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 diversity and prepare students to compete in a global economy.

1.2 Enhance the learning environment by increased use of innovative teaching techniques, interactive technologies, and assessment data.

1.3 Promote successful student transitions to CPCC, to colleges and universities, the workforce, and the community.

1.4 Engage students as responsible partners in the learning process.

1.5 Enhance communication and cross-functional collaboration to support student learning and to meet the Student Success Target of 60 by 20.

Learning will implement CPCC’s Success through Academic Reporting (STAR) program in fall 2014 in full 16-week classes.

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, such as Achieving the Dream, Completion by Design, and Next Generation Learning Challenge.

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

Learning will offer more sections of classes eligible in the Comprehensive Articulation Agreement (CAA) to help more CPCC students complete both the associates and baccalaureate degrees by optimizing the transfer of credits between CPCC and the University of North Carolina institutions.

Learning will expand 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 increase the number of fully online programs and develop implementation plans for quality standards as new classes and programs are added.

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

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

Learning will implement innovative teaching techniques and leverage technology tools that positively impact student learning and success.
Learning will enhance the articulation and measurement of program-level student learning outcomes and utilize technology to better document evidence of student learning and accomplishments of Core4 competencies.

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

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

Enrollment and Student Services will enhance systems, processes, and procedures to facilitate improved communication and services to students.

Information Technology Services (ITS) will create an environment that supports or enhances student success, learning, and accessibility by providing safe, functional facilities, supporting a culture of evidence, enhancing technology, and optimizing resources and services to meet the needs of all students.

Information Technology Services will participate, support, and enhance College-wide student success with the exploration, development and implementation of Learning Technology.

Information Technology Services will research, support, and enhance students’ experience to promote student retention, completion rates, competency-based education, and student success.

Budgets and Payroll will optimize resources for professional development opportunities for all staff.

Business Office will continue to improve the job performance, and productivity with continuing to develop the Cashiering call Center to improve answering telephone lines in the Business Office.

Business Office will improve business relations with other Student Services areas in the college.

Human Resources’ Institutional Equity office will work with ESS and Security to promote and support a respectful culture for all students, allowing them to focus on their academic pursuits with confidence that their personal safety is a College priority and that the College values and respects all the diverse characteristics of the student population.

Facilities Services will manage operational funding and new construction funding to create and maintain high quality collegiate environments that support student success through safe, clean, accessible and appropriately designed and constructed interior and exterior spaces.
Community Relations and Marketing Services (CRMS) will promote the College’s programs and services to students and the community, using a variety of communication methods and capitalizing on the popularity of social media, to ensure individuals are aware of the resources available to them at CPCC.

CRMS will enhance its internal processes and collaboration with departments, such as Learning and ESS, to ensure consistent, accurate and timely communication is provided 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, text and social media resources.

CRMS will encourage innovation and collaboration by involving students in marketing 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 have moved on to successful careers and university programs.

**Goal 2 – Organizational Learning and Development: Foster an organizational culture that maximizes individual growth through expanded learning opportunities.**

2.1 Recruit, retain, develop, reward, and empower employees who are willing to 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 understanding, analysis, and interpretation of data to inform decision making.

Learning will lead institutional efforts in the production of quality online learning opportunities through the integration of student support services with quality course design and delivery.

Learning will continue to ensure effective and efficient operations of the College through management support and high-quality professional development opportunities for full-time and part-time faculty, administrators, and staff.
Learning will continue to offer 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 and internship/learning opportunities for students in the formation of a new division focusing on Digital Media, Journalism & Communication.

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

Information Technology Services will provide technological resources for professional development opportunities for all employees and offer and participate in training opportunities at the College.

Information Technology Services will share expertise and bring new knowledge and best practices to the College through local, state, and national involvement.

Information Technology Services will support and collaborate with units across the College to collect, interpret, analyze, and provide data and technological tools to inform decision making.

Compliance & Audit will encourage staff to stay abreast of developing topics and best practices to provide the best possible services to the College by optimizing professional development opportunities and participating in training opportunities at the College.

Budgets and Payroll Executive Director and Directors to encourage staff to participate in Charlotte Chapter APA (American Payroll Association) and ACCBO (Association of Community College Business Officers) activities.

Business Office encourages everyone in department to have at least 20 hours of professional development to improve job skills, image, and customer service skills.

Business Office will work on year-end closing and cross train all employees in various processes.
CCE Accounting will continue to market and promote programs that are important to students such as the Higher One debit cards and Nelnet Tuition Payment Plan.

Accounting & Reporting, Inventory Control, Accounts Payable & Procurement will support Professional Development.

Procurement will support Professional Development.

Inventory Control will continue to train and educate all CPCC personnel on the functions of Inventory Control and how to properly dispose of fixed assets.

Financial Services will continue to attend PD classes and trainings (Example: Ellucian ST Module training, JE Training) as they become available to strengthen knowledge and skillset.

Human Resources will offer employee relations training.

Facilities Services will encourage organizational and personal Professional Development through shared responsibilities and operational coordination that requires each individual to be responsible to all levels of building design and maintenance through global decisions.

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 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 Support relationships 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 training and academic learning needs of an increasingly diverse community.

3.5 Provide expanded opportunities for high school students to pursue certificates and degrees that accelerate their learning and goal completion.
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 energy and high-tech manufacturing industry leaders in the Charlotte region to ensure an in-depth understanding of workforce needs.

Learning will continue to help facilitate a global economic vision for the Charlotte region.

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

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

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

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

Enrollment and Student Services will strengthen involvement with external partnerships and in community activities and programs.

Enrollment and Student Services will continue to expand opportunities for students to seek and gain employment.

Information Technology Services will provide strategic innovation leadership, research/analytics expertise, and technical expertise by cultivating partnerships with the external community.

Information Technology Services 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.

Information Technology Services will participate and provide technology and research support in the development of a global economic vision.

Human Resources will assume a leadership role among other NCCCS colleges in sharing HR best practices and processes, and creating a sense of community among NCCCS HR Leadership in the Piedmont.
Facilities Services will provide and maintain inviting, accessible, energy efficient facilities, which provide welcoming and inspiring locations for innovation and collaboration of students, staff and the public at large.

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 and 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 through event support, messaging and design work.

CRMS will partner with Facilities & Construction to provide renovation and construction updates to the greater college community...

**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 Increase funding to provide educational opportunities for students.

4.2 Create and implement funding strategies to establish and sustain new educational programs.

4.3 Plan and manage growth to optimize organizational effectiveness.

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

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

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

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

Learning will help implement the construction projects funded by the bond referendum by participating on 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.

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

Enrollment and Student Services will implement new technology to enhance human, physical, fiscal, and technological resources.

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

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

Enrollment and Student Services will design new space at the College for Student Services programs.

Enrollment and Student Services will lead the College through termination of the federal student direct loan program.

Information Technology Services will leverage human, physical, and technological resources to better serve the College.

Information Technology Services will optimize and expand resources and services through collaborative partnerships to secure necessary services and products for the College.

Information Technology Services will provide leadership, support and technology to the success and timely and efficient completion of funded construction projects.

CCE Accounting will continue the standard of excellent customer service with new staff.

Sponsored Programs will continue to update and enhance the Sponsor Programs Procedures.

Sponsored Programs will continue to update and enhance the Sponsor Programs training video session.
Merancas Business Office will need to be renovated to serve student, faculty, and staff more effectively.

Business Office will set up visual training video tool for all Business Office processes.

Sponsored Programs unit will continue to work with staff to improve work knowledge and overall image of the Sponsor Programs area.

Business Office unit will install Image Now in all areas within the unit.

Inventory Control will ensure any sellable equipment obtained by Inventory Control is auctioned on the State Surplus website.

Grants Contracts and Financial Aid Accounting will work with Financial Aid and Business Office to assist with Direct Loan closeout and FY’14 Federal accounts.

Accounts Payable will implement E-pay for state bank.

Procurement will provide additional services to minority businesses, education and outreach.

Financial Services will volunteer as needed or requested within the Finance & Administrative Services Unit.

Human Resources will develop, maintain and update policies and practices to ensure the College’s compliance with applicable regulations, and to ensure the College is attracting and retaining a talented workforce to meet the College’s mission.

Facilities will manage physical facilities through maintenance, energy management and improved finishes and equipment to maximize efficiencies and minimize waste as a systemic tenet of each department's mission.

Campus Printing and Signs will create a student oriented retail space to better suit the needs of students.

Administrative Services Director will investigate additional food services providers to maintain adequate food and vending services for students, faculty, and staff.

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

CRMS will continue to work with the CPCC Foundation to support fundraising events and communication.

**Goal 5 – Organizational Excellence and Innovation: Promote and sustain innovation, entrepreneurship, and excellence throughout the organization.**
5.1 Expand the use of collaborative and cross-functional teams to innovatively respond to emerging needs.

5.2 Increase the use of strategies that measure outcomes and analyze results that improve organizational effectiveness and excellence.

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

5.4 Meet or exceed all State Accountability Measures which will impact performance funding.

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.

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 experiences.

Enrollment and Student Services will document assessment results for continuous improvement in all areas.

Information Technology Services will enhance stewardship, efficiency, and effectiveness through evaluative processes resulting in continuous improvement.

Information Technology Services will develop a culture of evidence through assessment, research, quality initiatives, data analysis, accountability, and technology.

Information Technology Services will lead and participate in collaborative teams to support College initiatives.

Information Technology Services will research, support, and provide technology solutions for the STAR (Quality Enhancement Plan) Program.
Compliance & Audit will address NCCCS and legislative initiatives, federal regulations, and NCCCS Performance-based Funding Measures to enhance stewardship, efficiency, and effectiveness through evaluative processes resulting in continuous improvement.

Budgets and Payroll will enhance and optimize stewardship, efficiency and effectiveness through evaluative processes resulting in continuous improvement. Process Reviews will eliminate obsolete procedures and/or implement identified improvements.

Sponsored Programs unit will work with the ITS department to get access to invoice details through the system by having the ability to include a link within Communication Management emails.

Business Office will continue to improve and update Collection processes to lower the College Receivables.

Business Office unit will need to be PCI compliant for processing credit cards at the college.

Business Office will continue to maintain, update, and review the college cashiering website.

Accounting & Reporting, Inventory Control, Accounts Payable & Procurement will enhance departmental duties’ processes and procedures.

Accounting & Reporting will implement measures to ensure CPCC obtains an unqualified opinion on its Financial Statements.

Accounting & Reporting will implement and continue to identify WTVI accounting best practices.

Inventory Control will devise and implement new and better ways to perform Inventory Control’s activities.

Inventory Control will conduct a successful physical inventory of assets over $5K.

Continue to verify and retag high-risk inventory.

Inventory Control will update the Inventory Control Website with current information.

Grant Contracts and Financial Aid Accounting will assist project managers in proper accounting processes and procedures.

Grant Contracts and Financial Aid Accounting will work with Grants & Government Relations department on policies and procedures to assist project managers on grants.

Procurement and Accounts Payable will identify areas for process improvement.
Procurement and Accounts Payable will utilize SharePoint.
Financial Services will serve as F/S Website monitor in order to monitor, review and notify the appropriate person when information/website links are out of date or need to be revised.

Human Resources will seek out opportunities to offer the best available benefits to employees and analyze HR data to identify benefits, compensation and staffing/retention trends to help plan for the future needs of employees and the College.

Facilities Services will enhance stewardship, efficiency and effectiveness through evaluative processes resulting in continuous improvement.

The Enterprise Risk Management Department will expand their responsibilities to include business continuity planning and emergency management to limit the risk the College faces from liability claims or losses from sudden catastrophic events, and maximize the ability to continue operations after an event.

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