Fayetteville Technical Community College

STRATEGIC PLAN 2021-2026

Board of Trustees Approval Date: September 20, 2021
Revised: February 24, 2022

"Serve our community as a learning-centered institution to build a globally competitive workforce that supports economic development"

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September 20, 2021

Dear Friends of Fayetteville Technical Community College:

As educators, we recognize the valuable lessons that can be learned through history about best practices for moving forward. In fact, history has shown how some of our world's brightest military strategists benefited from the perspective of a high vantage point when formulating strategies for their troops on a battlefield. This same perspective can be applied in a number of settings, including our work here at Fayetteville Technical Community College.

As activities are beginning to return to normal following the pandemic, we can now reflect on the past several months with a higher viewpoint and a broader perspective. A year that began as normal in 2020 soon took a drastic turn and transitioned into a whirlwind of everyday, unique challenges that tested our ability to be resourceful, flexible, creative, and committed to our mission. In retrospect, we can now see how the past several months provided extraordinary learning experiences not only for our students but also for me, our faculty, and staff members.

Collectively, we made complex decisions while navigating through the pandemic, decisions which proved to be judicious and promoted the continuity of our campus operations for faculty, staff, and students. Individually, many on our campus confronted personal struggles when coping with the effects of the pandemic, not the least of which included our students whose normal life struggles were suddenly compounded while attempting to achieve a better quality of life for themselves and their families. On this new and strange "field of battle," we all faced challenges on many fronts but were well equipped with an armor of creativity, resourcefulness, dedication, and perseverance. We emerged through the daily trenches and achieved our own educational "field of honor," as we celebrated our 59th commencement exercises on our beautiful campus grounds with meaningful, carefully planned and executed ceremonies that surpassed all of our highest expectations. These experiences remind us that through our collective persistence and toil—whether during times of a global pandemic or normality, we through education are positively, consistently, and exponentially contributing to our workforce, our communities, and our world—an honor not easily matched—or often held—by all professions.

Every day at Fayetteville Technical Community College, each member on our campus—from our housekeepers and groundskeepers to our advisors and instructors— has an opportunity to positively influence a life and earn the trust of students. I am extremely proud of each member of our faculty and staff who stepped up and faced our unique battlefront by demonstrating their abilities to adapt, deliver, and ultimately succeed serving our students.

As we look to the future, we face an ever-relevant question: *How do we as contributing individuals influence our team to become stronger by identifying and following through on ideas and solutions that lead to better service for our students and community?*

With each yearly review and update of our Strategic Plan and Goals, we remain focused on our responses to this important question which represents the foundation from which all planning objectives will evolve. We will approach each effort by harnessing the diverse talents of our faculty and staff and supporting each other intellectually and respectfully. While we attempt to measure how we are performing as a College in serving all who enter our doors for higher learning, our guiding philosophy will revolve around the principles of honesty and integrity in everything we attempt to do, candor in the ability to honestly assess our efforts, and passion to keep striving for greater results. In my view, no other calling imparts these guiding principles more effectively than education. By these standards, we can celebrate the work we perform at Fayetteville Technical Community College.

Thank you for your continued enthusiasm and engagement as we look ahead and march forward.

Sincerely,

J. Larry Keen, Ed.D.

President

FTCC Institutional Goals

2021-2026

1.   **Increase the number of students earning degrees, diplomas, and/or certificates by responding to student and community needs and successfully preparing students for transfer to continue their education and/or their career goals**

2.   **Maintain a culture of quality customer service and continuous improvement**

3.   **Ensure fiscal responsibility, accountability, and financial stability**

4.   **Focus on improving the economic mobility of citizens in Cumberland County, and the region, through workforce preparedness that aligns with business needs supporting economic development initiatives**

The FTCC Board of Trustees originally adopted the Institutional Goals on September 16, 2013, and approved minor modifications to the Institutional Goals on September 16, 2019. Reaffirmed: February 21, 2022

Institutional Goal 1: Increase the number of students earning degrees, diplomas, and/or certificates by responding to student and community needs and successfully preparing students for transfer to continue their education and/or their career goals:

1. Increase graduation rates to 25% by 2024
2. Increase enrollment and headcount in college transfer and vocational programs 3% annually
3. Increase student transfer and/or employment success using dashboards, Quality Enhancement Plan goals, and career-track pathways that align to local and regional workforce needs
4. Meet or exceed the North Carolina Community College System Performance Measures goals by 2025
5. Achieve 90% satisfaction rate on all surveys and course evaluations
6. Increase the number of students earning credentials that align local, regional, state and national workforce needs and provide a living family wage

Strategies

Institutional

- College-wide focus to increase Enrollment, Full-time Equivalent (FTE) Growth, Retention, and student success (1, 2, 3. 4 and 6)
- Maintain memberships in relevant professional organizations and groups (1)
- Increase the number of grants submitted and awarded to support students (3, 5)
- Increase opportunities for students in all programs to gain real-world work experiences that align to in-demand employment needs of businesses and industry (6)
- Promote and support Diversity, Equity and Inclusion professional development and operational practices to achieve a more diversified workforce in all levels of employment and the College to mirror the community served (1-3)

Academic & Student Services

Academics (Corporate & Continuing Education and Curriculum)

- Continue ongoing activities to successfully transition course schedules to a more balanced array of classes that include face-to-face, blended, and hybrid delivery based on student demand (2, 3, 4, 6)
- Partner with community organizations, advisory committee members, and donors to connect students with work experiences and potential employers (3)
- Incorporate a more holistic and seamless approach to developing the essential and employability skills needed by students to be productive upon entering the workforce (1, 2, 3, 5 and 6)
- Maintain a workplace learning advisory board to cultivate additional opportunities for students (3, 6)
- Extend the reach of student support services across campus through proactive approaches to reach students where they are versus expecting students to physically go to a location to receive support (1, 2, 3, 4, and 5)
- Assist students with co-requisite remediation to increase success in gateway Math and English courses (1, 2, 6)

- Administer a second-year student mentor program supporting incoming first-year students, supplemented with ongoing professional development programs directly supporting student success (1-5)

- Define and articulate more clearly the role expectations of instructional leaders, success coaches, and instructional coaches (1, 5)

- Successfully launch Blackboard Ultra and standardize Blackboard shells to ensure active learning for students in hybrid or online courses (1, 5)

- Increase opportunities for students to gain work experience through work-based learning, internships, and apprenticeships (3, 6)

- Provide faculty-driven academic advising using WebAdvisor®, Career Coach®, Student Self-Serve®, Civitas®, Pelocity®, EMSI, and other electronic tools to enhance identification of student career goals and/or successful transfers to other colleges and universities (1-6)

- Expand the role of the JOBS Center across campus to include Transition Tech, Corporate & Continuing Education, and Curriculum Programs; work collaboratively with the Work-Based Learning office and Financial Aid office to expand work study opportunities (1, 2, 3)

- Encourage High School Connections enrollment in Career and Technical Education programs at FTCC through additional outreach, focus-learning, and participation in job fairs (1-6)

- Expand short course offerings that lead to industry-recognized credentials that align to in-demand employment opportunities (6)

Academic Support

- Increase student educational access by promoting and marketing the services and resources available in the Student Learning Center and extending services to include real-time support for students while in class (1)

- Increase student participation in Male Mentoring Success Initiative through enhanced mentoring opportunities and meaningful services (1)

- Promote the usage of the Student Learning Center (1)

    - Market the services of the Student Learning Center on student syllabi (1)
    - Update FTCC frequently asked questions webpage (1,2)

- Deploy tutors from the student Learning Center into Developmental Math and English courses (1, 2, 3 and 4)

- Increase the number of students transferring to four-year colleges and universities (1)

- Expand relationships with other colleges/universities to explore additional avenues for articulation agreements (1, 5)

- Enhance transfer opportunities for FTCC students through program level articulation agreements that clearly define course credits available to students intending to transfer to four-year colleges and universities (1, 5)

Student Services

- Scale the use of Civitas® software creating additional collaboration between students, advisors, student services, academic support services, and program managers (2, 3, 5 6)

- Maintain a successful student athletic program and include additional sports programs over the five-year strategic plan period (5)

- Explore hiring a Corporate & Continuing Education and Curriculum (CE/CU) shared counselor to counsel, guide, and recruit prospective students for best placement in programs/courses to meet students' educational goals (2, 5)

- Expand hiring of success coaches following the College's Quality Enhancement Plan (QEP) timelines and assign to additional coaches to academic units to support faculty advisors with student enrollment and retention through more consistent follow-up and connection with students, their advisors, and programmatic advisors (2, 5)

- Increase High School Connections enrollment and communicate the cost effectiveness of participation to families with teens living in Cumberland County and increase the number of High School Connections students completing an associate's degree. The College can enroll ninth and tenth graders into programs, which greatly improve the students' ability to complete an associate's degree. (1, 2, 3, 6)

- Increase active duty military enrollment through outreach efforts through expansion of unit class offerings (1, 2, 3)

- Utilize products provided to the College through the Project Success Program to promote financial literacy among students, cohort default rates, satisfactory academic progress, retention, and graduation rates (1-5)

- Expand support staff in Curriculum and in Corporate & Continuing Education programs to increase intervention support for student success and Quality Enhancement Plan implementation (1-5)

- Increase the number of students who successfully complete a gateway English or Math course in the first 30 credit hours (1, 4)

- Increase the number of Cumberland County high school graduates attending FTCC (2)

- Increase the number of Career and College Pathways available to Cumberland County high school students (2 and 3)

- Implement Client Relations Management software to identify target markets of potential students and provide custom messaging (1 and 4)

Administrative Services

- Provide a well-maintained, safe, and secure learning environment (2, 5)

- Current and relevant and refined technologies will remain available for use in the classroom and in all areas of student support to improve services related to retention, persistence, and student success (3)

Business & Finance

- Increase student educational access by awarding Higher Education Emergency Relief Funding (HEERF) funding to eligible students impacted by COVID-19 (1, 2, 3)

- Provide technology options for students in the Bookstore that can be purchased using financial aid and rental options in support of an increased focus in online education, in addition to typical face-to-face, hybrid methods (1, 2, 4, 5)

Foundation

- Engage stakeholders to develop and expand College funding opportunities and meld community and student needs (1, 2, 3)

- Increase student educational access by enhancing promotions for scholarships that are available and awarded by the FTCC Foundation, Inc. (1, 2)

- Generate Labor Market demand trend charts for programs of instruction assisting with student recruitment, program expansions or reductions, and related activities designed to strengthen the department's future planning (2, 3, 6)

- Administer student course evaluations assessing the satisfaction rates for courses and programs of study (1, 5)

- Administer an annual non-returning student survey to assess the specific reasons for non-continuation of studies at FTCC (1, 5)

- Administer an annual graduate survey to assess satisfaction rates for courses and programs of study and the graduates' success in obtaining a job within six months of graduation or successfully transferring to another college or university to continue their educational goals (1, 5)

- Monitor Watermark Assessment Management System, linked to the College's Learning Management System, to verify that the assessment plans include desired objectives, projected targets, measured outcomes with action plans (if needed), and evidence necessary to document student learning outcomes aligned with the following:

  - Advertise and hire a Director of Success Coaching and QEP
  - Program reviews,
  - Pelocity® interests surveys,
  - Civitas® dashboards,
  - Quality Enhancement Plan (QEP) objectives, and
  - Joint faculty advising and success coaching occurring within academic departments (1, 3, 4, 6)

- Conduct trend analysis studies to identify and benchmark successes at FTCC and at other colleges that could be replicated, enhancing student success (1-6)

- Encourage faculty and staff to complete higher levels of relevant education and/or degree completion by promoting the one free FTCC course per semester and tuition assistance for achievement of higher-level degrees (1, 2)

- Encourage Return to Industry Training to allow employees to remain relevant with changing technologies and processes in industry settings (1, 2)

- Create a President's Leadership Institute to enhance instructional and student support skills and talents (1,5)

- Implement upgraded faculty and staff orientation to ensure knowledge and expertise with the College's Learning Management System (Blackboard) within 90 days of initial hire (1, 2)

- Encourage 100% successful completion of initial onboarding course for new faculty and staff (1, 5)

Legal Services & Risk Management

- Provide legal support to College departments to help increasing student success activities aligned with the changing legal environment (1, 3, 5)

- Provide safety protocols recommended by COVID-19 health officials and Occupational Safety and Health and implement to the fullest extent possible or reasonable (1, 2, 6)

Marketing & Public Relations

- Increase the FTCC "Value Proposition" by reaching an expanded target audience through traditional, digital, interactive, social media marketing mediums and devices, and increased program leadership engagement with external stakeholders (2)

- Create short videos highlighting programs of study and televise them on a regular schedule (2)

- Advertise success stories of students and other information related to sports activities and student achievement in academic programs (2, 5)

- Promote and support University Outreach initiatives to increase student success (1)

- Promote faculty and staff engagement through social media posts, blogs, public relations, community service, sports activities, and College engagement opportunities (1, 2, 3, 5)

- Encourage High School Connections students to transition to FTCC academic programs after high school graduation using targeted marketing to reach the high school population (2)

- Grow the College's market share and become number one in the region in top-of-mind student awareness (2)

Institutional Goal 2: Maintain a culture of quality customer service and continuous improvement

1. View the success of our students as our number-one priority
2. Maintain the highest standards and responsiveness in serving the needs of our customers and stakeholders to enhance and remain competitive
3. Create a welcoming and service-oriented culture among staff for delivering support with minimal referrals
4. Achieve 90% satisfaction rate on customer service survey
5. Maintain consistency of service and information across the College

Strategies

Institutional

- Promoting a culture of coaching, mentoring, and helping others achieve personal and professional success (1-5)

- Resolve customer needs with minimal referrals to others (1-5)

- Answer telephone calls within three (3) rings to demonstrate the College's desire to help and provide timely assistance; publish and distribute most frequently requested numbers for reference when handling and transferring calls; transfer telephones to another person who can help callers if leaving the work station for an extended length of time (1-5)

- Ensure instructional programs, academic support, and student support initiatives are designed to serve a diverse student population (1, 3, 5)

- Invest in the most valuable resource of our College: human capital (1,2, and 3)

- Be intentional about developing succession plans for leadership (1-5)

Academic & Student Services

Academics (Corporate & Continuing Education and Curriculum)

- Emphasize among faculty and staff their individual responsibilities to engage students frequently, providing high-quality customer service and academic advising (1-5)

- Expand use of rubrics to assess student outcomes in programmatic areas, including satisfactory performance on the General Education Core Competencies (1-5)

- Provide ongoing departmental-level professional development to employees to enhance the continuity of operations, safety, and emergency preparedness/readiness, along with a strong emphasis on use of the College's Learning Management System in possible periods of remote operations (2)

- Establish and maintain verifiable quality standards for all academic programs and courses (2 and 4)

- Improve student advising in College Transfer to reduce time to completion (1-4)

- Improve educational experiences of our students through continuous improvements in teaching and learning (1, 2, and 5)

Academic Support

- Promote use of the Library and the Student Learning Center to increase student success (1-5)

- Extend services of Student Learning Center to students through in-class supports where appropriate (1-4)

Instructional Design and Quality Assurance

- Use Online Course Quality Rubrics to increase uniformity of course templates and assist students in locating instruction and general information topics from course to course (1-5)

- Embrace and fully implement Quality Matters to validate program and course quality (2)

Student Services

- Assign success coaches to academic units to improve student experiences during registration and advising (1, 2, 3, 4)

- Assist students with developing life skills and career plans through orientation sessions and use of Pelocity software in ACA courses (1, 3)

- Incorporate advanced technology, assisting students with online registration, reducing the need to be on campus and reducing lines for

registration activities; further develop an online registration process for Corporate and Continuing Education students (1, 4, 5)

- Triage waiting lines to quickly move customers to appropriate College locations (3, 4)

Administrative Services

- Improve College wayfinding through use of more visible, adequate, and accurate signage to direct visitors to locations (3, 4)

- Exhibit high-quality customer service in all interactions with staff, faculty, students, and the community (1, 2, 3, 5)

Business & Finance

- Provide adequate staffing and equipment to meet the College's needs (2, 5)

- Provide lower-priced options for students in the Bookstore and explore open source materials for use in course offerings (1, 4)

- Perform reviews of FTE-earned compared to salaries paid to help determine programs that are over or under funded (2, 3, 4, 5)

- Include portable devices and miscellaneous hardware and software in the budget planning in order to enable faculty and staff to telecommute in the event of any emergency situation (1, 3, 4)

Foundation

- Collaborate with Sports Athletic Director and Executive Director of Marketing and Public Relations to promote scholarships available from the Foundation Office (1)

Human Resources & Institutional Effectiveness

- Educate employees on functions and activities of College departments to minimize referrals (2)

- Include one or more interview questions focused on customer service and motivational fit (1-5)

- Conduct annual surveys among faculty, staff, and students to collect information about the College's climate and student opinions concerning the level of customer service/support (4)

- Monitor professional development classes to ensure topics are available for both faculty and staff to further educate employees (1-5)

- Promote equal employment hiring opportunities and ensure that one DDI-targeted selection STAR criteria evaluates customer service views and a separate question evaluates motivational fit (2, 3, 5)

- Enhance the quality of annual performance appraisals through:

  - jointly developed annual objectives between the supervisor and employee,

  - measurable targeted outcomes that can reasonably be completed by the conclusion of the appraisal period,

  - periodic reminders throughout the year of techniques raters can use to enhance the success of subordinates in targeted student learning outcomes and techniques for assessing those student learning outcomes, and

  - inclusion of quality customer service and support as a measured item on annual performance appraisals (5)

Legal Services & Risk Management

- Treat internal and external clients with respect, understand their needs and concerns, and provide timely guidance and/or actions as warranted by the circumstances (1, 2, 3, 4, 5)

- Conduct a review of all agreements necessary for College operations in a timely manner and prior to any known deadlines (2, 3, 4)

- Expand efforts to communicate new policies and guidance to affected campus constituencies (4, 5)

- Work with faculty, staff, and students to provide a safe learning environment free of unreasonable hazards. (1, 2, 4)

Marketing & Public Relations

- Update, refine, and redesign the College's website as needed, in a consistent manner to accomplish four main objectives:

    - Establish a leading-edge infrastructure featuring artificial intelligence (AI) geared toward audience/user personal identification to match relevant content and powerful search feature navigation

    - Implement Virtual Learning Center Machine Intelligence pilot

    - Ease of use and robust search features

    - Compel online readers to take direct action (1, 3)

- Maintain Americans with Disabilities Act (ADA) compliance, including website accessibility, in accordance with federal regulations and standards (1, 3, 4, 5)

College-wide

- Implement the Quality Enhancement Plan (QEP) with focus on:

    - Improving the onboarding and advising processes for students (1-5)

    - Assisting students with the selection of a career pathway based upon their realistic education, life, and career goals, thereby reducing the number of programs changes (1-5)

    - Increasing fall-to-fall persistence rates through ongoing student interventions and collaboration with a designated success coach and academic advisor, supplemented with support from fellow students

- Implement holistic and focused career coaching support for students through "FTCC C.A.R.E.S" (Coaching, Advising, Realizing, Engaging, Succeeding) – the QEP initiative and logo

Institutional Goal 3: **Ensure fiscal responsibility, accountability, and financial stability**

1. Plan and prepare annual budgets that enable the College to be both proactive and responsive to faculty, staff, and community needs
2. Maximize limited resources by enhancing productivity and accountability
3. Focus resources on the core mission of teaching by strategically budgeting funds in areas that result in the greatest return on investments
4. Streamline operations with a focus on efficiency and performance
5. Monitor current spending and forecast future funding requirements to sustain financial stability
6. Maintain a data-driven decision process based on thorough assessments of student, faculty, and staff needs

Strategies

Institutional

- Submit budget requests using Clarity software in a timely manner to support division operations, completion of institutional goals, and other activities related to funding requests; expand expenditures during the first quarter of the academic year to lessen short-fused expenditures just prior to the close of the budget year; submit initial decision packages to Business and Finance Office annually during the month of May or as specified in a memorandum from that office (1-6)

- Communicate with all levels of the College to stay updated with future needs of the community and state and national entities to forecast future funding requests to meet those needs (1-6)

Administrative Services

- Standardize technology across the campus to reduce maintenance costs (2, 4)

- Project and coordinate construction and renovation projects (1, 5)

- Upgrade equipment and software technology meeting the changing needs of students, faculty, and staff (2, 4)

- Monitor expenditures in coordination with Business and Finance (1, 2, 4, 5)

Business & Finance

- Review the salary plan and hiring pay scale frequently, keeping salaries competitive with market values for faculty and staff (3, 5, 6)

- Monitor monthly budget reports and submit budget reconciliation at mid-year (2, 4, 5, 6)

- Review open position vacancies on a monthly basis to consider reallocation of lapsed salary funding to other college initiatives in a timely manner (3, 5)

- Continue training on use of TimeClock Plus® electronic timekeeping software to maintain time and leave records (2, 4)

- Utilize college-wide the College's Clarity® budget software, enabling faculty and staff to engage in the budget process more easily (1, 2, 4, 5)

Foundation

- Collaborate with division leaders regularly to ensure fund-raising efforts align with College priorities (2)

- Develop a culture of philanthropy and a robust fundraising program through the FTCC Foundation to secure corporate, foundation, and individual gifts and grants to support the students and the College (2)

- Expand FTCC Foundation donations to reach new donors and continue ongoing contact with existing donors (2)

- Explore grant opportunities from foundations and corporations to enhance student success, support programs and facilities, and expand opportunities for faculty, staff, and students (3)

Human Resources & Institutional Effectiveness

- Ensure hiring processes are completed within 45 days of the position job posting closing to maintain staffing levels for student success (2, 3, 4)

- Monitor the College's Annual Planning Assumptions and initiate changes in operations based upon the assumptions (2, 3, 4)

- Continue conducting criminal background checks for all full-time and part-time candidates applying for vacant positions (6)

Legal Services & Risk Management

- Conduct internal audits of records to help ensure proper documentation exists for each FTE generated and to help prepare for responses to any questions raised by external audits (2, 6)

- Limit claims made against the College by encouraging all constituencies to help maintain a safe learning environment (2 ,6)

- Mediate conflicts to avoid the need for formal complaints being filed against the College (2, 5)

Marketing & Public Relations

- Ensure appropriate communication among all College areas, thereby creating an FTCC family-friendly culture (1, 2, 4)

Institutional Goal 4: **Focus on improving the economic mobility of citizens in Cumberland County, the local region, state-wide, and nationally through workforce preparedness aligned with business needs supporting economic development initiatives**

1. Strengthen economic development activities in the College's service areas
2. Maintain an effective Career Development Center with 90% or greater student job placement within six months of graduation
3. Expand veterans and military family support services
4. Analyze College programs of study to modify program/course offerings and meet changing employer needs

Strategies

Institutional

- Engage with the Fayetteville Cumberland Economic Development Corporation in the recruitment, expansion, and retention of businesses and other employers (1, 4)

- Seek additional funding for the NC Military Business Center to further engage businesses who win government contracts and provide post-contract assistance (1, 3)

- Facilitate a Board of Trustee Planning Retreat in 2021-2022 (5)

- Embrace MyFutureNC's Educational Attainment goals and collaborate with educational and workforce partners in Cumberland County and the State of NC to implement innovative strategies and replicate best practices (1)

- Identify and implement new programs and services that prepare transitioning military personnel and families for productive civilian employment (3)

Academic & Student Services

Academics (Corporate & Continuing Education and Curriculum)

- Continue transitioning student applicants toward a guided pathways framework through analysis of the College's Annual Planning Assumptions, Program Advisory Committee data, Program Review data, and local and regional labor market data to clarify course requirements producing transfer and/or career ready graduates (1-4)

- Align Curriculum and Corporate and Continuing Education programs to instruction/course needs of employers, as reflected in the annual employer survey, advisory board recommendations, and ongoing program review analyses and assessment plan outcomes/findings (4)

- Broaden the role of Advisory Committees and incorporate recommendations to provide students with more project-based and applied learning opportunities (1-4)

- Analyze Academic Advisory Committee data, retention statistics, and graduation trends by expanding the analysis and use of GAP studies, program-specific labor market information, and annual employer surveys (1-5)

- Enhance outreach efforts to businesses and industries to understand and define existing and future workforce training needs (1)

- Expand the use of Customized Industry Training (CIT) funds and grow the number of companies served through CIT (1, 3, 4)

- Create guided pathways for students and graduates to engage with employers including defense contractors and other public sector employers (2, 3)

- Create an effective internship and apprenticeship program through expanded partnerships with employers, military installations, and post-secondary education institutions (1, 4)

- Increase partnership opportunities with appropriate companies to partner with and further grow the Transition Tech program (3)

- Enhance the services of the Job Center to provide more continuous support and development of the whole student for career readiness (1-3)

- Consistently use labor market data to inform decision-making concerning program and course offerings (1, 2, and 4)

Academic Support

- Promote academic support services at the All-American Veteran's Center, Job Center, Student Services, Paul H. Thompson Library, and Student Learning Center to increase awareness of workforce preparedness resources and/or transfer requirements to further education (1)

- Extend services of the Job Center to address skills and experiences needed by students in developing essential employability skills, preparing

for employment after completion, and actual work experiences to enhance marketability (1-3)

Student Services

- Expand student use of Pelocity®, Career Coach®, and Internship.com during their admissions, registration, ACA course, and advising processes (1)

- Re-focus the admissions area to include expansion of success coaches to guide students into appropriate majors and pathways for success based upon the student's goals and aspirations (1-4)

- Assign students using a team-based approach to advisors (academic advisor, success coach, and financial aid advisor) to improve communication via interventions and helping students stay on their desired career pathway (1-4)

- Continue student services and academic program enhancements necessary to exceed the changing needs of the military, and veterans and their families (3)

Business & Finance

- Expand the number of Cumberland County School summer interns from 11 students in 2019, none in 2020 due to COVID restrictions, to a minimum of 18 students in 2021, contingent upon available funding (1)

Foundation

- Promote and solicit private and corporate fundraising opportunities that complement employer needs and student curriculum (1-4)

Human Resources & Institutional Effectiveness

- Conduct and report findings of an annual job placement report for 2021-2022 graduates (3)

- Provide labor market trends to support program changes (3)

- Prepare queries to support informational needs of academic program and support areas of the College in a timely manner (4)

Legal Services & Risk Management

- Facilitate agreements between the College and others which expand and strengthen economic development in Cumberland County and services to veterans and military families (1, 3)

Marketing & Public Relations

- Increase community awareness of services provided by the Small Business Center and the Center for Innovation and Entrepreneurship (1, 3)

Administrative Services

- Provide well-maintained facilities that provide a safe and secure learning environment. (4)

- Provide essential information technology to support training and College-wide operations. (4)