

## 2011-2012 CPCC Operational Plan

### Goal 1: Student Learning and Success

#### **Ensure student learning and success by promoting an innovative and supportive environment.**

The Executive Vice President's Unit will create an environment that supports student success, learning, and accessibility by providing safe, clean, and functional facilities, supporting a culture of evidence, enhancing technology, optimizing resources and services to meet the needs of all students.

The Executive Vice President's Unit will participate and support the college-wide student success and completion programs, processes, and policy.

The Learning Unit will increase awareness and accessibility for prospective students by promoting and providing pre-college courses and planning resources.

The Learning Unit will help more high school and adult students successfully connect and transition to CPCC through various college readiness initiatives.

The Learning Unit will redesign developmental courses to make them more relevant to students' remediation needs.

The Learning Unit will implement curriculum program enhancements that positively influence student learning outcomes and success.

The Learning Unit will increase the number of students who persist and earn degrees, diplomas, certificates or transfer to a four-year university.

The Learning Unit will implement innovative teaching techniques and leverage technology to enhance student-centered learning.

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

The Learning Unit will enhance the articulation and measurement of program level outcomes to better document evidence of student learning.

The Learning Unit will use program level student learning outcomes and program sequences to create curriculum maps.

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

The Learning Unit will review and approve syllabi across departments to ensure quality and consistency.

The Learning Unit will continue QEP development by defining QEP student learning outcomes, establishing a QEP Development Team, and creating an action plan.

The Enrollment and Student Services unit will expand collaborations with other College units to strengthen student learning, development, and accountability.

The Enrollment and Student Services unit will continue to identify issues that adversely affect student success with the use of data, and seek ways to resolve the issues.

The Enrollment and Student Services unit will identify opportunities to measure student success.

The Enrollment and Student Services unit will expand cohort tracking to include pre-college students, IPEDS, first-year, and adult high school/GED students.

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

The Enrollment and Student Services unit will support the Achieving the Dream initiatives.

Budget and Payroll Department will conduct American Payroll Association course for students entitled "Bring Home the Gold."

Procurement will apply for delegation increase from \$25k to \$50k. The process will include completion and submission of Compliance Review questionnaire, and a remote and on site audit.

Finance and Administrative Services will develop internal processes to implement the student Federal Direct Loan program.

Finance and Administrative Services will expand communication with students on student accident and health insurance options.

Community Relations & Marketing Services (CRMS) will promote the College's programs and services to students, using 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, e-mail 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 support student success initiatives, such as Achieving the Dream and Completion by Design.

Achieving the Dream Strategy Teams will design, pilot, and evaluate the selected six interventions in developmental math and online courses.

Achieving the Dream Core and Data Teams will assist in designing evaluation and assessment instruments to measure the effectiveness of interventions.

Achieving the Dream Core and Data Teams will evaluate the ability of the interventions to be sustained and scaled up to reach larger student populations.

The Advisement Management Team will initiate an advising campaign to encourage students to meet with an advisor before registration begins.

The Advisement Management Team will monitor Standards of Progress statistics on students to identify trends and develop recommendations.

Classified Staff Council will encourage its membership to become fully knowledgeable about and recognize the importance of the SACS reaccreditation process.

College Senate will enhance the advisement process by the development of more structured course sequences that are division specific.

The College Technology Team will evaluate and recommend solutions for online synchronous learning.

The College Technology Team will evaluate and recommend solutions for e-books to enhance learning and reduce textbook costs.

The Diversity Committee will establish cultural diversity programs at each campus for staff and students each spring and fall.

Facilities Partners will work on the completion of Taylor Hall renovation/expansion to add 17 classrooms for fall 2012; complete the majority of the Harper Campus Phase III renovations and the construction of the new Harper classrooms; and complete the design and start construction on the Van Every replacement project.

The General Education Committee will educate faculty and staff about the purpose of and processes used by the General Education Committee that impact student success.

The General Education Committee will provide faculty-focused forums to bring awareness of the specific aspects of General Education classes.

The Retention Committee will develop more comprehensive steps for enrolling first-year students to assist with the expansion of the First-Year Experience Program.

The Retention Committee will continue research and implementation work in mandatory enrollment in developmental for those placing into it, pre-enrollment advising and orientation, and special required advising for transfer students.

The Safe College Team will complete the review and update of the College's All Hazards Plan to help ensure our students, employees, and visitors are as safe as possible during potentially dangerous events and situations.

The Quality Enhancement Plan (QEP) Development Committee will design an action plan to enhance success for first-year students based on College data and researched best practices.

The QEP Development Committee will develop assessment strategies and a timeline for the QEP Action Plan, and determine the feasibility of long-term implementation and management of the QEP and its corresponding activities.

## **Goal 2: Organizational Learning and Development**

**Foster an organizational culture that maximizes individual growth through expanded learning opportunities.**

The Executive Vice President's Unit will optimize resources for professional development opportunities for all employees and offer and participate in training opportunities at the College.

The Executive Vice President's Unit will foster a work culture that promotes individual empowerment, resource optimization, and collaboration.

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 improve the quality of eLearning offerings by continuing the Quality Course Review process for planned distance courses and providing training for faculty.

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 with other units of the college.

The Learning Unit will support and encourage faculty to keep abreast of new and emerging developments in their disciplines and fields.

The Learning Unit will communicate with and engage faculty and staff in support of Achieving the Dream, Developmental Education Initiative, and degree completion initiatives.

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

The Enrollment and Student Services unit will encourage degree enhancement.

The Enrollment and Student Services unit will provide initiatives to ensure customer service training, specifically geared to full and part-time front line staff.

The Enrollment and Student Services unit will expand opportunities for specialized service-oriented staff to continue their professional development.

Finance and Administrative Services will support staff in attaining mandated 20 hours of professional development per year. Staff will be encouraged to participate in CPCC committees, teams, leadership training and specific job related training to increase technical skills for better job performance.

Community Relations & Marketing Services (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.

Classified Staff Council will encourage classified staff employees to participate in the Dimensions of Leadership Program and will offer Professional Development workshops during their meetings.

College Senate will invite guest speakers to Senate meetings to discuss successful methodologies for student learning.

College Technology Team will identify appropriate technology trainings for the College through the Training Taskforce.

The Diversity Committee will expand awareness of Professional Development offerings related to diversity, including the Diversity Certificate.

The Institutional Effectiveness Committee will assist the SACS writing team with inventorying the College's assessments across all units and gather supporting documentation including the assessment, results, and improvements based on those results.

The Institutional Effectiveness Committee will review the core competency process and assessment.

The Safe College Team will identify actions that Security and the College community can take to reduce disorderly conduct.

The Quality Enhancement Plan Development Committee will enhance College awareness of the purpose, goals, and activities associated with the QEP.

### **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.**

The Executive Vice President's Unit will provide inviting, accessible facilities, and technical, research and planning expertise by cultivating partnerships with the external community.

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

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 energy industry leaders in the Charlotte region to ensure an in-depth understanding of workforce needs.

The Learning Unit will develop and implement programs in response to the needs of the community and the job market.

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

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

The Enrollment and Student Services unit will strengthen relationships with external agencies such as Communities in Schools, West Charlotte High School, Charlotte Housing, Veterans Services, community non-profits, and four-year colleges.

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

The Enrollment and Student Services unit will continue to expand Career Fairs.

The Enrollment and Student Services unit will ensure the ESS staff is adequately prepared to respond to an increasingly diverse community.

Finance and Administrative Services will Human Resources will partner with the Charlotte Area Compensation Council to maximize our credibility in the community by employing fair and competitive compensation practices.

Finance and Administrative Services will Procurement will schedule and conduct a workshop for Historically Underutilized Businesses (HUB) vendors that will educate the vendors on what is required to do business with CPCC and other state entities. Procurement will also participate in various vendor fairs to share information with minority and small businesses.

Community Relations & Marketing Services (CRMS) will increase public knowledge of the educational 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.

CRMS will continue to represent the College on city/county committees and other groups as directed by the President's Cabinet.

Classified Staff Council will hold its annual Morning with Santa event for the women and children of the Salvation Army's Center of Hope and the public.

The Diversity Committee will partner with the Arts and Science Council to offer the African American Theater 101 Program to students.

The Diversity Committee will participate in community outreach projects in collaboration with Service Learning and International Programs and Services.

#### **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.**

The Executive Vice President's Unit will leverage human, physical, technological, and financial resources to better serve the College.

The Executive Vice President's Unit will optimize and expand resources and services through collaborative partnerships to secure necessary services and products for the College.

The Executive Vice President's Unit will provide leadership and support to the success of a major fundraising campaign and the timely and efficient completion of funded construction projects.

The Executive Vice President's Unit will support enrollment growth goals of the College.

The Learning Unit will develop and implement short-term and long-term strategies to increase enrollment.

The Learning Unit will optimize class offerings under the new tiered funding formula.

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 the online 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/ROI Study as an effective way to allocate available resources.

The Learning Unit will strengthen internal processes to ensure student success and meet reporting requirements.

The Learning Unit will identify and create interdisciplinary possibilities to expand, enhance, or blend our current portfolio of offerings.

The Learning Unit will strengthen the analysis and use of data by key stakeholders through iStrategy reports.

The Learning Unit will increase data-informed decision making and prioritizing mission-critical needs, tasks, and projects on a regular basis.

The Learning Unit will inventory policies and practices to remove structural barriers to student success.

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

The Enrollment and Student Services unit will promote and encourage employee cross training within the ESS unit.

The Enrollment and Student Services unit will maintain and continue to expand technological sufficiency with the use of social media and web-based student services.

The Enrollment and Student Services unit will evaluate ESS staff by campus to ensure adequate student to staff ratios.

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

The Enrollment and Student Services unit will provide adequate and knowledgeable staff to respond to the Direct Loan program.

The Enrollment and Student Services unit will seek underutilized space at the College to be repurposed for Student Services programs.

The Enrollment and Student Services unit will seek opportunities through grants to fund programs such as the Veterans Resource Center, mentoring programs, and scholarships.

Finance and Administrative Services will expand electronic payment program with vendors.

Finance and Administrative Services will establish a Collection Task Force to meet monthly and discuss ways to improve the College's collection process.

Finance and Administrative Service will review and update construction and fixed asset accounting procedures and processes.

Campus Printing will develop a cost analysis to review pricing policy and competitiveness.

Finance and Administrative Services will participate in SACS review requirements, meeting with College employees as required to gain an understanding of areas being reviewed.

Bookstore and vending service management will conduct individual focus groups of employees and students at each campus to get more feedback specific to the campus where they work or attend classes.

Finance and Administrative Services will conduct the three-year cycle of the institutional effectiveness unit review process to evaluate services and additional needs.

Classified Staff Council will deliver collected food items for Thanksgiving to Classified Staff members who are in need.

College Senate will implement online grade change software to expedite and streamline the process.

College Senate will focus the expenditure of educational resources funding to individuals who demonstrate a link to student learning and/or success.

Facilities Partners will review and revise the parking permitting and enforcement process, revise the key request process to make it more efficient, and review and approve all space change-of-use requests, and prioritize FY12 maintenance/renovation project requests.

Facilities Partners will review and advise on security needs and the effectiveness of Security Services and plan for Democratic National Convention impacts on College Facilities

## **Goal 5: Organizational Excellence and Innovation**

### **Promote and sustain innovation, entrepreneurship, and excellence throughout the organization.**

The Executive Vice President's Unit will optimize and increase entrepreneurial funds raised and accumulated resources to support College needs.

The Executive Vice President's Unit will enhance stewardship, efficiency, and effectiveness through evaluative processes resulting in continuous improvement.

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

The Learning Unit will review the SACSCOC principles of accreditation to determine the level of compliance in preparation for the offsite visit in 2013.

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 performance funding and grant opportunities, using a strategic planning process.

The Learning Unit will strive to achieve exceptional performance on the new State accountability measures and standards.

The Learning Unit will use data to inform and implement strategies designed to improve students' chances for success in alignment with the goals of various completion initiatives.

The Enrollment and Student Services unit will encourage and support grant writing and entrepreneurship.

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

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

The Enrollment and Student Services unit will implement recommendations from College-appointed committees related to the Student Services units.

The Enrollment and Student Services unit will support the College's QEP process and preparation for the SACS reaffirmation.

Payroll Department will partner with Human Resources Department and Information Technology Services to automate timesheets for all non-exempt full-time employees.

Payroll Department will collaborate with legal resources to analyze State tax reporting for CCCC employees residing outside of North Carolina.

Payroll and Human Resources Departments will collaborate with Information Technology Services and the Learning unit to create a paperless workflow for part-time employment contracts.

The Budget Department will develop a quarterly training schedule to support training needs throughout all College departments.

The Budget Department will enhance the online organizational chart by utilizing software to create a seamless workflow with Datatel.

The Procurement Department will implement the CPCC fuel card program.

The Accounts Payable Department will partner with Information Technology Services to implement online travel forms.

Finance and Administrative Services will enhance third party billing processes connected with student financial aid purchases in the Majors Bookstore.

Finance and Administrative Services will continue to automate cash deposit and reconciliation processes for more efficiency.

Finance and Administrative Services will provide online website to consolidate information and services for the department.

Human Resources will expand the visibility and accessibility of the Equal Opportunity Office to students.

Human Resources will continue to assist other College departments in efforts to better serve the incumbent veteran population as well as applicants.

Community Relations & Marketing Services (CRMS) will encourage the entrepreneurial spirit and continuous improvement with all department staff and initiatives.

CRMS will better utilize technology to streamline its workflow processes to save time and resources and measure communication outcomes and analyze results.

Classified Staff Council will increase participation of Classified Staff at monthly meeting and planning sessions by utilizing "live meetings."

College Senate will initiate a College Senate Annual Award for the senator that best exemplifies excellence in innovation or entrepreneurship.

The Diversity Committee will develop a "Diversity at CPCC" page on the website or an email address where staff and students can offer ideas and learn about events.

The Institutional Effectiveness Committee will review and make suggestions for changes and updating of IE website.