

Fayetteville Technical Community College

STRATEGIC PLAN 2022-2027

Board of Trustees Approval Date: September 19, 2022



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

**2201 Hull Road
P.O. Box 35236
Fayetteville, North Carolina 28303-0236
www.faytechcc.edu**



FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE

P.O. BOX 35236 • FAYETTEVILLE, NORTH CAROLINA 28303-0236

September 19, 2022

Dear Colleagues and Friends of Fayetteville Technical Community College:

As I reflect on our students, our mission, and the past sixteen years at Fayetteville Technical Community College, I am warmly reminded about the unique perspective music delivers concerning individuals and their experiences. The simple yet powerful words to a beautiful song written over fifty years ago echo in my mind and are paraphrased here: *The road is long, with many a winding turn, that leads us to who knows where . . . but I'm strong enough to carry him; he's not heavy, he's my brother.* The story behind these words refers to a priest who served homeless children and others seeking guidance in finding their way forward in life. The priest's emotions were stirred when one day he came across a painting of a young man carrying on his back a younger boy who was wearing braces on his legs; the caption underneath the painting read, *He ain't heavy—he's my brother.* In 1969, during the decade when Fayetteville Technical Institute was established, these words became the name of a worldwide hit song performed by a group known as The Hollies.

As we navigate the triumphs and challenges of life and reflect on our personal journeys at Fayetteville Technical Community College, the message from the words of this song is relevant and meaningful. For me personally, the message resonates in my mind and my heart and reminds me of my personal journey and how education profoundly and positively impacted the direction of my life. As educators, counselors, staffers, and leaders of this great College, we celebrate the extraordinary opportunities presented to us as we positively influence the lives of others through our work involving education.

The North Carolina Community College System serves as a remarkable foundation that underscores and strengthens our mission as well as the other 57 community colleges across the great state of North Carolina where over a half million students are served each year, fueling North Carolina's economy and workforce with highly skilled job candidates. Community colleges uniquely serve others by extending open doors to *all individuals* who seek a better quality of life and offering hope brought about through education and the collective talents each of us contributes to this effort through our personal gifts, skills, and expertise in a variety of areas.

The song lyrics continue: *So on we go, his welfare is of my concern, no burden is he to bear.* These words, coupled with reflections in my mind from experiences over the past sixteen years, stir up many memories and emotions which perfectly encapsulate the significance and purpose of the work we perform at Fayetteville Technical Community College:

- I am reminded of the young homeless student who informed me he had been living inside his car while taking classes at FTCC with the hope of gaining skills that would help him become a productive member of the workforce and improve his quality of life.

- As I reflect on the soldiers and veterans who turn to us for help finding the way forward while coping with intensely challenging and often dangerous military situations, I celebrate how FTCC has long been recognized as a best-for-vets school, was rated the number-one military friendly school in the nation for 2022-23 in the category of large community colleges, and is the home of the All-American Veterans Center. What an honor it is to serve these men and women who collectively represent America's greatest resource.
- I am in awe by the training opportunities we provide local businesses, such as our partnership with Fayetteville Public Works Commission where brave men and women train to become highly skilled line workers. Anyone who has ever suffered through a power outage following a hurricane or major storm recognizes the major contributions these men and women make while serving our communities.
- My heart beams with pride when I visit the Airborne & Special Operations Museum and see the base on display—created by our welding students—that holds the damaged rotor of a Black Hawk helicopter that crashed during an intense battle in Mogadishu.
- I am motivated by our Trojan athletes who step up to the challenge of achieving success with both academic and physical markers to find their way forward to a place of personal growth that helps them confidently navigate the game of life beyond the fields and courts of FTCC.
- I admire the wisdom of many students who chose FTCC for their first two years of college and continued in pursuit of bachelor's, master's, and doctoral degrees. Some of those students are now medical doctors, highly skilled nurses, engineers, and other professionals in distinguished vocations. Yet my pride for these students is no greater than the joy I feel for our students who graduate from FTCC's Adult High School, GED, or High School Equivalency programs.
- I am thrilled when I see construction nearly complete for the FTCC Cumberland County Regional Fire & Rescue Training Center and recognize the depth and scope of the positive impact this Center will deliver for our students, our communities, our state, and across state lines. The Center will include specialized training in many disciplines including swift-water rescue, communication tower rescue, farm rescue, confined space rescue, trench rescue, vehicle extrication, and technical rescue certification. FTCC is the only college in North Carolina to offer the delivery of sophisticated, high-tech training in such broad areas.
- Recognizing that we stand on the shoulders of those who served before us, I am grateful to our retirees and the leaders who paved the way before us to make all this possible by establishing the Fayetteville Area Industrial Education Center in 1961, which later became known as Fayetteville Technical Institute and finally Fayetteville Technical Community College. I am grateful to our dedicated board members, faculty, and staff.

These stories, which fill my heart, eyes, and mind with tremendous pride, could fill page after page with information about the thousands of lives positively touched by the work we do at Fayetteville Technical Community College. The student experiences remind us that through our collective persistence and toil, we are consistently and exponentially contributing to our workforce, our communities, and our world—an honor not easily matched—or often held—by all professions.

A look into the future calls for renewed strength in our commitment to our mission and to identifying and following through on ideas and solutions that lead to better service for our students and our community. By harnessing the diverse talents and contributions of faculty and staff, Fayetteville Technical Community College is well positioned to serve by continually measuring our performance as a College and responding in ways that bring about positive results. There is a time and season to applaud past successes, yet we should always embrace the future with candor in the ability to honestly assess our efforts and our passion to keep striving for higher performance. Most of all, in the same spirit expressed through the simple yet meaningful song lyrics referenced earlier, we celebrate the opportunities we have to offer hope and touch lives every day through the educational services we provide. Our collective efforts help our students find their way forward to a better place and an improved quality of life through education. I cannot envision any other professional calling that more effectively imparts this guiding principle for life than education.

I feel a sense of tremendous gratitude that my personal journey—filled with its own share of hardships and rewards but always supported by love and with encouragement from my dear family—led me to the path of education and ultimately to this great college. My motivation throughout my profession in the field of education goes hand in hand with the message behind the words to the song, *He ain't heavy, he's my brother*, when life takes us to a time when we begin to reflect and sum up our days and efforts, we realize that our lives and contributions will be measured ultimately by the deeds we performed in service to others, and the field of education makes all this possible. The opportunity now to help others find the way forward has never been greater.

Thank you for the many successes we've shared together over the past sixteen years; thank you likewise for the growth we've experienced as a result of our challenges. The opportunity for me to have served as your president is among my highest honors. For many, the road of life is long and indeed filled with many twists, turns, peaks and valleys, but the rewards of our efforts are worth taking the journey. Building on the strengths of those who have served before us, we will chart a course to the future with continued enthusiasm and engagement as we help others find their way forward. Fayetteville Technical Community College will always hold a special place in my heart, and I look forward with much excitement in the years that lie ahead to seeing the continued growth and success of Fayetteville Technical Community College.

Sincerely,

J. Larry Keen, Ed.D.

President

FTCC Institutional Goals

- 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: September 19, 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 of Average College Percentage 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, and fulfill student career goals

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, hybrid, Hyflex 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)
- Implement marketing strategies and messages that focus on communicating the value and return on investment of attending FTCC (2,6)
- Host community and corporate leaders to discuss employment opportunities for FTCC students through the Y.E.S Mentoring Initiative (2,6)
- 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)
- Reconnect with former students to foster continuing education (1, 6)
- Build an alumni peer mentoring base to support current students' success at FTCC and assists students as they transfer to 4-year institution or enter the workforce through the Y.E.S Mentoring Initiative (2, 3, 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)
- Explore how the One College concept could apply at FTCC (2,3)
- Validate Credit for Prior Learning to maximize student cost and create pathways from non-credit to credit programs of study (1, 2, 3, 5, 6)
- Identify and acquire external resources to expand financial assistance for costs beyond tuition (books, transportation) (1, 2)
- Assist students with co-requisite remediation to increase success in gateway Math and English courses (1, 2, 6)
- Continue to expand initial advising to include career exploration and navigation of services at FTCC (3, 5, 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, instructional coaches, and professional advisors (1, 5)
- Successfully launch Blackboard Ultra and standardize Blackboard shells to ensure active learning for students in hybrid, Hyflex, 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-Service®, Pelocity®, Lightcast®, 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)
- Define and communicate quality assurance standards for all courses across all divisions (1, 5, 6)
- Create centralized advising centers to provide timely support to students (1, 4, 5, 6)
- Identify and offer evening and weekend programs targeting specific population of students that are not able to attend college during the day time hours (1, 2, 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)
- Utilize Student Learning Center tutors in collaboration with curriculum faculty to serve as intervention specialists in math, science, and English, etc. (1, 2, 3, 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)
- Review articulation agreements to ensure they are current and relevant to student goals and revise as needed (3)
- 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)
- Market the services of the library through social media, academic deans, posters, and flyers on campus (1)
- Increase retention of students by inviting Deans to encourage their faculty to utilize the library orientation and research classes (1)
- Create relevant book displays for student and faculty interest and research (1)
- Encourage faculty and Deans to share titles of books needed for research and professional development so that the library can purchase and display (1)
- Participate in outreach and open houses across campus and in the community to bring awareness of the resources available in the library (1)

- Create programs that are in collaboration with other FTCC departments and groups within the County and community (1)
- Increase awareness of the Makerspace to faculty and student to aid students with completing projects, papers, and academic goals and research (1)

Student Services

- Scale the use of Aviso 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)
- Integrate Business and Industry partners aligned with career pathways (3, 6)
- 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 collaboration between success coaches and Male Mentoring Coordinator (1, 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 the number of students completing College courses (1, 6)
- Foster greater expansion of mentoring services to High School Connection students to facilitate supportive services and positive perception of college – resulting in higher probability of remaining beyond graduation (1)
- Increase active duty military enrollment through outreach efforts through expansion of unit class offerings (1, 2, 3)

- Increase Unit Classes at Fort Bragg and include 4 - 5-week course offerings (1 – 5)
- 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 students taking ACA classes within the first semester (1, 4)
- Increase the number of Cumberland County high school graduates attending FTCC (2)
- Expand out-reach activities by Male Mentoring Coordinator to high school guidance counselors and advisors to introduce mentoring initiatives and supportive services available to students at FTCC (2, 5)
- Increase the number of Career and College Pathways available to Cumberland County high school students (2 and 3)
- Implement Client Relations Management software, Element 451®, to identify target markets of potential students and provide custom messaging (1 and 4)

Facilities & Support Services

- Provide a well-maintained, safe, and secure learning environment (2, 5)
- Renovate HVAC system in two buildings
- Upgrade to LED lights and cameras
- Additional renovations of buildings
- 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

- 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)

Human Resources & Institutional Effectiveness

- Update 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)
- Assist the Assessment and Accreditation Director on reviews of the Watermark Assessment Management System, linked to the College's Learning Management System, to verify that the assessment plans include aligned objectives, projected targets, measured outcomes with action plans (if needed), and evidence necessary to document student learning outcomes (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 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)
- Encourage 100% successful completion of initial onboarding course for new faculty and staff (1, 5)
- Require all new faculty hires to complete Foundations of Teaching course within 3 years of hire date® (1, 4, 5)

Legal Services, Risk Management & Security

- 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

- Regularly publish and advertise stories about FTCC students/alumni who are experiencing success because of FTCC (2, 5)
- Promote and support FTCC programs that serve various populations of current and prospective students, including University Outreach, High School Connections, the Career & Education Success Center and other Curriculum and CCE programs (1, 2)
- Promote faculty and staff engagement through social media posts, blogs, public relations, community service, 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)

- Expand support and appropriate interventions to assist students identified thru early alert system to improve retention rates and reduce withdrawals to 10% or less for the College each term (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)
- Provide professional development for faculty to strengthen teaching strategies, improve retention and course quality (1, 2, 5)
- 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)
- Simplify and streamline completion/transfer with multiple on and off ramps (1, 2, 4)
- Maintain 100% compliance in faculty and staff security awareness training

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)
- Promote services available thru the mentoring initiative and align strategies with students' transfer, career, and course performance goals (1)

Instructional Design and Quality Assurance

- Use Quality Matters rubric 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)
- Improve overall advising thru Advising Centers (2, 3)
- 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)
- Assist with Learning Assessment Tools to implement appropriate study strategies (1)
- Triage waiting lines to quickly move customers to appropriate College locations (3, 4)

Facilities & Support 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)
- Ensure the new FTCC President has a strong understanding of community college finance in the North Carolina Community College System (1-5)

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

- 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 under the principle of SMART objectives,
 - 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 & Security

- 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 in a consistent manner, as needed, to serve the needs and interests of current and prospective students; faculty and staff; and the community (1, 2, 3, 4, 5)
- Maintain Americans with Disabilities Act (ADA) compliance, including website accessibility, in accordance with federal regulations and standards (1, 2, 3, 4, 5)
- Respond quickly and effectively to questions and comments directed to the Marketing & Public Relations office from students, faculty and staff, and the public through emails, social media, phone calls and other communications (1, 2, 3, 4, 5)
- Work with other FTCC departments and personnel to ensure consistent and effective delivery of communications (1, 2, 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)

Facilities & Support 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)
- In light of the state budget decrease due to enrollment declines, increase scrutiny of purchases and monitor spending very closely throughout the fiscal year. Continue to review vacancies prior to filling positions (1 - 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 90 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)
- Maintain a faculty credential database for use in accreditation standards (6)

Legal Services, Risk Management & Security

- 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

- Develop and carry out broad marketing and communications plan aimed at reaching FTCC's diverse population of current and prospective students and other stakeholders through various mediums in cost-effective ways that align with College goals (1, 2, 3, 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)
- 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)
- Increase opportunities to achieve work-based learning experiences and benchmark strategies best practices at the state and national level (1, 2)
- 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)
- Align academic pathways with employment opportunities (4)
- 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, prepare students for employment after completion, and provide actual work experiences for students to enhance marketability (1 - 3)

- Streamline these supportive services to the mentoring initiative for student awareness, access, and increase utilization (2)
- Increase career exposure through student tours to area corporations and invite business leaders to speak to students about post-graduation employment opportunities (2)

Student Services

- Expand student use of Pelocity®, Career Coach®, and Internship.com during their admissions, registration, ACA course, and advising processes (1)
- Provide summer enhancement programs such as “Jump Start” to meet the needs of recent high school graduates in transitioning to college (1)
- Online Orientation/Advising centers (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)
- Expand services at the FTCC Welcome Center/One stop assistance (1)
- 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 HOPE Project students by partnering with Cumberland County who will provide federal funds to FTCC in order to pay for on-the-job training for students. These students will need to fill out a skills gap before they can find permanent employment (1)
- If funding is available in summer 2023, partner with Cumberland County Schools to fund FTCC summer internships for local high school students (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 2022-2023 graduates and begin initial planning for 2023-2024 activities (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 & Security

- 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 and of accelerated education options through such FTCC programs as Cumberland Grow, HOPE, Transition Tech and the Center for Economic and Career Success, which offer the prospect of good jobs quickly as well as pathways to greater opportunities (1, 3)

Facilities & Support Services

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