

2013 - 2014 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:

Learning will expand the number of Career and College Promise Programs with CMS to give high school students more dual enrollment opportunities.

Learning will add Middle College programs at the Levine and Harper campuses to give junior and senior high school students the opportunity to complete their CMS requirements at CPCC.

Learning will partner with CMS to add a Health Sciences Academy; high school students will take their academic courses at Hawthorne High School and take the lab portion at Central Campus.

Learning will implement 26 new fully online programs, including over 1000 classes, to provide students with more flexibility in pursuing their educational goals.

Learning will expand study abroad and other global initiatives to prepare our students for participation in the global economy.

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

Learning will pilot the new developmental English and reading (DRE) courses to make them more relevant to students' remediation needs.

Learning will implement curriculum program enhancements that positively impact student learning outcomes and success.

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

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

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

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

Learning will build on program-level student learning outcomes and program sequences through collection of student data at the “Accomplished” level.

Learning will present the Quality Enhancement Plan (QEP) to the Southern Association of Colleges and Schools—Commission on Colleges’ (SACS-COC) on-site review team for approval to implement CPCC’s Success Through Academic Reporting (STAR) program in September 2014.

Learning will improve student success rates for minority males as part of the Achieving the Dream initiative.

Learning will create structured pathways/realign the AA & AS Degrees; implement a new proactive advising model; and scale up the Summer Bridge model to a continuous bridge model as part of the Completion by Design initiative.

The Executive Vice President’s (EVP) 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 EVP Unit will participate and support the college-wide student success and completion programs, processes, and policies. The EVP Unit will also support enrollment strategies with an increased attention to student retention.

Enrollment and Student Services (ESS) will expand collaboration with other College units to strengthen student development and the student experience.

ESS will continue to identify issues that adversely impact student success and seek ways to resolve them.

ESS will enhance systems, processes, and procedures to facilitate improved communication and service to students.

Financial Services Business Office will review automated processes to improve the instant check refund for Title IV students.

Human Resources Director of Equal Opportunity will train campus representatives on the Title IX intake process.

Community Relations and 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, success and retention.

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 enhance its Social Media Command Center, using interns and co-ops to monitor social media sites and assist with messaging information to CPCC students.

CRMS will support student success initiatives, such as Achieving the Dream and Completion by Design.

CRMS will continue to partner with ESS to carry out an enrollment marketing plan for each semester. Messages will include the success of associate-degree graduates who move on to university programs.

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:

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

Learning 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.

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

Learning will build a more cohesive organizational culture through enhanced working relationships with other units of the College.

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

Learning will communicate with and engage faculty in support of degree completion initiatives and other state-mandated directives, such as the Comprehensive Articulation Agreement.

Learning will support WTVI PBS through expanded instructional delivery options.

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 which promotes individual empowerment, resource optimization, and collaboration.

The Executive Vice President's Unit will share expertise and bring new knowledge and best practices throughout the College through local, state, and national involvement.

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

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

Financial Services will continue to support employee staff development through on-site training and other professional development opportunities.

Human Resources will meet on site at WTVI to provide an overview of the College H.R. policies and to provide support to the new WTVI Station general manager.

Human Resources will provide Employee Relations Training for CPCC supervisors in spring 2014.

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, such as off-site conferences, 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.

CRMS will set as a goal to have 100 percent of staff members meet the 20-hour professional development requirement.

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:

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

Learning 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.

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

Learning will expand community and/or business partnerships for apprenticeship programs, revenue generation, donations, and scholarship opportunities.

Learning will expand outreach to dislocated workers and veterans through programs and re-careering services.

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 Executive Vice President's Unit will support WTVI/PBS Charlotte in increasing quality programming to provide educational and vocational opportunities, community awareness and civic engagement. The EVP Unit will assist with reestablishing WTVI as the preferred public television station.

The Executive Vice President's unit will participate and provide facilities, technical support, and research and planning expertise to support the global economic vision.

ESS will expand involvement with external partnerships and in community activities and programs.

ESS will expand collaborations, programs and services with CMS, private schools, home school organizations, and other higher education institutions.

Procurement will host Historically Underutilized Business (HUB) outreach by way of assisting minority businesses with the State HUB registration process.

Budgets and Payroll Department will be an active member of the Charlotte Chapter of the American Payroll Association. Staff will participate in monthly meetings and chapter workshops.

Human Resources will commit to hosting at least one meeting of the North Carolina Community College System central region human resources leadership.

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 WTVI-PBS Charlotte and CPCC TV.

CRMS will continue and expand its relationships within the community, including the Chamber of Commerce, the Charlotte Regional Partnership, and in industry-related and Mecklenburg County organizations and committees.

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

CRMS will continue to support the college's effort to initiate a global economic vision for the Charlotte region.

Goal 4 – Organizational Capacity to Serve: Plan and manage human, physical, Finance, 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:

Learning will participate on the campus construction teams to help plan for future growth of enrollment and programs.

Learning will evaluate the impact of the new tiered-funding formula and optimize future class offerings.

Learning will share resources, leverage efficiencies, and reduce costs across programs in response to the changing budget situation.

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

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

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

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.

The Executive Vice President's Unit will provide leadership and support of the success of the capital bond campaign and timely, efficient project planning, design and construction of the capital projects.

The Executive Vice President's Unit will support the activities of the 50th Anniversary Celebration in order to communicate the value and benefits of the College both internally and externally to all constituencies.

ESS will expand collaborations, programs and services with CMS, private schools, home school organizations, and other higher education institutions.

ESS will implement new technology to enhance human, physical, fiscal, and technological resources.

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

Finance and Administrative Services will implement new accounting software to continue the successful transition of WTVI into the CPCC accounting structure.

Human Resources will transition to a new applicant tracking software with enhanced capabilities. Training will be provided to all hiring managers.

Human Resources will continue collaboration, internally and externally, for Affordable Care Act compliance.

Human Resources will continue the HR Express to serve all campuses with an HR representative to answer benefit or other questions.

Procurement and Accounts Payable Departments will transition to a new location on Central Campus to combine departmental operations that were previously located on two campus sites.

Fixed Asset and Construction Accounting will streamline reporting, invoice payments and other processes both internally and externally.

Campus Printing will improve student printing options by creating a self-print area within the campus printing location on Central Campus.

The Business Office will continue to improve collection processes for all College receivables.

CRMS will lend whatever support is needed for the college's 50th anniversary fundraising campaign.

CRMS will support efforts to inform the public of the Mecklenburg County bond referendum and CPCC's critical needs for updated and new facilities.

CRMS will develop a marketing plan to promote CPCC's online degree programs.

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:

Learning will prepare for the Southern Association of Colleges and Schools—Commission on Colleges' (SACSCOC) on-site accreditation visit in September 2013.

Learning will engage in activities that support the entrepreneurial college.

Learning will research and pilot a competency-based approach to teaching and learning.

Learning will seek industry support and funding to help underwrite start-up costs for new programs.

Learning will assess and provide input on the new performance funding model and pursue grant opportunities.

Learning will strive to meet or exceed all of the goals for the new state accountability measures which impact performance funding.

Learning 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 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 Executive Vice President's Unit will lead and participate in collaborative teams to support College initiatives and the successful reaccreditation process of the SACSCOC.

ESS will encourage and support grant-writing and entrepreneurship.

ESS will expand collaboration with other College units to strengthen student development and the student experiences.

ESS will document assessment results for continuous improvement in all areas.

Vending and Food Services will create updated requests for proposals to seek interested vendors for expiring contracts.

Risk Management will provide visibility through the creation of a risk management webpage.

Risk Management will organize committees and conduct periodic meetings to raise awareness of the College's risk management initiatives.

Risk Management will update and maintain the College's business continuity plan through a learning disaster recovery planning system.

Payroll will partner with Human Resources and Information Technology Resources to implement new software that will provide efficiencies in: employee time reports, management review and monitoring of overtime hours and payroll staff review.

Payroll will conduct workshops for all College personnel who create contracts and rate sheets. Training will focus on proper encumbrance processes, timely contract adjustments and year-end processing.

The Budget Department will hold quarterly workshops to train new financial analysts and to assist all budget managers in proper budget input.

The Business Office will streamline all invoicing processes to produce timely reporting and to enhance client access to support documentation.

Finance and Administrative Services will complete timely year-end financial reporting and receive a clean audit opinion from the public accounting firm.

CRMS will continue to support the promotion of the "STAR" Quality Enhancement Plan.