

2010-2011 Operational Plan

Goal 1 – Student Learning and Success: Ensure student learning and success by promoting an innovative and supportive learning environment.

- 1.1 Offer and promote a variety of programs and services that address diverse cultures and prepare students for success in a global society.
- 1.2 Enhance teaching and learning experiences by increasing innovative techniques and interactive technologies.
- 1.3 Support successful student transitions to CPCC and then on to universities, the workforce, and the community.
- 1.4 Engage students as responsible partners in the learning process.
- 1.5 Enhance communication and collaboration to support student learning and success.

Unit Objectives:

The Executive Vice President's Unit will create an environment that supports learning and accessibility by promoting safe facilities, providing clean facilities, enhancing technology, and optimizing resources and services to meet the needs of students.

The Executive Vice President's Unit will develop flexible facilities and state-of-the-art learning technology to enhance student success.

The Learning Unit will share resources and leverage efficiencies across programs in response to the changing budget situation, the workforce, and the economic conditions in Mecklenburg County to ensure continued support for students and employers.

The Learning Unit will implement innovative teaching techniques and expand the use of social networking technologies to enhance the learning experience.

The Learning Unit will continue the core competency initiative by implementing and measuring student learning outcomes.

The Learning Unit will use data to enhance and develop strategies designed to improve students' chances for success in alignment with the goals of Achieving the Dream.

The Learning Unit will improve quality of eLearning offerings by requiring Quality Course Review for every new online, hybrid, and teleweb course and for Division Masters.

The Learning Unit will articulate and measure student learning outcomes at both course and program levels to enhance student learning.

The Learning Unit will implement alternative/additional delivery methods to accelerate learning opportunities.

The Learning Unit will identify additional programs and services needed to create/communicate career paths for market-driven career opportunities.

The Learning Unit will increase focus on retention and increased completion rates for AHS, degrees, diplomas, and certificates.

The Learning Unit will create suggested course sequences for all degrees, diplomas, and certificates.

The Learning Unit will identify and implement (streamlined, fast track) strategies to improve student success and retention in developmental studies.

The Learning Unit will pilot use of ePortfolio as a tool to document student learning outcomes.

The Learning Unit will review and standardize syllabi across departments to ensure learning outcomes and student expectations are aligned with the College mission and goals.

The Learning Unit will expand outreach to dislocated workers through programs and services such as the Career Professionals Center.

Finance and Administrative Services will review the Higher One student refund program and identify improvements/new services to support students.

Finance and Administrative Services' Payroll Department will provide training to students based on the American Payroll Association course, "Bring Home the Gold."

Enrollment and Student Services will expand collaboration with other College units to strengthen student learning and development.

Enrollment and Student Services will continue to identify issues that adversely impact student success and seek ways to resolve them via data collection.

Enrollment and Student Services will identify opportunities to measure student success through surveys and other means.

Enrollment and Student Services will ensure the unit's engagement in implementing the Process Review Team's recommendations.

Enrollment and Student Services will manage their Achieving the Dream initiatives.

Enrollment and Student Services will expand collaborations, programs, and services with CMS, private schools, home school organizations, and other higher education institutions to promote successful transitions.

CRMS will promote the College's programs and services to students, utilizing a variety of communication methods and capitalizing on the popularity of social media to ensure they are aware of the resources available to them at CPCC.

CRMS will enhance its collaboration with departments and its internal processes to ensure consistent, accurate, and timely communication in support of student learning and success.

CRMS will stay abreast of the latest in communication trends to ensure consistent communication with students, including Internet, television, and social media resources.

CRMS will encourage innovation and collaboration by involving students in marketing and television efforts wherever possible, including co-op and internship opportunities.

CRMS will cross-promote and bundle opportunities and services to students to ensure they understand relationships between programs and requirements they need to accomplish their goals.

CRMS will actively support the College's ATD efforts, including the implementation of a communications plan.

CPCC TV will support the development and implementation of a self supporting broadcast television class starting in the spring of 2011.

Goal 2 – Organizational & Professional Development: Foster an organizational culture that maximizes individual growth through expanded learning opportunities.

2.1 Recruit, retain, develop, reward, and empower employees who share responsibility for student learning and success.

2.2 Ensure that part-time employees are engaged and supported in the learning environment at the College.

2.3 Facilitate a more collaborative and cohesive learning environment in line with the College's vision, mission, and values.

2.4 Prepare employees to anticipate and respond appropriately to regional issues within a global framework.

2.5 Encourage the analysis and interpretation of data to inform decision making.

Unit Objectives:

The Executive Vice President's Unit will retain employees by creating a positive work environment based on a foundation of individual empowerment, resource optimization, and acquisition through collaborative teams.

The Executive Vice President's Unit will support and collaborate with units across the College to provide, interpret, and analyze data to inform decision making.

The Learning Unit will offer management support and high-quality professional development opportunities for full-time and part-time faculty, administrators, and staff to ensure effective and efficient operations of the College.

The Learning Unit will continue offering a comprehensive and consistent support system for part-time faculty.

The Learning Unit will build a more cohesive organizational culture through enhanced working relationships as a result of organizing cross-functional task force teams.

The Learning Unit will support/encourage faculty to keep abreast of new and emerging developments (including career paths for students) in their disciplines and fields.

The Learning Unit will engage and empower stakeholders (faculty, students, and staff at all campuses) to participate in the Achieving the Dream initiative.

The Learning Unit will create development plans for faculty in support of Achieving the Dream, Developmental Education, and degree completion initiatives.

Finance and Administrative Services will encourage and allow employees to take a minimum of 20 hours of professional development training to enhance their work skills.

Finance and Administrative Services will facilitate College-wide presentations to help faculty/staff understand the budgeting processes as related to individual budgets.

Enrollment and Student Services will encourage employee development through opportunities provided by the Professional Development Department and other resources.

CRMS will offer professional development opportunities for employees with regard to marketing, public relations, and program promotion.

CRMS will offer high-quality professional development opportunities for its staff at all levels to ensure they are engaged and supported.

CRMS will support/encourage staff to keep abreast of new and emerging developments in the public relations and marketing fields.

Goal 3 – Community Catalyst: Be a catalyst for the educational and socio-economic development of the community through partnerships, coalitions, life-long learning, and civic engagement.

3.1 Expand partnerships with business and industry to determine the future high-demand job growth areas and the skills needed for those jobs.

3.2 Develop bridges with business, industry, and educational partners to benefit existing and emerging workers.

3.3 Increase public knowledge of the educational opportunities and services at CPCC.

3.4 Respond to the vocational and intellectual learning needs of an increasingly diverse community.

Unit Objectives:

The Executive Vice President's Unit will provide inviting, accessible facilities and technical and research expertise for our internal and external community.

The Executive Vice President's Unit will participate in learning, innovation, and leadership opportunities at the local, regional, state, and national levels, sharing the benefits of these experiences with the community.

The Executive Vice President's Unit will plan for and provide the resources necessary to support flexible programs, changing delivery methods, and attendance patterns.

The Learning Unit will pursue additional articulation and collaborative agreements with state and other institutions of higher education and other schools.

The Learning Unit will build strategic alliances for workforce and economic development, especially with the Workforce Development Board.

The Learning Unit will continue its leadership role serving the green movement in the community and at the College, including programs for students.

The Learning Unit will develop and implement programs in response to the increasing underemployed/unemployed work force and align them with regional job and entrepreneurial opportunities.

The Learning Unit will expand community/business partnerships for revenue generation, donations, and scholarship opportunities.

Finance and Administrative Services' Procurement Department will perform various outreach initiatives to increase Historically Underutilized Businesses (HUB) participation and lifelong learning.

Finance and Administrative Services will continue to be an active member in University Risk Management & Insurance Association (URMIA) to protect the College in the areas of property and liability insurance.

Enrollment and Student Services will strengthen relationships with external agencies such as Communities in Schools, West Charlotte High School, the Charlotte Housing Authority, and community activities and programs.

Enrollment and Student Services will establish a pipeline for student employment by strengthening collaborations with area business, industry, and job centers.

CRMS will increase public knowledge of the education opportunities and services at CPCC through a comprehensive public relations/marketing plan for the College, which includes enhancing media relationships, utilizing social media, and expanding programming on CPCC TV.

CRMS will continue and expand its relationships within the community, including the Chamber of Commerce, the Charlotte Regional Partnership, representatives in the energy industry, and others.

Goal 4 – Organizational Capacity to Serve: Plan and manage human, physical, financial, and technological resources so that College programs, services, and infrastructure meet student and community needs.

4.1 Explore and implement ways to increase funding for educational opportunities for students and to establish and sustain programs.

4.2 Plan and manage growth to optimize organizational effectiveness.

4.3 Collaborate with business, education, and other organizations to secure needed levels of public and private support.

4.4 Promote the effective and efficient utilization of human, physical, fiscal, and technological resources to reinforce public trust.

4.5 Communicate the value and benefits of the College to increase community involvement and support.

4.6 Expand and manage facilities and operations in an environmentally and fiscally responsible manner.

Unit Objectives:

The Executive Vice President's Unit will coordinate all human, physical, technological, and financial resources to leverage the capacity to serve, maximize sustainability, promote informed decision making, and integrate new initiatives to support learning.

The Executive Vice President's Unit will expand resources and capacity in the community through participation and partnerships in activities such as Central Piedmont Community College Services Corporation projects, the Colleague Training Center, and the Central Piedmont Community College Foundation.

The Executive Vice President's Unit will plan, expand, and support environmentally and fiscally responsible initiatives and services.

The Executive Vice President's Unit will collaborate with all units of the College to enhance services to students, faculty, and staff.

The Learning Unit will implement the enhanced process (Road Map to Develop New Programs at CPCC) to develop new programs and ensure quality program feasibility, growth, and sustainability.

The Learning Unit will analyze the data from the Program Cost Report for effectiveness/efficiency of programs and services.

The Learning Unit will review learning communities, research good practices, and implement ways to strengthen the program to increase student retention and success.

The Learning Unit will strengthen internal processes, such as CCE registration and student communications, to assist unemployed or underemployed workers to take advantage of our programs and services.

The Learning Unit will identify and create interdisciplinary possibilities to expand, enhance, or blend our current portfolio of offerings. Begin work with programs to develop an interdisciplinary project-based capstone course to be evaluated by a panel of industry experts.

The Learning Unit will strengthen use of data for decision making through use of I-Strategy reports by key stakeholders.

The Learning Unit will inventory policies and practices to remove structural barriers to student success in accordance with the Achieving the Dream initiative.

Finance and Administrative Services will apply to the State to increase CPCC's purchasing delegation to better serve the needs of the College.

Finance and Administrative Services will seek competitive bidding to provide the most cost effective property and liability insurance services for the College.

Finance and Administrative Services will continue to promote the integrity of all reporting processes through fiscally sound financial processes.

Finance and Administrative Services will provide support in the implementation of the State-wide internal control review process known as EAGLE.

Finance and Administrative Services will continue to foster a culture that is supportive of cross-training to leverage available College assets.

Finance and Administrative Services will revise and simplify intranet websites to enhance the usability of those sites both internally and externally.

Finance and Administrative Services will continue work on the CPCC Business Continuity Plan.

Human Resources will work towards incorporating an Upward Evaluation process into the Performance Development Plan process as an optional tool for reviewing performance.

Human Resources, through the Equal Opportunity Department, will provide relevant training surrounding employer/employee relations to promote an environment of fairness and respect.

Human Resources will continue to provide support services at each campus through HR Express.

Human Resources will guide the College through the programs and processes of the Federal Health Care Reform over the next five years.

Human Resources will administer the Career Ladders Pilot for selected administrative job groups and develop a learning track for the group to follow.

Human Resources will continue to offer the Employee Relations Training modules for CPCC supervisors to enhance understanding of legal issues, employee development, and retention.

Auxiliary Services will explore opportunities to enhance the available food services at each campus.

Auxiliary Services will release a request for proposals for bookstore management services in accordance with required contractual guidelines.

Auxiliary Services through bookstore management will track the new student textbook rental program to evaluate and enhance.

Enrollment and Student Services will promote and encourage employee cross-training within the ESS Unit.

Enrollment and Student Services will create a culture of technological sufficiency by increasing the use of social media.

Enrollment and Student Services will explore opportunities for financial support to students using state, federal, and other sources of funding.

CRMS will review internal processes and will manage our facilities to ensure optimization of College resources, including CPCC's website.

CRMS will utilize environmentally-friendly processes wherever possible, including the use of recycled paper.

CRMS will enhance its collaborations internally and externally to ensure and reinforce public trust, and will seek to build upon that trust through its messaging and communication.

CRMS will continue to explore opportunities for generating revenue, including instituting a text-funding campaign for the Foundation.

Goal 5 – Organizational Excellence and Innovation: Promote and sustain innovation, entrepreneurship, and excellence throughout the organization.

5.1 Expand the use of collaborative teams to innovatively respond to emerging needs.

5.2 Institute strategies that measure outcomes and analyze results to improve organizational effectiveness and excellence.

5.3 Engage in continuous improvement and move toward a culture of evidence to effectively measure efforts and increase positive outcomes.

Unit Objectives:

The Executive Vice President's Unit will optimize and increase entrepreneurial funds raised and resources accumulated and focus the resources toward the learning-centered initiatives of the College.

The Executive Vice President's Unit will enhance stewardship, efficiency, and effectiveness through evaluative processes, partnerships, and collaborations.

The Executive Vice President's Unit will develop a culture of evidence through research, quality initiatives, data analysis, and technology.

The Executive Vice President's Unit will encourage consistent and pervasive utilization of information technology resources as strategic assets critical to the achievement of all institutional goals.

The Learning Unit will engage in activities that support the entrepreneurial college.

The Learning Unit will encourage faculty and staff to work with internal and external stakeholders to identify alternative funding sources for innovative programs and faculty, staff, and student support.

The Learning Unit will assess and pursue stimulus funding/grant opportunities using a strategic planning process.

The Learning Unit will utilize advisory committees more intentionally as part of new program development, review, and improvement.

The Learning Unit will maintain the College's exceptional performance on the State accountability measures and standards.

The Learning Unit will increase data-informed decision making and prioritize mission-critical needs, tasks, and processes on a monthly basis.

The Learning Unit will utilize data from initiatives such as Achieving the Dream to improve internal departmental processes as a means of students meeting completion goals.

Finance and Administrative Services will collaborate with Information Technology Services (ITS) to implement online invoice processes for both Sponsored Programs and Corporate and Continuing Education.

Finance and Administrative Services will enhance monthly accounts receivable reconciliation processes within Datatel software through coordination locally and at the State level.

Finance and Administrative Services will investigate the opportunities available to improve the distribution of student parking decals.

Finance and Administrative Services' Cashiering Office will review the processes available to offer online transcripts to students along with the payment process.

Finance and Administrative Services' Cashiering Office will streamline student receivables, invoicing, and collection procedures to enhance services both internally and externally.

Finance and Administrative Services, through Payroll and Human Resources, will implement automated timesheets to increase service and productivity.

Finance and Administrative Services' Payroll Department will enhance the on-line pay advice service by expanding the service to part-time employees.

Finance and Administrative Services will pilot iStrategy software to enhance statistical budget and expense reporting.

Human Resources will implement the NCFlex benefit option for all full-time employees to become effective January 1, 2011.

Enrollment and Student Services will encourage and support grant-writing and entrepreneurship.

Enrollment and Student Services will expand collaboration with other College units to strengthen student development and experiences.

Enrollment and Student Services will implement assessment strategies in all areas of Student Services and document outcomes.

CRMS will encourage the entrepreneurial spirit and continuous improvement with all department staff and initiatives.

CRMS will work to more effectively measure communication outcomes and analyze results.

CRMS will better utilize technology to streamline its workflow processes to save time and resources.