to be reported, interpreted, and utilized by the ELT, Academic Affairs, Student Affairs, Business Affairs, and Administration and Planning Divisions for sound decision making	Identified trends through the compilation and analysis of the Semester Academic Report, Course Success Report and other assessments  <b>Documentation: Semester Academic Report and Course Success Reports</b>	Ongoing evaluation of process and assessment of trends
Manage the academic program review process to determine effectiveness of academic programs for continuous improvement	Notified Academic Program Managers of the rotation schedule for 2015-2016 and offered assistance in the completion of the process  <b>Documentation: Academic Program Review Reports</b>	Ongoing evaluation of process and incorporate needed revisions when identified

**Goal No. 4: Maintain an ongoing process to identify grant needs and opportunities for the College through a systematic process of analysis and alignment with grant funding sources. [Planning & Grants in 2016-2017]**

**Expected Outcome for Goal No. 4**

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

Supports College Strategic Goal: 8  
 Supports College Annual Goal: 12  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Identify the College's needs in programs, services, and activities for potential grant proposals	Identified the College's needs in programs, services, and activities for grant proposals through Caterpillar and the Health Foundation of Kershaw County	Ongoing evaluation of process, communication with internal audiences, and review of grant application feedback for continuous improvement on grants not funded

	<b>Documentation: Grant proposals and notebooks</b>	
Identify grant funding sources that may address gaps in programs, services, and activities at the College	Identified grant funding sources and reviewed guidelines for submission, and compiled Caterpillar grant proposal to expand QEP related resources based upon needs and gaps in programs and services  <b>Documentation: Caterpillar Grant Proposal</b>	Ongoing evaluation of process and submit grant proposals if aligned with College mission
Compile grant proposals and submit for consideration	Grants submitted to Caterpillar and Health Foundation of Kershaw County  <b>Documentation: Grant proposals and notebooks</b>	Ongoing evaluation of process
Monitor grant performance for those awards made to CCTC	Monitored grant performance with awarded area of the College  <b>Documentation: Grant notebooks and records</b>	Ongoing evaluation of process and monitor grant performance
Identify potential private funding sources for grants	Identified private grant funding sources such as Caterpillar, Wells Fargo, and the Health Foundation of Kershaw County  <b>Documentation: Grant proposals and notebooks</b>	Ongoing evaluation of process and submit grant proposals if aligned with College mission
Develop an accessible and organized records management system for grants information	Maintained the records management system for grants  <b>Documentation: Grant notebooks and records</b>	Ongoing evaluation of records management system for grants information

**Goal No. 5: Provide a comprehensive Professional Development Program for faculty and staff that supports teaching and learning within the College. [Learning Resources & Planning in 2016-2017]**

**Expected Outcome for Goal No. 5**

5.1 The 2016-2017 CCTC Professional Development Program will be developed and delivered to the College's faculty and staff.

Supports College Strategic Goal: 4  
 Supports College Annual Goal: 6  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Review the results of the 2015-2016 evaluation of the PDP program to determine program effectiveness	Reviewed the result of the 2015-2016 PDP evaluations and internal survey results and reported these findings	Ongoing evaluation of process and incorporation of results into planning process for subsequent year's programming



	<b>Documentation: PDP Committee agendas and minutes</b>	
Administer needs assessment survey to the CCTC faculty and staff to determine PDP needs	Administered internal needs assessment survey in March 2016 to identify PDP needs for 2016-2017  <b>Documentation: 2016 PDP Survey</b>	Used results from survey to identify needs for upcoming year and to incorporate into planning process with PDP Team
Identify areas for improvement or changes to existing PDP to meet institutional needs	Identified program offerings for 2015-2016 based upon feedback and evaluation results  <b>Documentation: 2015-2016 PDP Calendar</b>	Incorporate changes to meet the needs of the institution
Provide leadership for PDP Team in the development of the offerings for 2016-2017 and publish 2016-2017 PDP calendar	Conducted meetings, maintained records of meetings, communicated to CCTC faculty and staff, administered surveys, and monitored calendar offerings throughout the year  <b>Documentation: Communications to faculty and staff, agendas, and minutes of PDP meetings</b>	Ongoing communication with internal audiences regarding offerings and changes throughout the year
Provide all scheduling arrangements for offerings	Completed scheduling arrangements for the 2015-2016 offerings and published 2015-2016 PDP calendar in June 2015  <b>Documentation: 2015-2016 PDP Calendar</b>	Determine if scheduling is appropriate to the audience served
Complete the pre-registration process for required courses in PDP	Enrolled CCTC faculty and staff in required training courses  <b>Documentation: Banner Registration</b>	Ongoing evaluation of process
Assess effectiveness of PDP offerings throughout the year	Conducted evaluation at each PDP session  <b>Documentation: Session evaluation results</b>	Ongoing evaluation of PDP sessions used for planning for the subsequent year's programming
Compile evaluation results for development of 2015-2016 PDP offerings for continuous improvement	Compiled evaluation results for PDP sessions and reviewed for use in planning for 2015-2016  <b>Documentation: PDP Committee agendas and minutes</b>	Ongoing evaluation of process

**Goal No. 6: Manage CCTC Alumni Partnership to accomplish its mission. [Student Records in 2016-2017]**

**Expected Outcome for Goal No. 6**

6.1 The Alumni Partnership will support the College's alumni and the institution's role in the community.

Supports College Strategic Goal: 6

Supports College Annual Goal: 8  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Facilitate communication with Alumni Partnership members to support the mission of the Partnership	Sent emails to alumni and published two newsletters on alumni news and College events  <b>Documentation: Alumni Partnership Newsletters</b>	Ongoing development of news worthy items for the alumni membership
Maintain the budget for the CCTC Alumni Partnership	Maintained budget for Alumni Partnership events  <b>Documentation: Departmental Budget</b>	Ongoing evaluation of budget to ensure adequate fiscal resources
Publish two Alumni Partnership newsletters per year to communicate to members	Published two Alumni Partnership newsletters in 2015-2016  <b>Documentation: Alumni Partnership records</b>	Alumni affairs moved to Student Records in 2016-2017
Identify internal and external partners for collaboration with the CCTC Alumni Partnership and participate in College events to promote the Alumni Partnership	Participated in Graduation Fair, Centralbration, Nursing Pinning, Awards Convocation, and graduation; added new partners offering member benefits  <b>Documentation: Alumni Partnership records</b>	Continue to identify events where the Alumni Partnership can be promoted
Assess activities at conclusion of the 2015-2016 year to determine effectiveness of program for 2015-2016 and develop strategies for program for 2016-2017	Conducted an internal assessment of the events by personnel and developed an internal schedule of events  <b>Documentation: Schedule of Events</b>	Ongoing evaluation of Alumni Partnership events to promote the College's alumni

**Goal No. 7: Manage the Administration and Planning Division personnel and resources effectively. [Division of Administration and Planning dissolved in 2015-2016]**

**Expected Outcome for Goal No. 7**

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

Supports College Strategic Goal: 1-8  
 Supports College Annual Goal: 12  
 Supports Division Goal: N/A

<b>Strategy</b>	<b>Outcomes Accomplished from Strategies Implemented</b>	<b>Use of Results for Continuous Improvement</b>
Measure administrative unit outcomes for the Administration and Planning Division	Assessed administrative unit outcomes and results used for continuous improvement of programs and services	Division dissolved

	<b>Documentation: Administrative Unit Outcomes Report</b>	
Manage the administrative unit review process for those units scheduled for 2015-2016 to improve programs and services	Met with administrative units scheduled for 2015-2016 administrative unit reviews, provided support for the review process, reviewed and filed reports in the data repository  <b>Documentation: Agenda, minutes and PowerPoint for June 28, 2016 meeting</b>	Administrative Unit Review process moved to Planning & Grants in 2016-2017
Develop and implement a 2015-2016 Research and IE Department Plan of Action	Developed and implemented a 2015-2016 Research and IE Department POA  <b>Documentation: Research and IE Plan of Action</b>	Research & IE moved to Department of Information Learning & Technology in 2016-2017; planning documents will be combined with Department's
Measure administrative outcomes for the Research and IE Department	Conducted assessment of Research and IE Department outcomes and compiled report  <b>Documentation: Research and IE Department Outcomes Report</b>	Research & IE moved to Department of Information Learning & Technology in 2016-2017; planning documents will be combined with Department's
Communicate effectively within the College regarding Administration and Planning Division services	Met with Deans Council, represented at ELT, presented to College faculty and staff at annual planning meeting, and communicated with administrative unit and academic program managers about appropriate planning documents  <b>Documentation: Meeting agendas, minutes and emails</b>	Division dissolved
Continue to assess the effectiveness of the Administration and Planning Division's role at the College	Division dissolved	Division dissolved
Identify areas for cross-training within the Division for each staff member	Division dissolved	Division dissolved
Complete professional development activities by each staff member	Staff members participated in internal and external professional development activities in grant writing, regional accreditation, security, and institutional effectiveness  <b>Documentation: Conference Feedback and Resources</b>	Division dissolved
Maintain a sound records management system for all functions within the Administration and Planning Division	Maintained records in the Office of Administration and Planning; updated data repository records in preparation for division's dissolution	Data repository accessible by Research and IE as well as Learning Resources and Planning; will continue to be used to store and manage Planning and IE documents

	<b>Documentation: Data repository</b>	
Explore possible expansion of services to be offered by the Administration and Planning Division	Division dissolved	Division dissolved
Manage the data repository to support documentation needs for all College functions	Maintained records in the Office of Administration and Planning; updated data repository records in preparation for division's dissolution  <b>Documentation: Data repository</b>	Division dissolved
Assess personnel needs of the Administration and Planning Division to accomplish the Division's mission with a focus on the Research and Institutional Effectiveness Department	Division dissolved	Division dissolved
Develop strategies to improve employee knowledge of role, purpose, and functions of the Administration and Planning Division	Division dissolved	Division dissolved
Develop accessible web resources for the Administration and Planning Division compliant with the web accessibility audit requirements and maintain current information for the website for the Administration and Planning Division	Division dissolved	Division dissolved; all College documents required to be web accessible