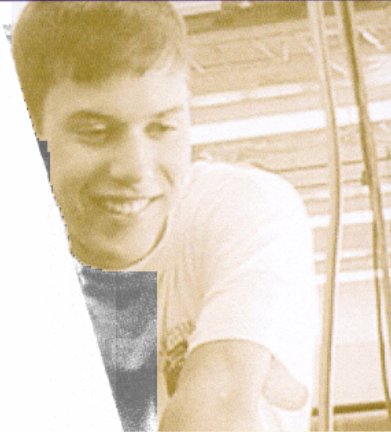
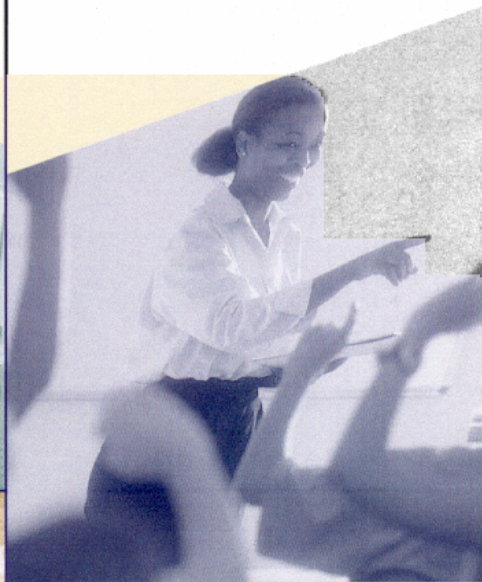


# Orangeburg-Calhoun Technical College



## Table of Contents

Executive Summary .....	3
Organizational Profile .....	7
Elements of Malcolm Baldrige Award Criteria .....	13
Senior Leadership, Governance, and Social Responsibility .....	13
Strategic Planning .....	15
Student, Stakeholder, and Market Focus .....	22
Measurement, Analysis, and Knowledge Management .....	24
Faculty and Staff Focus .....	26
Process Management.....	29
Organizational Performance Results.....	32
Appendix A .....	50

## Section I Executive Summary

### 1. *Organization's stated purpose, mission, and values*

#### **Mission:**

The mission of Orangeburg-Calhoun Technical College (OCtech) is to provide quality and affordable comprehensive education programs that will have a positive social and economic impact on the lives of the citizens of Orangeburg and Calhoun Counties and the state of South Carolina.

#### **Vision:**

Orangeburg-Calhoun Technical College will be the leader in providing education and training programs that prepare the region for the expanding global community.

#### **Values:**

- Meeting the community's need for a literate and technically-competent workforce by:
  - (a) Offering associate degree, diploma and certificate programs in post-secondary, occupational and technical education in the following areas: Arts and Sciences, Business, Computer Technology, Health Sciences, Nursing, Public Service, and Industrial and Engineering Technology.
  - (b) Providing students with the knowledge, skills and attitudes in areas of oral and written communication, problem-solving, use of cutting-edge technology, and development of interpersonal skills through quality classroom delivery systems, innovative teaching methodologies, and multiple assessment measures for workplace competencies or for transfer to other institutions of higher learning.
- Addressing the continuing education needs of individuals and employees for developing or upgrading skills and knowledge by providing specialized, directed courses that compliment both personal interests and job advancement.
- Fostering student success by providing comprehensive student support services and learning experiences, including developmental studies, to help students identify and achieve specific personal and academic objectives.
- Promoting access to educational opportunity by providing the means for overcoming economic, academic and other barriers.
- Employing a systematic process of planning, implementing, and evaluating to ensure that educational and administrative activities are appropriate and effective to meet the needs of the students, the College, and the community.
- Projecting a positive public image as an important and unique part of higher education by maintaining effective partnerships, expanding financial resources, and disseminating accurate and effective public information.
- Implementing relevant continuing education training programs that promote social and economic development through analyzing the strengths and needs of the community, and of new and existing businesses and industries.
- Providing high quality facilities, equipment, and technology to support the College's programs and services.

### 2. *Major achievements from past year*

- The **Southern Association of Colleges and Schools (SACS)** – Reaffirmation of Accreditation Compliance Certification. All programs requiring accreditation were fully accredited.
- A **1001%** increase in the number of **students registering online** as compared with the previous year.
- A clean external financial audit by the independent auditors.
- A 100% **licensure exam pass rate** in the nursing department for the third straight year in a row. Additionally, all other licensure exam scores increased over last year's scores.
- A 100% **licensure pass rate** on the Medical Laboratory Technician, ASCP; the Nurse Aid Competency Evaluation Program (NACEP); the Registry Exam for Advanced Respiratory; and the Therapy Practitioners (RRT) exams. The college also received a 97% pass rate on the

- National Council Licensure Exam (NCLEX) (Practical Nursing) and a 90% pass rate on the Radiography Exam (ARRT).
- With the passage of **the Education and Economic Development ACT (EEDA)**, the college has increased existing and established numerous collaborative partnerships throughout the service area community to include the following:
    - A Teacher Quality Grant
    - A Department of Labor – Biotech Grant
    - Additional service area K-12 Partnerships.
    - The creation of the Orangeburg-Calhoun Education and Business Alliance (OCEBA) to guide partnership activities.
    - The creation of a web-delivered and aligned system to assist both the College and its service area high schools to close the achievement gap. Over 218 high school students and 400 adult education students received remediation and college developmental educational instruction.
    - The Implementation of a virtual school to deliver credit recovery resources to area high schools and adult education facilities.
    - The expansion of grant initiative partnerships with high schools and well as other area colleges. Additional college and university partnership opportunities included Claflin University, the University of South Carolina, the College of Charleston, and South Carolina State University. Over 15 competitive grants were awarded last year through partnerships.
    - Expansion of the school reform model High Schools that Work and the pre-engineering high school curriculum Project Lead the Way.
    - Additional partnerships with The Regional Medical Center of Orangeburg and Calhoun Counties.
    - Additional business training relationships among service area businesses and the Continuing Education department.
  - **An increase in Community Support** – As a result of numerous ongoing and growing partnerships, the college has seen an increase in the number of community members showing their support, interest, and participation with the OCtech foundation.
  - **A successful Planning Retreat** – Our annual planning retreat successfully included the chief human resource executives from 6 of our major area employers, the OCtech Area Commissioners, the Technical College System President, the WIA Director, the majority of the service area secondary school superintendents, individuals of distinction from the four year institutions, and the OCtech Administrators, faculty, and staff.
  - **New Capital Expansion Project** The College broke ground on a new 27,000 square foot Math and Science Classroom Building. This building will house 5 classrooms, 2 biology/anatomy lab, 1 reading lab, 2 larger classrooms/lecture rooms with tiered seating, a seminar room, a conference room and a 400 seat auditorium.
  - **Economic Development Impact** – The College had an economic development impact of \$90.60 million reported in FY05 with an average annual investment impact of \$879,603,467.00 for the years of 2000 to 2004.
  - **Economic Development Services** – The College provided economic development services in the form of Job Specific Training, Workforce Development, Industry Specific Certification, College Transfer credits, GED/Basic Skills Training, and numerous other cultural activities and educational/economic training for community leaders.
  - **The Human Factor** – As reported in FY05, OCtech employed 256 full-time/part-time faculty and staff, touched the lives of 3525 curriculum students, 2257 continuing education students, 7 OCtech Board Members, 32 OCtech Foundation Board Members, 40 community leaders, and numerous others directly or indirectly within and around the service area.

**The college's ability to maximize its technological services had a major impact on the achievements of the past years**

### 3. Key strategic goals for the present and future years

#### Key strategic goals for 2005-2006

1. Fulfill the community's need for a competent workforce and economic growth by providing innovative and diverse learning experiences in a collaborative community environment.
2. Provide High-Quality Facilities, Technology and Equipment Sufficient to Support the College's Programs and Services
3. Foster Student Success by Providing Comprehensive Student Support Services and Learning Experiences
4. Assure public and internal accountability by systematically planning, evaluating, and refining all academic, administrative, and student services programs and processes.
5. Seek additional resources to support the mission of the College.

### 4. Opportunities and barriers that may affect the organization's success in fulfilling its mission and achieving its strategic goals

For the past 3 fiscal years, the college has operated with fewer state appropriations dollars as a part of the overall college budget. In the 2002-2003 budget years, state appropriations were 32.4% of our total budget. In the 2003-2004 budget years, state appropriations dropped to 27.8% of the college's total budget and in 2004-2005, state appropriations dropped again to 27.3% of the college's total budget.

As a result of the continual decrease in state appropriations dollars, the following opportunities and barriers that may affect the organization's success in fulfilling its mission and achieving its strategic goals are listed below.

#### Opportunities:

##### Potential Missed Opportunity:

- **The Ability to Secure Funds for a Future Transportation Complex** to House all automotive programs including the Truck Driving and Industrial Maintenance Programs.
- **Potential Academic Issues of the High School and Adult Education Students** within the Service Area.

#### Barriers:

##### Potential Barrier to Continued Success:

- **Deferred Maintenance** to the tune of \$1.5 Million to date on building, equipment, and routine maintenance.
- **The Ability to Increase Personnel/Salaries** will hinder the college's ability to keep experienced and recruit highly qualified new personnel. Within the existing technical college system, Orangeburg-Calhoun Technical College ranks 13<sup>th</sup> out of the 16 technical colleges in payroll salaries. We are continuously seeking qualified adjunct faculty but finding these individuals continues to be a challenge as the labor market for qualified skilled workers continues to tighten.
- **Competition from External Sources such as:**
  - Local colleges and universities within the service area and other online educational institutions
  - Other alternatives such as the military, Job Corps or full-time employment.
- **Rising Price of Gas**  
When a student has to make a choice between going to work, school or buying groceries, the school component comes in last. This potential problem is further compounded by the lack of mass transit in the area. In any uncertain market and economic time, the people hit the worst are those individuals who can least afford it thus causing them to make significant lifestyle changes. But this happens to be our primary service market.

*5. How the accountability report is used to improve organizational performance.*

The accountability report will be utilized as a strategic planning framework tool to improve the organization's performance practices, capabilities and results by facilitating effective and efficient communication and sharing of best practices information and procedures with institutions on the local, state, federal, and national levels. This will be accomplished by utilizing predefined success criteria(s) that addresses all probable issues/concerns that may arise. This should help to ensure that the college is effectively preparing for future endeavors and resource allocation needed to carryout the mission while continues to guide organizational planning and opportunities for learning.

The above is accomplished by ensuring that the college's visionary and agile leadership is based on learning-centered education that concentrates on both organizational and personal learning while managing for the innovation. As evidenced by the charts/data contained in section 3.7, we show that the college works on "management by fact" with an ever focusing futuristic eye on valued innovative results and not perception. All of this is done while still keeping grounded in our commitment to the social responsibility of the area and our position as part of the technical college system.

**Section II Organizational Profile**

1. *Organization's main educational programs, offerings, and services and the primary methods by which these are delivered*

<u>Associate Degree Offerings</u>	<u>Diploma Programs</u>	<u>Certificate Programs</u>	<u>Certificate Programs Cont.</u>
<ul style="list-style-type: none"> <li>• Arts</li> <li>• Science</li> <li>• Business                             <ul style="list-style-type: none"> <li>○ Accounting</li> <li>○ General Business</li> <li>○ Office Systems Technology</li> </ul> </li> <li>• Computer Technology</li> <li>• Engineering Technology                             <ul style="list-style-type: none"> <li>○ Computer Electronics</li> <li>○ Electronic Instrumentation</li> </ul> </li> <li>• Health Science                             <ul style="list-style-type: none"> <li>○ Nursing</li> <li>○ Medical Laboratory Technology</li> <li>○ Radiologic Technology</li> <li>○ Respiratory Care Technology</li> </ul> </li> <li>• Industrial Technology                             <ul style="list-style-type: none"> <li>○ Automotive Technology</li> <li>○ Industrial Electronics Tech.</li> <li>○ Machine Tool Technology</li> </ul> </li> <li>• Occupational Technology                             <ul style="list-style-type: none"> <li>○ General Technology</li> </ul> </li> <li>• Public Service                             <ul style="list-style-type: none"> <li>○ Criminal Justice</li> <li>○ Early Childhood and Education</li> <li>○ Paralegal/Legal Assistant</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Automated Office</li> <li>• Medical Office Assisting</li> <li>• Early Childhood Development</li> <li>• Practical Nursing</li> </ul>	<ul style="list-style-type: none"> <li>• CT (CAT Scan)</li> <li>• MRI (Magnetic Resonance Imaging)</li> <li>• Mammography</li> <li>• Advanced Automotive Systems</li> <li>• Basic Accounting</li> <li>• Basic Diesel Maintenance</li> <li>• Computer Aided Design I &amp; II</li> <li>• Early Childhood Development</li> <li>• Electrical Systems Repair</li> <li>• "Electrocardiography / Cardiac Monitoring "</li> <li>• Engine and Brake Repair</li> <li>• General Radiologic Technology</li> <li>• General Studies</li> <li>• Health Careers Preparation</li> <li>• "Ignition and Fuel Systems Repair"</li> <li>• Internetworking</li> <li>• Introductory Civil Engineering</li> <li>• Medical Transcriptionist</li> <li>• Microcomputer Applications</li> <li>• Network Engineering</li> <li>• Nursing Assistant</li> <li>• Office Productivity</li> </ul>	<ul style="list-style-type: none"> <li>• Phlebotomy</li> <li>• Pre-Dental Hygiene</li> <li>• "Pre-Health Information Management"</li> <li>• "Pre-Occupational Therapy Assistant"</li> <li>• Pre-Physical Therapist Assistant</li> <li>• Security</li> <li>• Small Business Management</li> <li>• "Suspension and Transportation Repair"</li> <li>• Webmaster</li> <li>• Welding</li> <li>• Word Processing</li> </ul>

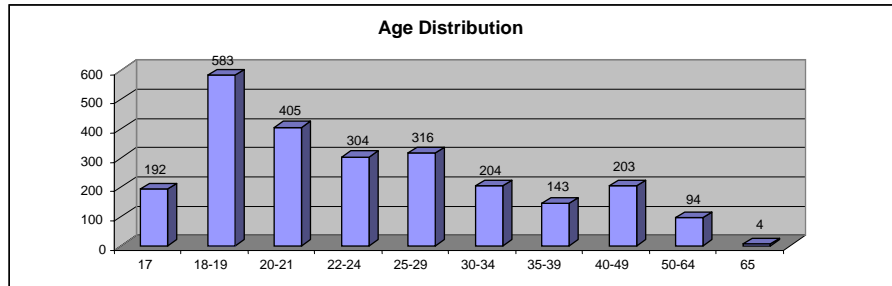
<u>The college's main educational program offerings consist of the following:</u>	<u>The college's main educational services consist of the following:</u>	<u>The college's primary delivery methods are as follows:</u>
<ul style="list-style-type: none"> <li>• Core transfer courses/programs,</li> <li>• Transfer associate's degrees (freshman/sophomore credit for transfer or person enrichment),</li> <li>• Technical associate's degrees and one- and two-year certificates,</li> <li>• Workforce development/corporate training (credit/CE),</li> <li>• Compensatory developmental (reading, writing, mathematics) education (credit),</li> <li>• ESOL/ESL (credit/CE),</li> <li>• Non-Credit/CE for career or cultural enhancement, literacy, and basic skills.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Advising and assessment of prior learning</li> <li>• Academic Career Counseling Services</li> <li>• Employment Services for Current Students</li> <li>• Financial aid</li> <li>• Placement Services for Program Completers</li> <li>• Remedial Services</li> <li>• Study skills and tutoring</li> </ul>	<ul style="list-style-type: none"> <li>• Classroom Face-to-Face Student/Professor Contact Instruction;</li> <li>• Distance Education/Learning (telecourses, interactive live, video-based, and Internet courses),</li> <li>• Online/Web-based</li> <li>• Computer Based/Assisted Instruction,</li> <li>• Learning Labs,</li> <li>• Learning Communities,</li> <li>• Service Learning,</li> <li>• Clinical Studies,</li> <li>• Fasttrack,</li> <li>• Self-Paced,</li> <li>• Dual Credit.</li> </ul>

**2. Key student segments, stakeholder groups, and market segments, as appropriate, and their key requirements/ expectations**

Key student segments, stakeholder groups, and market segments as appropriate are described below:

**Credit / Non-Credit**

• Full-time	54%	New	33%
• Part-time	46%	Continuing	58%
		Readmit	8%
• Day	15.60%	Associate	53%
• Evening	3%	Diploma	5%
• Internet	0.40%	Certificate	42%
• Off-Campus	1.30%	Non-declared	0.50%
• Combo	79.90%		
• Orangeburg	66%	Black	58%
• Calhoun	11%	White	37%
• Other	23%	Other	4.50%
• Male	28%	In State	99.90%
• Female	72%	Out of State	0%
		Transfers	29%
		Total FTE	1,737.93
		Total Count	2,453
		Average Course Load	10.62



Key Stakeholder Groups	Key Market Segments
<p>Our key stakeholder groups expect to use our resources effectively to meet community education needs through student success. These stakeholder groups consists of</p> <ul style="list-style-type: none"> <li>• Those that represent our taxpayers and/or govern or accredit us (Orangeburg-Calhoun Area Commission, SACS);</li> <li>• Recent HS graduates;</li> <li>• Other schools (K-12, universities)</li> <li>• Employers;</li> <li>• OCtech's faculty/staff.</li> </ul>	<p>We recruit these students primarily from three key market segments, identified as:</p> <ul style="list-style-type: none"> <li>• Recent HS graduates;</li> <li>• Still in High School/dual-credit;</li> <li>• Adults returning to education after K-12/college gap.</li> </ul>



**3. Operating locations**

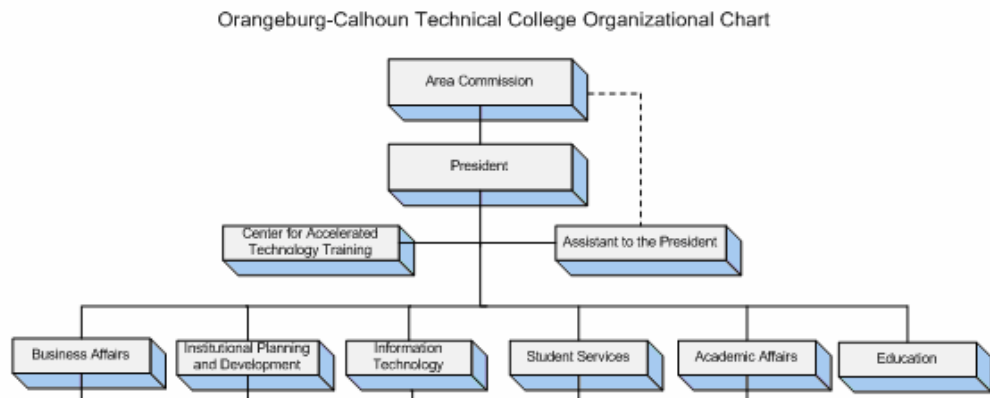
- Main Campus - 3250 Saint Matthews Road, Orangeburg, SC 29118
- Calhoun Academy - 81 Academy Road, Saint Matthews, SC 29135
- Calhoun County High School - 101 Richland Ave. Saint Matthews, SC 29135-0215
- Cope Area Career Center - P. O. Box 128, Cope, SC 29038
- Edisto High School - P. O. Drawer 101 Cordova, SC 29039-0101 / 500 Rm. Foster Drive, Cordova, SC 29039-0101
- Lake Marion High School - 3656 Tee Vee Road, Santee, SC 29142
- Orangeburg Preparatory - 2651 North Road, Orangeburg, SC 29118
- Orangeburg Technology Center - 3720 Magnolia Street, Orangeburg, SC 29115

**4. The regulatory environment under which the organization operates**

Orangeburg-Calhoun Technical College operates under a wide variety of rules and guidelines to include the following:

- Title II
- Title IV
- Title VII
- Title IX
- The Civil Rights Act
- SACS sets standards for administration/faculty certification and financial regulations.
  - In 2005 our accreditation was fully affirmed for ten years.
- Commission on Higher Education (CHE)
- SC State Board for Technical and Comprehensive College System
- NLN (National League for Nursing)
- The following professional licensing entities:
  - Certification Examination For Entry Level Respiratory Therapy Practitioners (CRTT)
  - Certified Medical Assistant Exam.
  - Medical Laboratory Technician, ASCP
  - National Council Licensure Exam. (NCLEX) - Practical Nurse
  - National Council Licensure Exam. (NCLEX) - Registered Nurse
  - Nurse Aid Competency Evaluation Program (NACEP)
  - Radiography Exam., ARRT
  - Registry Exam. for Advanced Respiratory
  - Therapy Practitioners (RRT) – Clinical Simulation and Written Registry

**5. Governance system**



In the structure/governance system depicted in our organization chart, our governing body (The Orangeburg-Calhoun Area Commission) oversees compliance with state, federal, and local regulations and approves tuition and expenditures. The Area Commission also sets policies/parameters in categories such as Executive Limitations, Board-Staff Relations, and Board Process, thereby empowering both Board and Staff to perform the duties outlined therein.

#### **6. Key suppliers and partners**

Our formal partners consist of our area high schools, universities and colleges that our students transfer to or from, area businesses needing trained employees, and governmental agencies needing employee training or partnerships with economic development efforts. For a detailed list of our partners, please see APPENDIX A.

Our key suppliers consists of entities that supply the college with items ranging from copiers, bookstore supplies, hardware and software, food services, automotive equipment, and health care products. For a complete list of our key suppliers, please see APPENDIX A

#### **7. Key competitors**

Our key competitors consist of other colleges, universities, and technical schools along with the military, and the local job markets. For a short list of our key competitors, please see APPENDIX A.

#### **8. Principal factors that determine your competitive success. The key changes that are taking place that significantly impact your competitive situation.**

- 1. Fully Accredited Quality Programs and Services**
- 2. Community Economic Development and Impact - \$90.62 Million FY04 Reported in FY05**
- 3. Effective Management and Governance of College Operations**
  - Efficiently run college
  - An array of Student Support Services
  - Extensive Successful Capital Investment and Renovation Projects
    - 2002 – \$5.3 million – 37,000 square foot Student Services Building
    - 2005 – 27,000 square foot - Math and Science Classroom Building
  - Clear, concise, relevant, and practiced strategic plan that is data driven, proactive, and informative
- 4. Highly Qualified Faculty and Staff**
  - Aggressive and effective recruitment of well-qualified, progressive faculty and staff
- 5. Customer Service/ Quality Trademark Image (Logo)**
  - An increased number of scholarships of 5% year over year (Foundation Component)
  - Adult education programs and Diploma programs
  - Partnerships with numerous community entities
  - Increased student utilization of job placement services
- 6. Value**
  - OCtech tuition is approximately 50%, 59%, and 76% lower than other institutions of higher learning in the senior area.

### 9. *Key strategic challenges*

Our strategic challenges are addressed directly through our strategic planning approach by aligning our challenges with our Critical Success Factors. We then prioritize and address them. Our strategic challenges as identified during our strategic planning retreat are the same as identified in **Section I.4 – Opportunities and Barriers** that may affect the organization's success in fulfilling its mission and achieving its strategic goals.

### 10. *Performance improvement systems*

Our performance improvement system consists of the following:

- Internal, external, and focus group stakeholder feedback surveys,
- Monthly employee and faculty staff meetings,
- Feedback on a continuous basis on ways to improve programs and services offered to the service community from:
  - Economic Development Board Meetings in Calhoun and Orangeburg Counties,
  - Chamber of Commerce meetings with Calhoun, Orangeburg, and Tri-County,
  - Regular meetings with the Director of Special Schools
  - Corporate visits to evaluate technology training and professional development needs of the area,
- The FPMS (Faculty Performance Management System) Evaluations,
- The EPMS (Employee Performance Management System) Evaluations,
- The QEP (Quality Enhancement Plan) Evaluation Process,
- The Safety Team Review Committee Feedback,
- Faculty/Staff Council Meetings,
- DACUM Workshops,
- Ongoing SACS Requirements Reviews,
- Training designed around the identified goals of the organization and to support the employee's needs in terms of job competencies and career development.

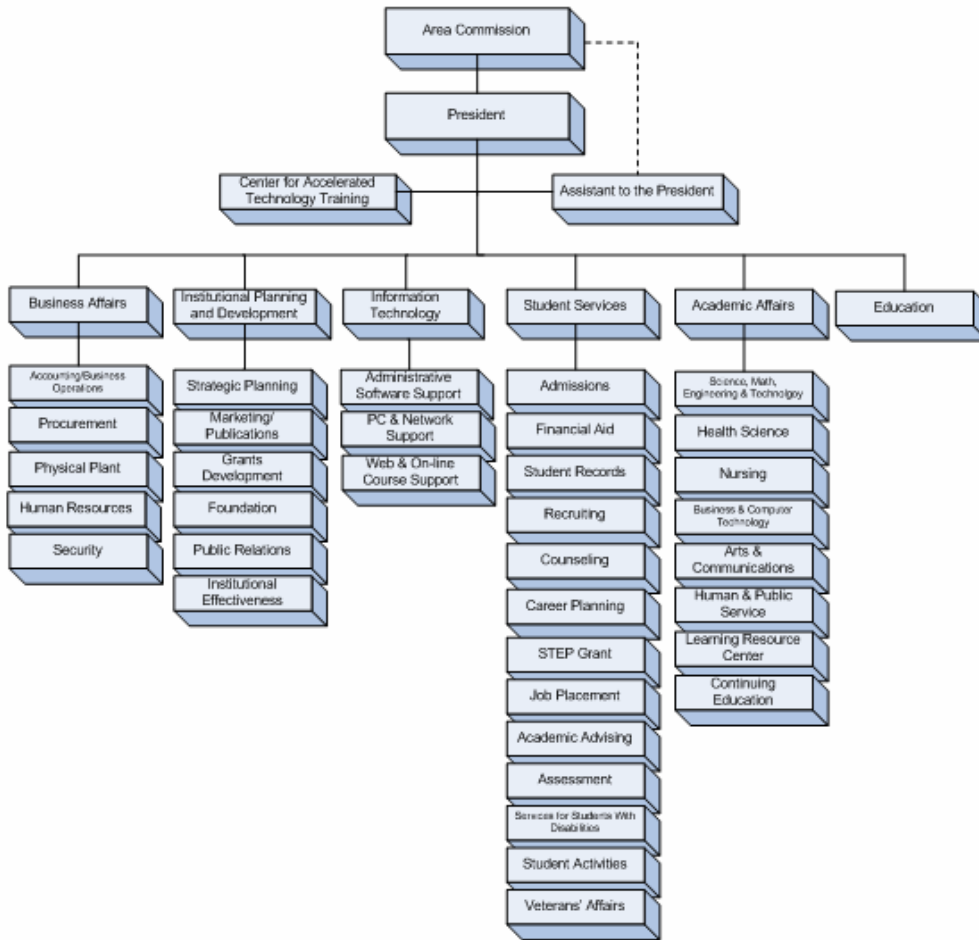
11. *Expenditures/Appropriations Chart* – Please see Accountability Report Appropriation/Expenditures Chart

12. *Major Program Areas Chart* – Please see Major Program Areas Chart

Section II

13. – Organizational structure

Orangeburg-Calhoun Technical College Organizational Chart



### Section III Elements of Malcolm Baldrige Award Criteria as follows:

#### Category 1 –Senior Leadership, Governance, and Social Responsibility

*1.1 How do senior leaders develop and deploy their organization's vision and values throughout the leadership system, to all faculty and staff, to key suppliers and partners, and to students and stakeholders, as appropriate? How do their personal actions reflect a commitment to the organizational values?*

Orangeburg-Calhoun Technical College's senior management, with broad stakeholder input, sets and deploys the College's vision and values, directions, and performance expectations throughout the organization by way of:

- Developing annual strategic planning goals that allows all stakeholders to:
  - 1) Review the mission statement;
  - 2) Establish institutional goals, objectives, and implementation strategies;
  - 3) Monitor the effectiveness of current activities.
- Participating in:
  - ❖ Economic Development Board Meetings in Calhoun and Orangeburg Counties,
  - ❖ Chamber of Commerce meetings with Calhoun, Orangeburg, and Tri-County,
  - ❖ Regular meetings with the Director of Special Schools,
  - ❖ Corporate visits to evaluate technology training and professional development needs of the area,
- Monthly employee faculty/staff and council meetings,
- Monthly Orangeburg-Calhoun Technical College Area Commission meetings,
- The FPMS (Faculty Performance Management System) and EMPS (Employee Performance Management System) Systems,
- The QEP (Quality Enhancement Plan) Process,
- The Safety Team review committee,
- The DACUM Workshop process which engages professionally competent service area corporate representatives of local hiring companies,
- The SACS requirements/review process.
- Surveys
- Campus Cruiser
- Focus Groups
- The Web Site
- Supplier and Partner Agreements

*1.2 How do senior leaders promote and support an environment that fosters and requires: legal and ethical behavior; and, fiscal, legal, and regulatory accountability? How are these monitored?*

The College's senior leaders continuously strive to exceed the expectations of the numerous stakeholders that hold them accountable to ensure that the highest levels of accountability are achieved. The Area Commission holds the President responsible for legal, ethical, fiscal, and regulatory compliance. The President then works with the executive team to ensure top-level management and accountability for the organization's actions. This team continuously monitors the college's impact on the service area stakeholders. OCtech continuously investigates potential issues and concerns extensively in an effort to allow it to determine the root cause and develop a proactive strategy for addressing the issues/concerns on a continuous basis.

Ethical, legal, and regulatory compliance practices in all student/stakeholder interactions, including those with partners/suppliers, are accomplished through proactive education, ongoing communications, and the enforcement of our existing policies and procedures. Regular internal audits provide further support, and our policies clearly define consequences for breaching ethical behaviors. OCtech's management team work to enforce clear policies governing employee and student behavior and identify consequences for violations.

To ensure fiscal accountability, OCtech deploys actionable behavior policies governing those with fiduciary responsibilities. OCtech ensures cost center accountability through budget training and performance evaluations and systematically receives:

- 1) Annual audits from the Board-approved external audit firm;
- 2) Annual audits from the Board's internal auditor; and
- 3) Audits as requested by OCtech, such as when personnel vacate key fiduciary positions.

Additionally, various accrediting agencies hold periodic audits to protect the interests of their stakeholder groups. All these audit approaches are hierarchically independent of OCtech and are continuously monitored against the strategic plan.

**1.3** *How do senior leaders create a focus on action to accomplish the organization's objectives, improve performance, and attain your vision?*

OCtech utilizes systematic strategy deployment to focus on actions that accomplish the organizations' objectives, improves performance, and attain the vision. These items are detailed in a table **Section III.2.4**.

**1.4** *How do senior leaders create an environment for organizational, faculty, and staff learning?*

Senior leaders create an environment for organizational, faculty, and staff learning by:

- Creating an atmosphere where employees understand how their efforts are valued and how their positions support the agency's mission,
- Designing training on multiple levels around the job competencies and career development aspirations of the employees that are inline with the organization's identified mission and goals. This is accomplished by analyzing the agency's workforce, the Professional Development and Leadership Programs, and through mentoring and job coaching.
- Please also refer to the list contained in **Section III.1.1**.

**1.5** *How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?*

As a part of succession planning, the system has two leadership development strategies.

- USC Higher Education Leadership Certificate—18 grad hours in courses related to skills and knowledge that a future president or other senior level administrator should know about the community college governance. Each college selects candidates for this program from current potential leaders.
- 12 month Leadership Seminar—A team of system presidents design a 12 month leadership program that includes self-assessment, mentorships, and projects that would be beneficial to potential vice-presidents. Each college selects candidates for this program.

OCtech encourages faculty and staff to continue their education by offering incentive funds to pay for courses leading to advanced degrees and/or certifications. Funds are also available for conferences for professional improvement.

OCtech also encourages potential leaders to enroll in the Leadership Orangeburg program to learn more about local and state governance.

**1.6** *How do senior leaders communicate with, empower, and motivate all faculty and staff throughout the organization? How do senior leaders take an active role in faculty and staff reward and recognition processes to reinforce high performance throughout the organization?*

OCtech communicates with, empowers, and motivates the faculty and staff by encouraging open communications throughout the organization. The College utilizes ongoing student/employer surveys, evaluations, monthly faculty/staff meetings, the QEP process, and the FMPS/EMPS process. These

items allow faculty and staff to openly communicate with senior leaders and peers by supporting ongoing two-way communications on a continuous basis.

The QEP, FMPS, and EMPS processes further enhance communication because they are designed with clear communications of job duties (from position description), success criteria, and performance characteristics. These processes continue with on-going performance communication and culminate in an evaluation of the employee's progress towards the achievement of the goals documented at the beginning of the cycle. If performance is not at acceptable levels, the evaluation system incorporates an intensive process of warnings and additional supervisor support.

These processes provide empowerment, motivation, and recognition of the employee because it makes them fully aware of their scheduled progress and plans versus their actual performance. This in-turn motivates the employee to improve their performance and allows the employee to be recognized when their performance exceeds their expected job duties.

*1.7 How does your organization evaluate the performance of your senior leaders, and the governance board/policy making body? How do senior leaders use these performance reviews to improve their own leadership effectiveness and that of the board and leadership system, as appropriate?*

To improve the performance of senior leaders, the governance board/policy making body and the performance of the college as a whole, OCtech utilizes the following to evaluate performance and improve effectiveness.

- Internal and external stakeholder feedback surveys,
- Focus group surveys and input,
- Bi-annual evaluation of senior leaders and supervisors via the Organizational Climate Surveys,
- Meeting between college leaders and appropriate individuals and groups of the service area to understand service area issues and opportunities,

*1.8 How does your organization address and anticipate any adverse impacts of its programs, offerings, services, and operations? What are the key compliance related processes, goals, and measures?*

The organization addresses and anticipates any adverse impacts of its programs, offering, services, and operations by reviewing projected strategic goals against actual ongoing results. For any deviations that cannot be explained, corrective measures, policies, and procedures are put in place by management. Key compliance related processes, goals, and measures are detailed in section 3.7 such as:

## **Category 2: Strategic Planning**

The Strategic Planning Category examines how your organization develops strategic objectives and action plans. It also examines how your strategic objectives and action plans are deployed, changed if circumstances require, and how progress is measured.

*2.1 What is your Strategic Planning process, including key participants, and how does it address: a. Your organizations' strengths, weaknesses, opportunities and threats; b. Financial, regulatory, and other potential risks; c. Shifts in technology, student and community demographics, markets, and competition; d. Long-term organizational sustainability and organizational continuity in emergencies; e. Your ability to execute the strategic plan*

### **a. Strengths, Weaknesses, Opportunities, and Threats**

#### **Organizational Strength**

1. Accredited Quality Programs and Services with Highly Qualified Faculty and up to date Technology

2. Community Economic Development and Impact - \$90.62 Million
3. Management and Governance of College Operations
  - a. Efficiently run college with well maintained buildings and infrastructure that offers an array of services
  - b. Extensive Successful Capital Investment and Renovation Projects
  - c. Clear, concise, relevant, and practiced strategic plan that is data driven, proactive, and informative.
4. Highly Qualified Faculty and Staff
5. Value regarding our annual tuition. Tuition is 51%, 59%, and 76% cheaper than the other institutions of higher education within the immediate service area.

### **Organizational Weakness**

1. Lack of a Comprehensive List of Available Adjunct Faculty
2. Scheduling Flexibility to Accommodate the Diverse Needs of the Students
3. Additional Comprehensive Testing Center Capabilities for all Programs
4. Seamless Articulation Pathways for all Programs

### **Organizational Opportunities**

1. **Increase Enrollment and Retention for Academic Curriculum Programs in Calhoun and Orangeburg Counties (3000 – all locations)**
2. **Flexibility in Academic Delivery and Scheduling of Courses**
  - a. Distance learning and hybrid courses
  - b. Virtual Schools
  - c. Distance Education
  - d. IP Video
  - e. PC based starter credit course
  - f. Truck Driving Program
  - g. OCTC and CATT training offerings
3. **Community Alliances with Private and Public Partners**
  - a. To be recognized as the provider of choice for all short term training
  - b. Host community events
  - c. Increase opportunities for presentations made in the community regarding the college
  - d. EEDA (Education and Economic Development Act)
4. **Maximum Utilization of the Latest Technological Advances**
  - a. New Datatel release (version 18)
  - b. New Internet connection: MPLS (Multi-protocol label switching)
  - c. Conversion to IP (Internet Protocol) telephones
  - d. Replace/Upgrade
    - i. Classroom presentation system
    - ii. Imaging system
    - iii. Servers/SAN (storage area network)
  - e. Expand wired/wireless network
  - f. Expand IP video to the desktop and replace videotapes with disc media
  - g. Continue PC replacement cycle
  - h. Adhere to section 508 web accessibility laws and policies
  - i. Utilize RFID (radio frequency identification) for equipment inventory
  - j. Expand handheld device (data phones) utilization
5. **Enhancement of On-line Technological Capabilities**
  - a. Increase student registration on-line (1041% increase!)
  - b. Maintain Database of alumni contact information
  - c. Academic On-line Advising
  - d. Student Orientation
  - e. Ecompass working at all local high schools
  - f. Free short "teaser" classes
  - g. Timely real-time financial aid services



**6. Funding**

- a. Grants
- b. Title III
- c. Foundation Development
- d. State and Financial Aid
- e. Secure/Increase transition grants to logical places in the College

**Organizational Threats (External)**

1. The ability to restore/increase funding to annual operating budget
  - a. Deferred maintenance
  - b. New telephone system
  - c. Health Sciences Building HVAC
  - d. New chiller for HSB
  - e. Emergency generator for Computer Center
  - f. Intercom expansion
  - g. Fire alarm system for 100-800
  - h. Upgrade to bldg. "O" to include records bay (investigate imaging system)
2. The ability to secure funds for future Transportation Complex
3. The ability to increase Personnel/Salaries
4. Competition from external sources
5. The growing high school dropout rate

**b. Financial, Regulatory, and Other Potential Risks**

Regarding the Strategic Planning process as it relates to financial, regulatory, and other potential risks, our senior staff members meet on a regular basis to access and adequately address these issues. The College is exposed to various risks of loss and maintains State or commercial insurance coverage for each risk. Management believes such coverage is sufficient to preclude any significant uninsured losses for the covered risks. Settlement claims have not exceeded this coverage in any of the past three years.

Some potential risks of loss that are covered under the state policy includes items such as theft, damage to or destruction of property; damage to real property, its contents, and other equipment such as motor vehicles and water crafts; torts; natural disasters; Unemployment and Work's Compensation benefits; long term disability; and losses arising from theft or misappropriation.

Our external independent auditors, DeLoach & Williamson, LLP, perform audits on a regular basis that are in accordance with and utilize the guidelines of the United States of America Government Auditing Standards.

Tuition increases may also be necessary to offset the state funding from the state of South Carolina.

Our regulatory compliance is governed by rules and regulations of the Commission on Higher Education (CHE) with numerous reports and audits that must be performed and sent annually along with reports that must be sent to other local, state, and federal agencies regulatory agencies. The college also participates in other Federal grant programs that are also subject to financial and compliance audits by the grantor or its representatives.

**c. Shifts in Technology, Student/Community Demographics, Markets, and Competition**

Regarding the Strategic Planning process as it relates to shifts in technology, student and community demographics, markets, and completions, our senior management meets on a regular basis to access and address the needs of the technology plan required to keep the organization operating at an optimal level with the latest hardware and software possible. The technology plan is reviewed and updated against the overall strategic plan on an ongoing basis to ensure that it continues to meet the needs and challenges of the expanding physical and virtual campus boundaries.

The continuous review of this plan also constantly monitors the demographics of the surrounding service area and our marketing efforts are modified periodically to reach as many individuals, institutions and businesses as possible. Over the past year, we have utilized our technology plan to install computers in the area high schools in an effort to adjust to the changing students and market demographics.

**d. Long-term Organizational Sustainability and Organizational Continuity in Emergencies**

Long-term organizational sustainability and organizational continuity in emergencies are accomplished by ensuring that all faculty and staff adhere to the established procedures, policies, and guidelines established and documented for all to review as prescribed in the Emergency Management Preparedness Plan.

**e. Ability to Execute the Strategic Plan**

The ability of the college to execute its key strategic planning process has proven to be effective primarily because the strategic plan and the strategic planning process is executed from the top down and encompasses all stake holders with detailed and measurable action steps that are tied to a responsible individual(s). This approach allows for the monitoring of all resources in a manner that allows for any issues that may affect the strategic plan to be identified, solutions communicated, and corrective measures enacted with all interested stakeholders.

**Section III**

**2.2 *How do you evaluate and improve strategic planning process?***

We evaluate and improve the strategic planning process by breaking each of our organizational goals into departmental objectives with measurable action items. Please see **Section III.2.4** for details. We then continuously monitor these action items via continuous ongoing surveys and focus groups.

**2.3 *What are your key strategic objectives?***

Please see the Strategic Planning Chart in **Section III.2.4**.

1. Fulfill the community's need for a competent workforce and economic growth by providing innovative and diverse learning experiences in a collaborative community environment
2. Provide High-Quality Facilities, Technology and Equipment Sufficient to Support the College's Programs and Services
3. Foster Student Success by Providing Comprehensive Student Support Services and Learning Experiences
4. Assure public and internal accountability by systematically planning, evaluating, and refining all academic, administrative, and student services programs and processes
5. Seek additional resources to support the mission of the College

**2.4 *What are your key action plans/initiatives?***

Please see the Strategic Planning Chart

All of the department's objectives are geared toward achievement of the mission to enable Orangeburg-Calhoun Technical College to provide quality and affordable comprehensive education programs that will have a positive social and economic impact on the lives of the citizens of Orangeburg and Calhoun counties and the state of South Carolina.

Program Number and Title	Supported Agency Strategic Planning Goal(s)	Related FY 05-06 Agency Objectives	Key Cross References for Performance Measures
II.A.B.E Instruction	<b>Goal 1:</b> Competent Workforce and Economic Growth :	<b>Objective 1:</b> To remain current in curricula and program in order to provide the community with an adequately trained workforce.	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>Goal 1:</b> Competent Workforce and Economic Growth :	<b>Objective 2:</b> To revitalize and strengthen partnerships within the community, K-12, and other institutions of higher education.	3.7.2, 3.7.3, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>Goal 1:</b> Competent Workforce and Economic Growth :	<b>Objective 3:</b> Enhance access, progression, and student success.	3.7.1, 3.7.2, 3.7.3, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>Goal 1:</b> Competent Workforce and Economic Growth :	<b>Objective 4:</b> To incorporate innovative technology and delivery methodologies to enhance student learning.	3.7.1, 3.7.3, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>Goal 1:</b> Competent Workforce and Economic Growth :	<b>Objective 5:</b> To recruit and maintain a quality instructional staff.	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.6
II.A.B.E Instruction	<b>Goal 1:</b> Competent Workforce and Economic Growth :	<b>Objective 6:</b> Develop and/or increase collaborative relationships between LRC, academic programs, and the community.	3.7.1, 3.7.2, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>Goal 1:</b> Competent Workforce and Economic Growth :	<b>Objective 7:</b> To implement process changes to increase educational quality and public outreach customer service in Continuing Education.	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>Goal 1:</b> Competent Workforce and Economic Growth :	<b>Objective 8:</b> Utilize faculty/staff performance management systems to meet professional development needs for faculty/staff.	3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>GOAL 2:</b> High-Quality Facilities, Technology and Equipment Sufficient to Support the College's Programs and Services	<b>OBJECTIVE 1:</b> Provide facilities to meet campus needs.	3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>GOAL 2:</b> High-Quality Facilities, Technology and Equipment Sufficient to Support the College's Programs and Services	<b>OBJECTIVE 2:</b> Continue to improve and upgrade Information Technology systems.	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>GOAL 2:</b> High-Quality Facilities, Technology and Equipment Sufficient to Support the College's Programs and Services	<b>OBJECTIVE 3:</b> Keep faculty, staff, student PCs and classroom presentation systems as current as possible by planning for upgrading and replacement.	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>GOAL 2:</b> High-Quality Facilities, Technology and Equipment Sufficient to Support the College's Programs and Services	<b>OBJECTIVE 4:</b> Continue to improve faculty, staff, and student access to Datatel administrative system.	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6

II.A.B.E Instruction	<b>GOAL 3:</b> Foster Student Success	<b>Objective 1:</b> Increase retention and graduation rate of students.	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>GOAL 3:</b> Foster Student Success	<b>Objective 2:</b> Enhance admissions, academic counseling, advising, and registration services and manage student enrollment.	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>GOAL 3:</b> Foster Student Success	<b>Objective 3:</b> Provide activities to promote the social and personal development of students.	3.7.1, 3.7.2, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>GOAL 3:</b> Foster Student Success	<b>Objective 4:</b> Increase student utilization of job placement services.	3.7.1, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>GOAL 3:</b> Foster Student Success	<b>Objective 5:</b> Increase knowledge and awareness of the College in the community through marketing campaign.	3.7.2, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>GOAL 3:</b> Foster Student Success	<b>Objective 6:</b> Utilize internet/intranet for information about the College and programs.	3.7.5, 3.7.6
II.A.B.E Instruction	<b>GOAL 3:</b> Foster Student Success	<b>Objective 7:</b> Publicize interaction between College and the community.	3.7.1, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>GOAL 3:</b> Foster Student Success	<b>Objective 8:</b> Develop a comprehensive crisis communications plan for the college.	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>GOAL 3:</b> Foster Student Success	<b>Objective 9:</b> Make available financial aid for students.	3.7.3, 3.7.6
II.A.B.E Instruction	<b>GOAL 3:</b> Foster Student Success	<b>Objective 10:</b> Provide tuition imbursement funds to support academic growth for faculty and staff.	3.7.3, 3.7.4, 3.7.6
II.A.B.E Instruction	<b>GOAL 4:</b> Assure Public and Internal Accountability	<b>Objective 1:</b> Review all program missions, policies, and procedures.	3.7.4, 3.7.6
II.A.B.E Instruction	<b>GOAL 4:</b> Assure Public and Internal Accountability	<b>Objective 2:</b> Integrate planning and budget process.	3.7.3, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>GOAL 4:</b> Assure Public and Internal Accountability	<b>Objective 3:</b> To occupy credible position in the community so that community support continues for the College.	3.7.3, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>GOAL 4:</b> Assure Public and Internal Accountability	<b>Objective 4:</b> Maintain adequate human resources to meet the needs of the college.	3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>GOAL 4:</b> Assure Public and Internal Accountability	<b>Objective 5:</b> Maintain unqualified audit opinion.	3.7.5, 3.7.6
II.A.B.E Instruction	<b>GOAL 4:</b> Assure Public and Internal Accountability	<b>Objective 6:</b> Provide accurate and comprehensive institutional accountability records of the College.	3.7.3, 3.7.6
II.A.B.E Instruction	<b>GOAL 4:</b> Assure Public and Internal Accountability	<b>Objective 7:</b> Evaluate and update the planning strategies and processes for the College.	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>GOAL 5:</b> Seek Additional Resources to Support the Mission of the College.	<b>Objective 1:</b> Encourage Foundation to establish a long-range strategic plan in concert with the College's strategic plan.	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>GOAL 5:</b> Seek Additional Resources to Support the Mission of the College.	<b>Objective 2:</b> Seek full funding from Orangeburg and Calhoun Counties.	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6

II.A.B.E Instruction	<b>GOAL 5:</b> Seek Additional Resources to Support the Mission of the College.	<b>Objective 3:</b> Solicit assistance from alumni and Foundation for College support and development.	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>GOAL 5:</b> Seek Additional Resources to Support the Mission of the College.	<b>Objective 4:</b> Support the Foundation's annual fund drive.	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	<b>GOAL 5:</b> Seek Additional Resources to Support the Mission of the College.	<b>Objective 5:</b> Identify grant sources from public and private sources.	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6

*2.5 How do you develop and track action plans that address your key strategic objectives? Include how you allocate resources to endure the accomplishment of your action plans.*

Please see Strategic Planning Chart

Action plans are developed and tracked to determine how they address the college's strategic objectives by breaking each organizational goal into departmental objectives with measurable action steps. These measurable action steps are then compared utilizing their projected status versus their actual status of a specific point in time.

*2.6 How do you communicate and deploy your strategic objectives, actions plans and related performance measures?*

OCtech communicates and deploys its strategic objectives, action plans, and related performance measures shortly after its annual strategic planning retreat. Once the organizational goals are established, departmental meetings of each division are called by the department heads to establish their departmental objectives needed for meeting the organization's goals. In these departmental meetings, each departmental member plays a role in helping to define the action steps needed to accomplish the objectives and the measurement by which the success of action steps will be gauged.

**(Reference charts 3.1.1 for communications – action plans are measured by the listed outcomes.)**

*2.7 How do you measure progress on your action plans?*

Senior management breaks the strategic plan down into objectives that have measurable action steps with responsible individuals. We then measure the progress of the action steps to determine if the overall action plan is meeting the objective which in turn gives us a measure on how we are doing.

*2.8 How do your strategic objectives address the strategic challenges you identified in your Organizational Profile?*

The strategic challenges identified in the strategic objectives are addressed both by the strategic planning process and by management taking appropriate, needed, and necessary proactive steps. As issues and concerns arise they are brought to management's attention for a temporary resolution until further measures can be taken toward a permanent solution.

*2.9 If the organization's strategic plan is available to the public through its internet homepage, please provide an address for that plan on the website.*

[http://www.octech.edu/sacs/Shared/2005-2006\\_State\\_Agency\\_Accountability\\_Report.pdf](http://www.octech.edu/sacs/Shared/2005-2006_State_Agency_Accountability_Report.pdf)

### **Category 3 -Student, Stakeholder, and Market Focus**

#### *3.1 How do you identify the student and market segments your educational programs will address? How do you determine which student and market segments to pursue for current and future educational programs, offerings, and services?*

Guidelines established by the state of South Carolina and Orangeburg-Calhoun Area Commissioners determine our broad market base and outlines our goals and responsibilities as a community college. Thus, we assure that any adult can enroll, express educational goals, be assessed, and expect help to reach those goals. The state of South Carolina determines or establishes our primary service area defines our geographic market segment as Calhoun and Orangeburg County.

To further define student and market segments, we have various ways of exploring and analyzing our communities' needs. Through this analysis, we determine our focus to be two broad student segments defined by programmatic areas that provide the greatest service to our community: 1) transfer education and 2) technical programs/job skills for workforce development.

We target potential students through our involvement with high school students in recruitment, special programs, and grants. Program developers include students of other educational providers in our service area when they design specific courses through focus groups, special discussions, and formal articulation agreements. By offering programs for our target markets, we succeed in recruiting and retaining the students we can serve best.

The Orangeburg-Calhoun Area Commissioners encourages the colleges to create technical-occupational/job skills programs for workforce development to meet community and employer needs for a skilled workforce. To this end, we conduct environmental scanning and create focus groups. After we determine stakeholder needs and requirements, we take steps to have these programs approved and established. Once our programs are in place, we learn from the advisory groups that work with us in these areas. They help us stay in touch with student and stakeholder needs and remain current and proactive in our offerings and services.

#### *3.2 How do you keep your listing and learning methods current with changing student and stakeholder needs and expectations? How do you determine the relative importance of the expectations to these groups' decisions related to enrollment?*

Orangeburg Calhoun Technical College utilizes various systematic methods we have for communicating with our students and stakeholders. To ensure that we have determined the students and stakeholders needs and expectations accurately amidst changing times and technologies, we involve college employees with all segments of those populations.

We listen and learn their key requirements, expectations, and service features to understand their expectations. We survey students' satisfaction and ask them about our services. We validate relative importance informally through feedback from other listening-and-learning methods. In addition to these college wide approaches to listening and learning, many student support areas provide point-of-service surveys to gather actionable information to improve their approaches. These groups use results to modify services, develop programs, and provide input during the budget process.

Additionally we seek to understand current and future student needs by regularly evaluating the changing demographics of our service area. This information helps us understand learning needs, time availability, and special challenges. Other information such as utilization, persistence, and complaints, supports the assessment and priority of student needs.

The information gathering process at OCtech develops technical programs that anticipate future student-learning needs and expectations. This process allows the college to gather information to 1) identify employment skills local employer's demand and 2) balance this information with the special learning needs of the unemployed and under-employed student and potential student base.

We regularly evaluate our strategic plan and make improvements as identified by benchmarking and by learning from our stakeholders' suggestions. As part of the annual strategic planning activity, we review listening and learning instruments and methods for currency, relevancy, and clarity. Evaluation of Key Performance Indicators of our action plan also measures the effectiveness of our listening and learning approaches and stakeholder satisfaction and dissatisfaction through the accuracy of accomplishing the goals. As we identify areas for improvement, adjustments are made.

**3.3** *How do you use information from current, former, and future students and stakeholders to keep services and programs relevant, and provide for continuous improvement?*

We regularly share information and data gathered from these various sources with leadership, councils, divisions, faculty, and academic advisors. Leaders use the results to become more student and stakeholder focused and to better satisfy student and stakeholder continuous improvement needs. We use these inputs to set direction, improve programs and services, and develop initiatives.

One vital source of feedback comes from the focus groups we conduct with former students. We rely on their comments about their OCtech experience, and we also use them as another source of information concerning the needs of future students.

**3.4** *How do you determine student and stakeholder satisfaction and dissatisfaction and use this information to improve?*

We determine student and stakeholder satisfaction and dissatisfaction via internal/external student, stakeholder, and community surveys. Information from these surveys is compiled to determine responses that are outside reasonable tolerance/acceptance levels. If survey responses are determined to be outside reasonable levels, this information is called to the appropriate individual(s) for review, discussion, and resolution. This is an ongoing process that continues and gets elevated to the next level until a resolution is accomplished.

**3.5** *How do you build positive relationships to attract and retain students and stakeholders, to enhance student performance, and to meet and exceed their expectations for learning?  
Indicate any key distinctions between different student and stakeholder groups.*

We build positive relationships to attract and retain students and stakeholders by:

- Continuously modifying our marketing campaigns so that it appeals to and is directly marketed to every single household in the service area. This is being accomplished by the newly commissioned Geodemographic Study of all households in the service area.
- Working closer with the service area public and private high schools, home schooled individuals and continuing education entities.
- Working closely through the Continuing Education department to build links with business in industry within and around the service area.
- Working closer with the Center for Accelerated Technology Training
- Working closer with the Economic Development Authorities of the service area.
- Working closer and with other institutions of higher learning via partnerships.
- Instituting hybrid courses that will allow students greater flexibility in their education quests.

We retain students and stakeholders, enhance student performance and exceed their expectations for learning by taking periodic and ongoing surveys of all experiences with the college. Based on feedback, the appropriate individuals are involved and a response is formulated and a resolution agenda is put into action.

The satisfaction surveys, employer surveys, and complaints let us follow up with students and stakeholders regarding their satisfaction or dissatisfaction. Additionally, departments and workgroups individually evaluate student and stakeholder concerns and contact those involved. We also use anonymous in-course

evaluations to determine satisfaction with the instructor and course. We provide course results to the instructor and deans for review and improvement at the end of the course.

We keep satisfaction determination systems current through the use of third parties, benchmarking, and proactive management. We use focus groups as qualitative data to support or refute our quantitative data. We use community focus groups and forums to gain broad stakeholder input on future directions and critical initiatives.

#### **Category 4 -Measurement, Analysis, and Review of Organizational Performance**

##### *4.1 How do you select which operations, processes and systems to measure to determine student learning, and for tracking organizational performance, including progress relative to strategic objectives and action plans?*

- Section 59-101-350 of the South Carolina Code of Laws, 1976, as amended, requires that the Commission on Higher Education submit an annual report to the Governor and to the General Assembly based on the institutions' scheduled reporting component(s). Operations, processes, and systems of student learning to be measured and tracked relative to progress toward the organization's strategic objectives and action plans are based on a predetermined schedule mandated by the Commission on Higher Education. Specific reporting requirements for the Institutional Effectiveness Four-Year Assessment cycle are chosen by the institution and submitted to CHE for approval. Once approved by CHE, the assessment of the listed specific programs will be conducted on a rotating 4 year cycle. Items reported are consist of the following:
  - General Education – Define assessment methods, list major findings or trends from initial assessments, and describe actions taken or to be taken as a result of the assessment process.
  - Majors/Concentrations – Designated discipline-based programs leading to undergraduate degree majors or concentrations.
  - The Success of Students Transferring from Two to Four Year Institutions.
  - Data Tables consisting of the following:
    - Programs Eligible for Accreditation and Programs Accredited
    - Courses Taught by Faculty
    - Success of Students in Developmental Courses
    - Student Involvement in Sponsored Research
    - Results of Professional Examinations

##### *4.2 How do you use data/information analysis to provide effective support for decision making throughout your organization?*

Orangeburg-Calhoun Technical College utilizes the data/information analysis process to provide effective support for decision making throughout the organization. Analysis of the data provides valuable information that is used in identifying key market segment, revealing new opportunities, and boosting efficiency. The analysis process exposes pattern of concerns, shows trends, and predicts future performance based on the institution's key performance indicators. The Key Performance Indicator findings indicate if there is a need for immediate action or for more study and review. When performance scores fall outside tolerance levels or we lack comparative data, management "drill down" into the organization to find the root cause of the performance issue and then determines corrective actions. This is an ongoing process that continues until the performance issue is within an acceptable tolerance level.

We regularly conduct a host of studies and analyses to aid leaders' decision-making, such as:

- 1) Enrollment projections to assist in creating funding plans that accommodate an expanding student population.
- 2) Registration comparative updates.
- 3) Facility use reports showing class scheduling effectiveness.
- 4) Discipline and program review analysis.
- 5) Market share analysis reports for decision-making in budget allocations, staffing, and recruitment activities.



- 6) Trended grade distribution reports indicating overall student success and in-class retention.
- 7) Survey results, analyzed and presented as formal reports with executive summaries.

All finds are benchmarked from year to year to allow us to project continuous and breakthrough improvements by analyzing performance compared to planned levels. Where gaps exist, we perform root cause analysis and make mid-course corrections. We use reviews to assess our success and compare our progress toward the targeted goals. We set timelines for each Organizational and Departmental Action Plan and monitor those plans to determine progress so that we can detect and respond to the changing needs and implement corrective actions quickly. Once identifying a need, management then determines whether to reallocate resources or to modify action plans.

Orangeburg-Calhoun Technical College prioritizes improvement actions on: 1) alignment to our mission, 2) Key Performance Indicators, 3) significance of gaps between current and targeted performance, 4) number of people affected, 5) cost to benefit, 6) ability to reuse or disseminate the opportunity, and 7) connections to existing programs and services.

**4.3** *What are your key measures, how do you review them, and how do you keep them current with educational service needs and directions?*

Our key measures are:

- Benchmarking of Milestones
- Enrollment
- Retention Rates
- State Technical and Comprehensive Education System (Success Rate)
- Performance on Professional Exams – Pass Rates
- Transfer Course Rate
- Student / Teacher Ratio
- Graduation Rates
- Number of Degree Completions / Diplomas Conferred
- Faculty and Staff Credentials
- Graduation Surveys
- Job Placement Rates
- Alumni Survey Results
- Economic Impact Survey
- Satisfaction Survey
- Employer Survey
- Advisory Committee Participation and Feedback
- Tuition Increase Relative to Peers
- Comparison of Tuition to Revenue to State Funding Dollars
- Lottery Tuition Dollars
- Health Science Dollars
- Technology Dollars
- Foundation Participation
- EEOC Compliance

The above key measures are kept current as outlined in the strategic planning process and reviewed on an ongoing basis with an ever watchful eye to any measure that falls outside the predefined tolerance levels.

**4.4** *How do you ensure data integrity, timeliness, accuracy, security and availability for decision making?*

We select and use key comparative data and information from within and outside the academic community to support operational and strategic decision making that is inline with our strategic planning strategy and individual measurable action steps. Some of our data selected is based on the fact that it is mandated by federal, state, county, and local entities and required of all like institutions. Other data consists of items that are unique to our service area and deemed necessary by the service area stakeholders.

*4.5 How do you ensure integrity, timeliness, accuracy, security and availability of data for decision making?*

We ensure data integrity, timeliness, accuracy, security, and availability for decision makers by ensuring that data can only be accessed and altered by those authorized to do so. This is accomplished in part by controlling the physical environment of networked terminals and servers, restricting access to data by maintaining authorization levels for all users and maintaining rigorous authentication practices, documenting system administration parameters and maintenance activities, and creating disaster recovery plans for occurrences such as power outages, server failure, and virus attacks. We keep transmission media (such as cables and connectors) covered and protected to ensure that they cannot be tapped.

Because data integrity can also be threatened by environmental hazards, such as heat, dust, and electrical surges we take further precautions in these areas. In addition to the precautions already discussed, we further minimize our threats to data integrity by backing up data regularly, designing user interfaces that prevent the input of invalid data, using error detection and correction software when transmitting data, and utilizing anti-virus and spy-ware detection software.

*4.6 How do you translate organizational performance review findings into priorities for continuous improvement?*

Organizational performance review findings are translated into priorities for continuous improvement by measuring the strategic plan against its objectives, action steps, and departmental responsibilities. If during a performance review process it is determined that the actions steps needed to accomplish the objectives set forth have not been met based on the predetermined success criteria, additional action and team efforts are put in place until the objective is met.

**Category 5 - Faculty and Staff Focus**

*5.1 How do you organize and manage work to enable faculty and staff to develop and utilize their full potential, aligned with the organization's objectives, strategies, and action plans? How do you evaluate and improve your organization and HR processes?*

We organize and manage work to enable faculty and staff to develop and utilize their full potential that is aligned with the organization's objectives, strategies and action plans by utilizing the Faculty and Employee Management Performance Systems, professional development opportunities, feedback surveys and focus groups. The findings of the combined approaches are compiled, presented to management, and the appropriate departmental responses are implemented. To provide structure and flexibility that fosters initiative and innovation, we write and document accurate job descriptions. Leaders support creativity and innovation through various recognition approaches.

*5.2 How do you organize and manage work to promote cooperation, initiative, empowerment, innovation, and your organizational culture?*

Work is organized and managed around the college's strategic planning goals, objectives, and action plans. Management promotes cooperation, innovation, and empowers the entire organization by creating ongoing dialogs and discussions of innovative educational ideas and best practices that applies to the college. Management then goes a step further by creating focus groups that consists of members from the organization's staff, faculty, students, and area stakeholders.

*5.3 How do you achieve effective communication and knowledge/skill/best practice sharing across departments, jobs, and locations?*

Annual evaluations are conducted for all Orangeburg-Calhoun Technical College (OCtech) full-time faculty and staff, regardless of contractual status, in accordance with the procedures outlined in State Board for Technical and Comprehensive Education (SBTCE) and OCtech policies and procedures.

All faculty members, including adjunct faculty, are scheduled for student evaluations of instruction in all classes during at least two semesters each year. Supervisors use the data compiled from these student evaluations for program improvement and, as necessary, for the performance appraisal process. The mandated process:

- An employee/supervisor review of the job description
- A self-evaluation
- A supervisory evaluation
- A joint evaluation
- Completion of the FPMS document.

One important facet of the FPMS at OCtech is peer evaluation, during which faculty have the opportunity to observe other instructors' using innovative teaching methodologies.

The annual faculty review summarizes the faculty member's performance for the year in goal achievement, areas needing improvement, and areas of excellence. The form provides for narrative comments by the academic dean and the employee. Results of these annual evaluations may serve as part of the documentation of faculty performance for personnel decisions.

*5.4 How does your faculty and staff performance management system, including feedback to faculty and staff, support high performance work and contribute to the achievement of your action plans?*

The college's Employee Performance Management System and Faculty Performance Management System process supports two-way communication between the supervisor and employee. These systems are designed to be a cyclical process beginning with clear communication of job duties (from position description), success criteria, and performance characteristics. It continues with on-going performance communication, and culminates in an evaluation of the employee's progress towards the achievement of the goals documented at the beginning of the cycle. The EPMS/FMPS cycle is generally an annual process. However, when an employee changes job classifications, a shorter time frame is used to ensure that the employee is performing successfully in the new role or to remove the employee from the new position if performance is not acceptable.

If an employee is not performing at an acceptable level, the performance management system incorporates an intensive process (Warning Notice of Substandard Performance) designed to provide the employee with additional supervisor support and resources and enhance his/her chances for reaching acceptable performance levels.

Core job duties have been developed for most position types within the agency and they are consistent statewide. However, the system does allow for supervisors to add additional job duties to the core duties in order to meet local needs. The core job duties are designed around the work team roles required

The success criteria developed for use with the performance management system consists of measurable and observable results that should be achieved to indicate successful performance. Most success criteria relate directly to the Program Integrity measures of quality customer service, productivity and compliance assurance. Performance characteristics include concepts such as teamwork, customer service, and quality of work.

**5.5** *How do you accomplish effective succession planning? How do you management effective career progression for all faculty and staff throughout the organization?*

As a part of succession planning and career progression, the system has two leadership development strategies:

- USC Higher Education Leadership Certificate—18 grad hours in courses related to skills and knowledge that a future president or other senior level administrator should know about the community college governance. Each college selects candidates for this program from current potential leaders.
- 12 month Leadership Seminar—A team of system presidents design a 12 month leadership program that includes self-assessment, mentorships, and projects that would be beneficial to potential vice-presidents. Each college selects candidates for this program.

OCtech encourages faculty and staff to continue their education by offering incentive funds to pay for courses leading to advanced degrees and/or certifications. Funds are also available for conferences for professional improvement.

OCtech also encourages potential leaders to enroll in the Leadership Orangeburg program to learn more about local and state governance.

**5.6** *How do your faculty and staff education, training, and development address your key organizational needs? How do you evaluate the effectiveness of this education and training? How do you encourage on the job use of new knowledge and skills?*

Our faculty and staff education, training, and development needs are identified during our strategic planning process to ensure that they support strategic objectives and organizational needs. The effectiveness of the education and training identified during the strategic planning process are evaluated for effectiveness by mapping them to measurable actions steps within each individual objective.

The on the job use of new technology and skills are encouraged because they are necessary for individuals to perform their jobs at the college. This is evidenced by the fact that we are moving to more hybrid courses, all course grades are required to be posted on the Intranet, students have access to and are utilizing technology to email faculty and staff. Classes in the future will utilize some form of electronic/automated simulations to demonstrate real world situations to students.

**5.7** *How do you motivate faculty and staff to develop and utilize their full potential?*

Faculty and staff are motivated to develop and utilize their full potential by management:

- Documenting and showing them how their actions play into the measurable objectives of their respective departments which further play into the goals and mission of the college.
- Ensuring that training and development opportunities are related to areas of organizational performance measurements that performance improvement and technological changes are available and accessible.
- Offering the opportunity for faculty/staff to continue their education by offering incentive funds to pay for courses leading to advanced degrees and/or certifications.
- Offering funds for conferences for professional improvement.
- Encouraging potential leaders to enroll in the Leadership Orangeburg program to learn more about the local and state governance.

**5.8** *How do you maintain a safe, secure, and healthy work environment?*

We maintain a safe, secure, and healthy work environment by having and utilizing established and documented safety and emergency response policies and procedures. These documented policies and procedures covers areas such as the Emergency Reporting Notification System, the Emergency Evacuation Procedures, the Fire Drill Evacuation Procedure, the Bomb Threat Procedure, the Hazardous Weather Polices and Procedures, the Parking Controls Policies and Procedures, the Security and Access

to Campus Facilities Policies, the Safety Procedures and General Accident/Incident Reporting Policies, and the Policies and Procedures Manual for Reporting Emergencies and Incidents.

**5.9** *What assessment methods and measures do you use to obtain information on faculty and staff well-being, satisfaction, and motivation?*

To obtain information on faculty and staff well-being, satisfaction, and motivation, we use a series of administrative and general overall college related surveys.

**5.10** *How do you use faculty and staff satisfaction assessment findings to identify and determine priorities for improvement?*

Items that are pointed out or identified by faculty and staff as issues raised in various surveys are reviewed and their concerns addressed until a solution is found. Priorities for improvement are identified during the strategic planning process.

**Category 6 - Process Management**

**6.1** *How do you determine, and what are your key learning-centered processes that deliver your educational programs, offerings, and student services?*

Our key learning-centered processes that deliver our education programs, offerings, and student services consist of:

- Classroom Face-to-Face Student/Professor Contact Instruction;
- Distance Education/Learning (telecourses, interactive live, video-based, and Internet courses),
- Online/Web-based
- Computer Based/Assisted Instruction,
- Learning Labs,
- Learning Communities,
- Service Learning,
- Clinical Studies,
- Fasttrack,
- Self-Paced,
- Dual Credit.

**6.2** *How do you incorporate input from students, faculty, staff, stakeholders, suppliers, and partners for determining your key learning-centered process requirements?*

This is accomplished during our strategic planning retreat which includes faculty, staff, stakeholders, suppliers, and partners. During the planning retreat general strategies are determined and outlined. From this point, detailed action steps are crafted by each department along with how the success of each action step will be measured. When creating these action steps, departmental coordinators are sure to keep in mind how their departmental action steps will play into the college's overall strategic planning goals and objectives.

**6.3** *How do you incorporate organizational knowledge, new technology, cost controls, and other efficiency and effectiveness factors, such as cycle time, into process design and delivery?*

OCtech's strategic plan is broken down into objectives with measurable action steps and responsible individuals. The overall strategic plan requires that participants have an in depth knowledge of the organization as a whole. This is accomplished by ensuring that individuals from each program area have a say in the planning process.

When looking at the overall strategic plan, everyone is reminded that because of budgetary constraints, our strategic planning must incorporate objectives that are not only efficient and effective but they must also incorporate new technology that can be designed and delivered in a reasonable timeframe.

**6.4** *What are your key performance measures or indicators used for the control and improvement of your learning-centered processes? How do you ensure these processes are used? How does your day-to-day operation of these processes ensure meeting key performance requirements?*

The key performance measures used for control and improvement of our learning-centered processes consist of:

- Alumni Survey Results
- State Technical and Comprehensive Education System (Success Rate)
- The Graduation Rate
- Performance on Professional Exams – Pass Rates
- Number of Degree Completions / Diplomas Conferred
- Retention Rates
- Student / Teacher Ratio
- Enrollment
- Transfer Course Rate
- Economic Impact Document
- Job Placement
- Employer Survey

The day to day operation of the above measures ensures that we are meeting our key performance requirements because they allow us to benchmark our performance not only against ourselves but also against similar entities. These numbers are tracked and reported on an ongoing basis and when they fall below an acceptable tolerance level, management initiates Corrective Action.

**6.5** *How do you systematically evaluate and improve your learning-centered processes?*

The learning-centered processes are systematically evaluated and improved by reviewing ongoing findings to determine how one set of numbers compares to the same set of numbers in a prior period and making corrective actions when the data indicates. Items evaluated consist of the key performance measures identified in **Section III.6.4**.

**6.6** *What are your key support processes, and how do you evaluate, improve and update these processes to achieve better performance?*

The key support processes utilized to evaluate and improve performance consist of the following:

- Alumni Survey Results
- Success Rates
- Retention Rates
- Dual Credit Students
- Graduation Rates
- Licensure Exam Rates
- Transfer Course Rates
- Job Placement Rates
- Economic Impact
- Alumni/Employer Surveys
- Advisory Committee participation
- IPEDS Information Data

The above information is used to improve performance by allowing the organization to identify potential issues that may need to be addressed in further detail. The data allows for the organization to keep track of trends.

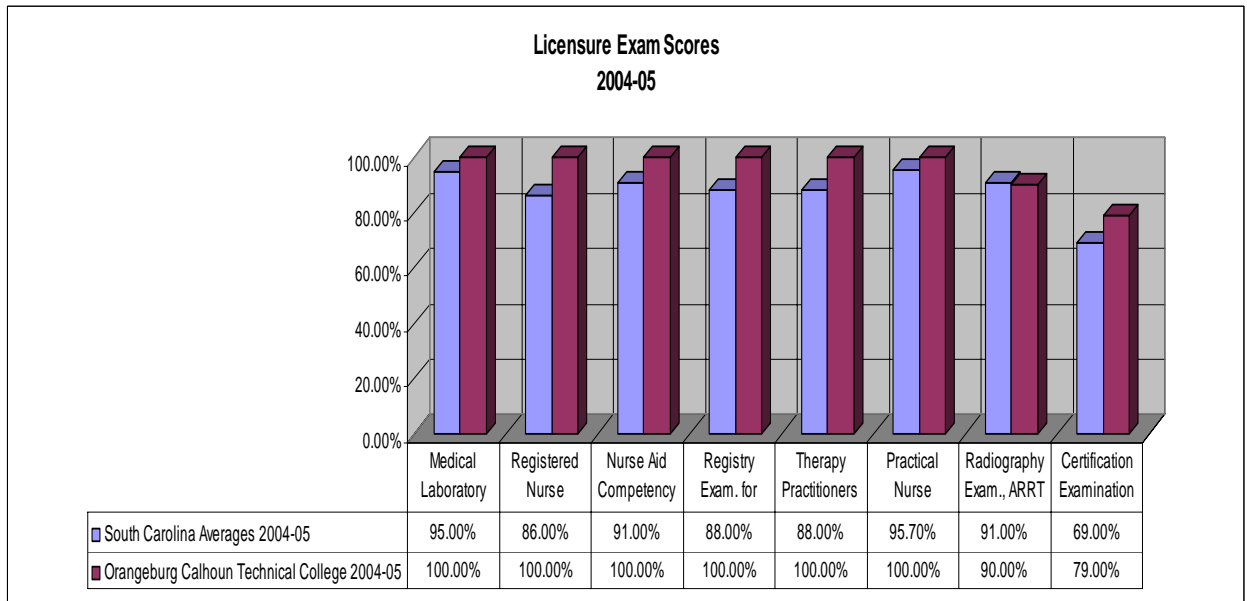
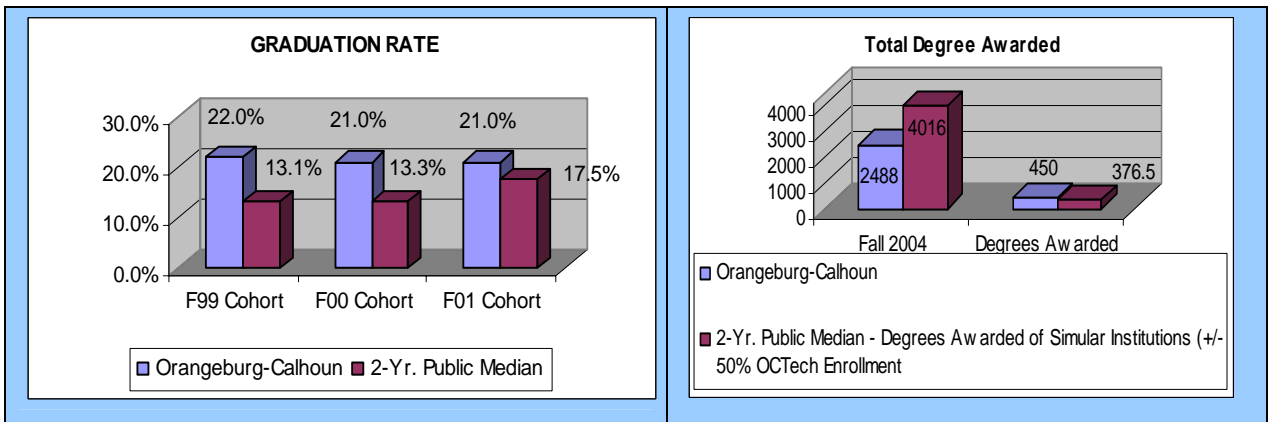
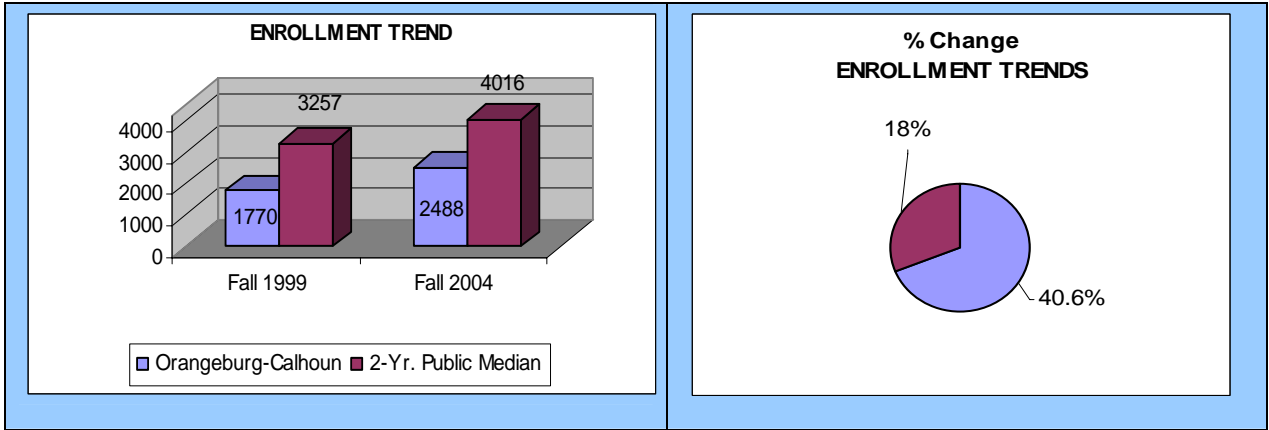
**6.7** *How does your organization ensure that adequate budgetary and financial resources are available to support your operations? How do you determine the resources needed to meet current budgetary and financial obligations, as well as new education related initiatives?*

The college participates in a multi-phased comprehensive planning program throughout the year. Enrollment and community trends are monitored. Business and industry needs are tabulated. Priorities are established, and in the spring all departments are asked to submit a budget request for the upcoming year. The budget request deals with both current obligations as well as any new initiatives. All requests are approved by the immediate supervisor and a summary is reviewed by the President's staff. Adjustments are made both due to availability of funds and the reasonableness of the underlying request. Revenue projections are established by the Business office and reviewed and modified by the President's staff.

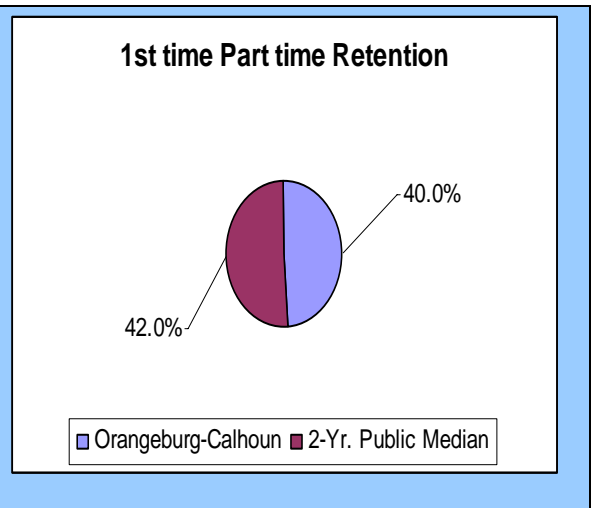
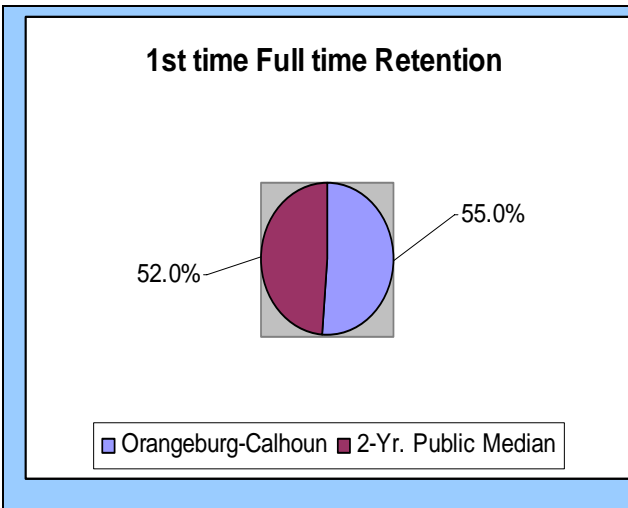
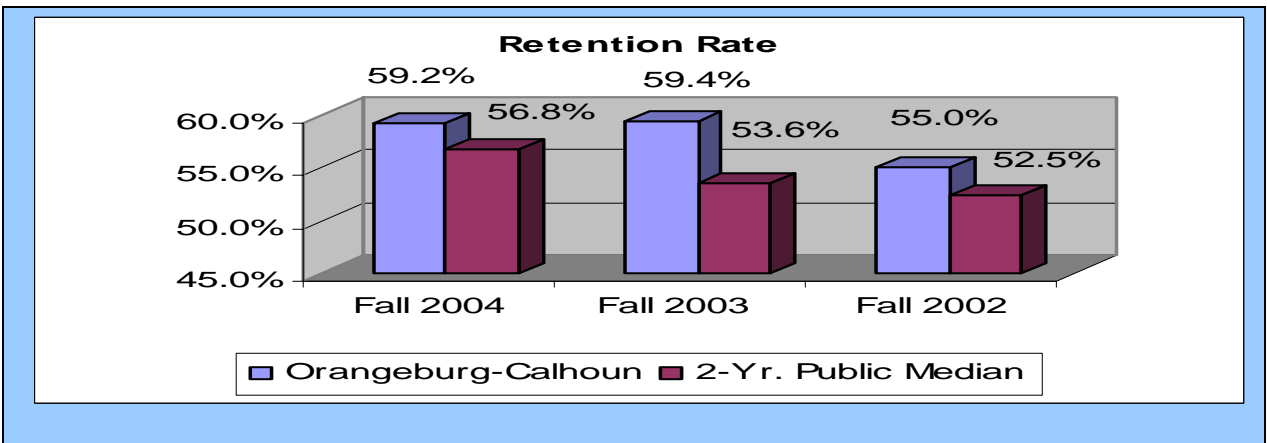
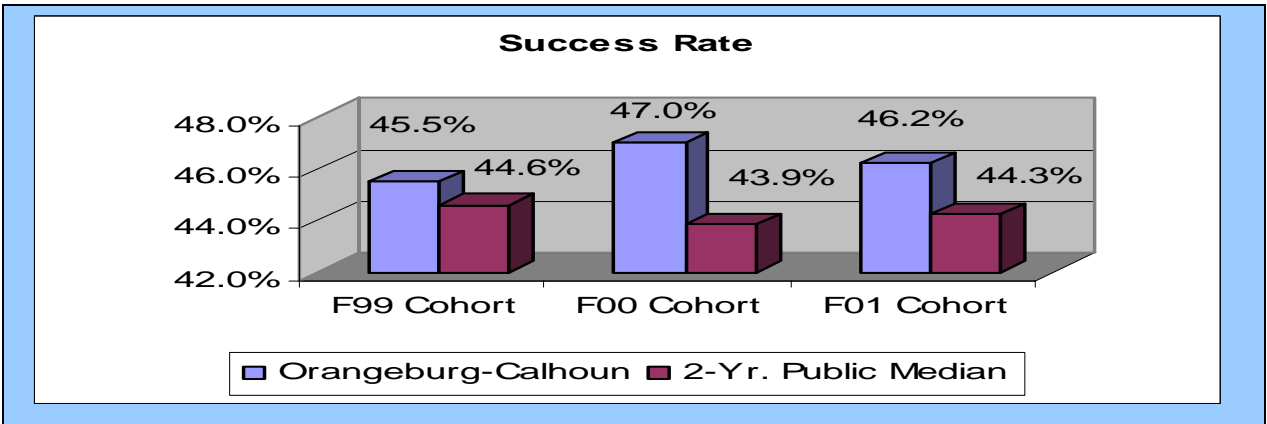
The college receives a substantial portion of its revenue from state funding based on the college's relative share of the system's enrollment. OCtech's enrollment is closely monitored to ensure a sound funding base. Another large portion of the college's funding is received from student tuition. The college and the Area Commission review tuition annually and set the amount within the framework allowed by the State system. The third largest source of income to the college comes from the combined support of Orangeburg and Calhoun counties. The President and the VP for Business Affairs work closely with the two counties to present the college's annual budget needs in a timely and appropriate manner. The remainder of the college's resources comes from a variety of activities and investments which are supported by the underlying functions and are monitored closely by the college's Business office.

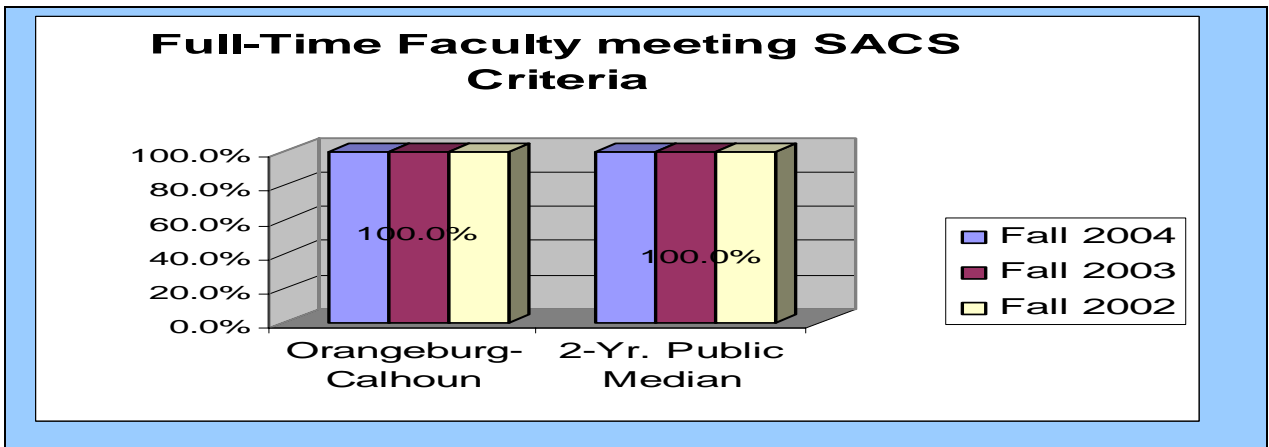
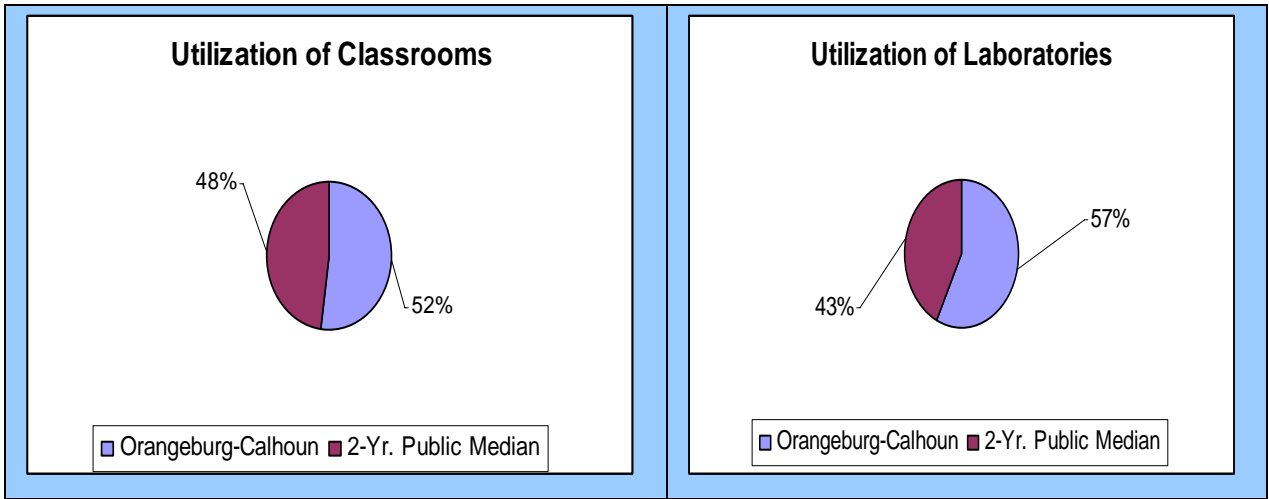
**Category .7 - Organizational Performance Results**

7.1 *What are your performance levels and trends for your key measures on student learning, and improvements in student learning? How do your results compare to those of your competitors and comparable organizations?*



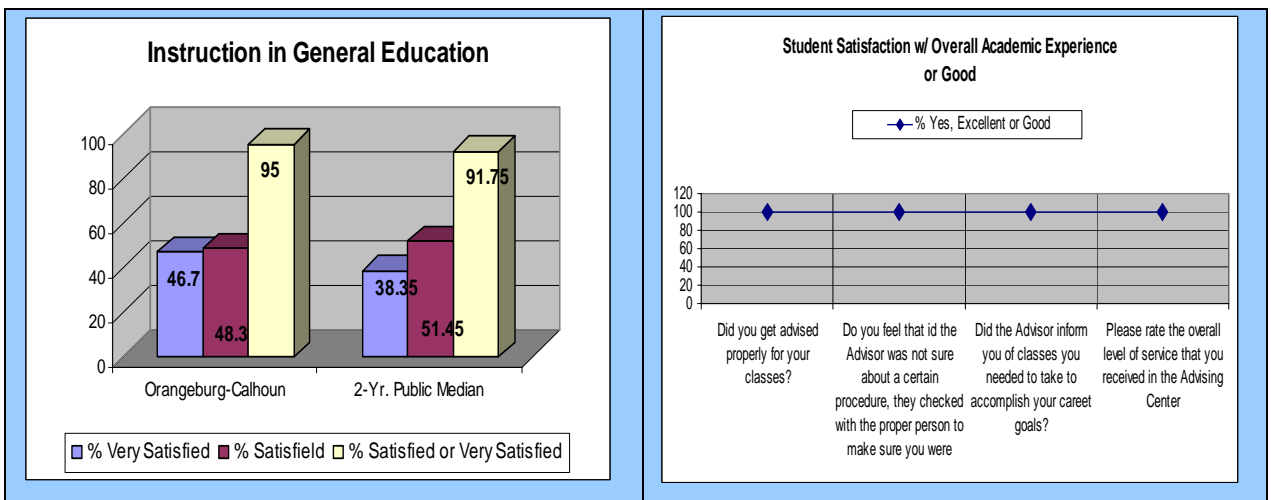
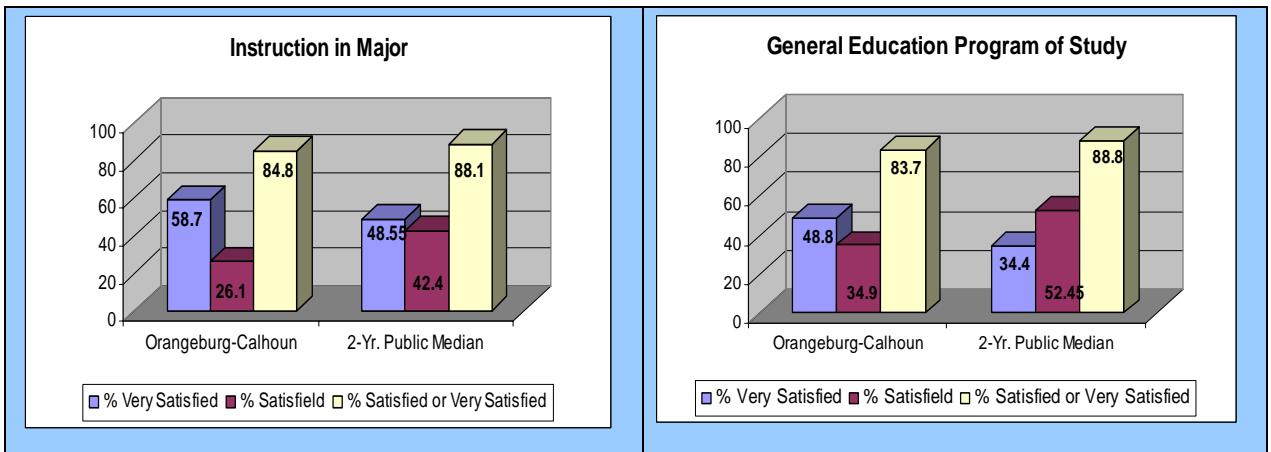
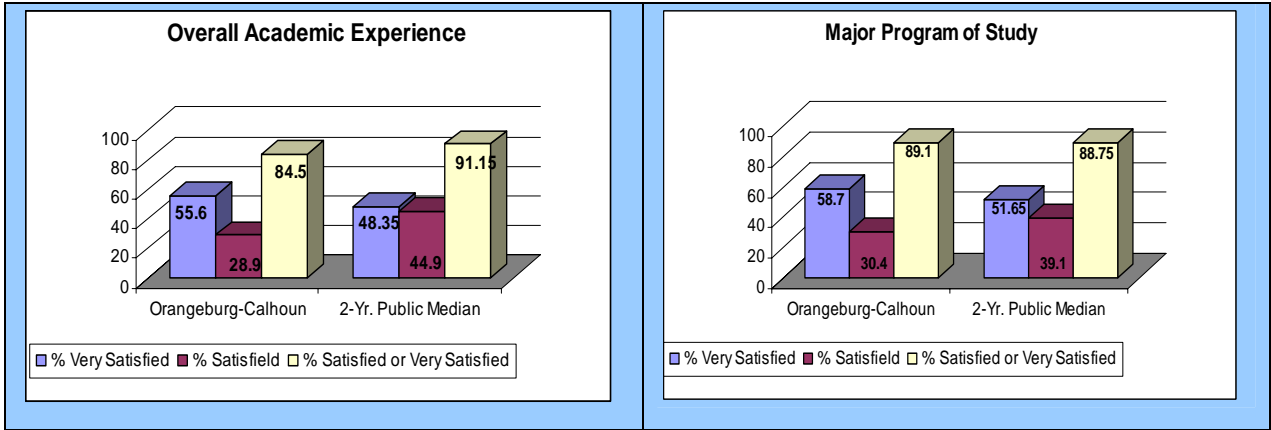




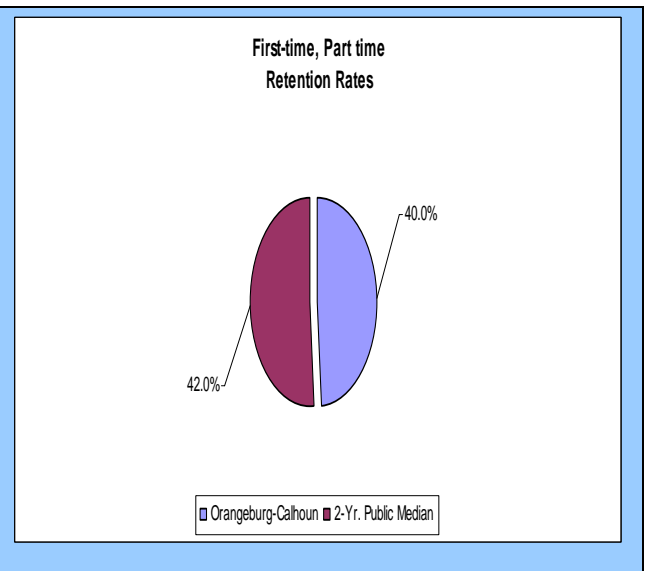
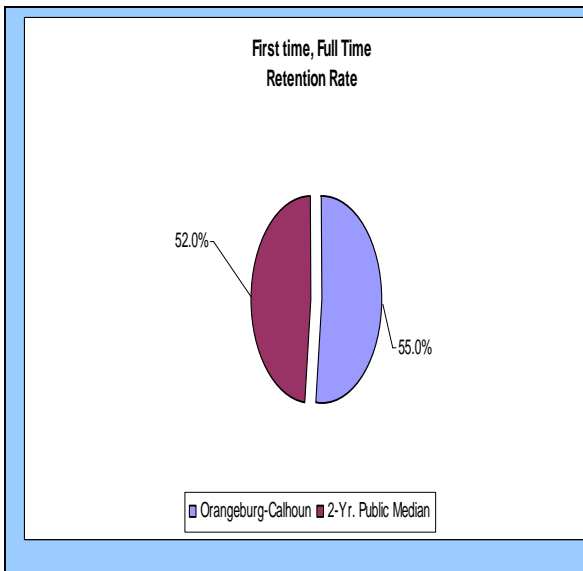
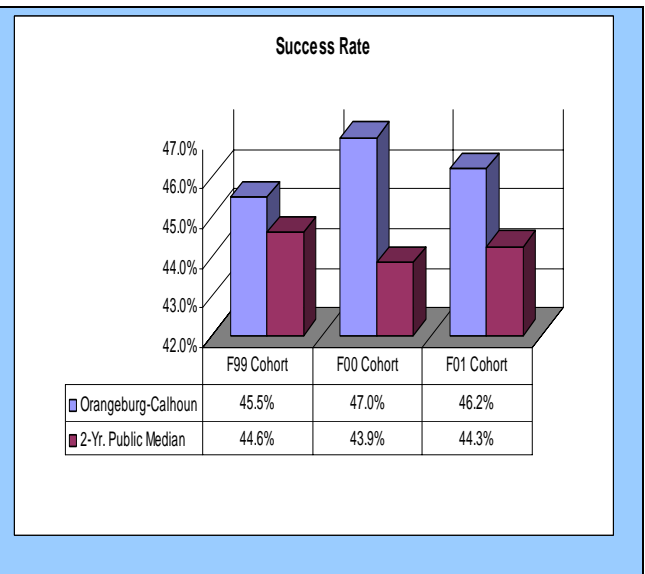
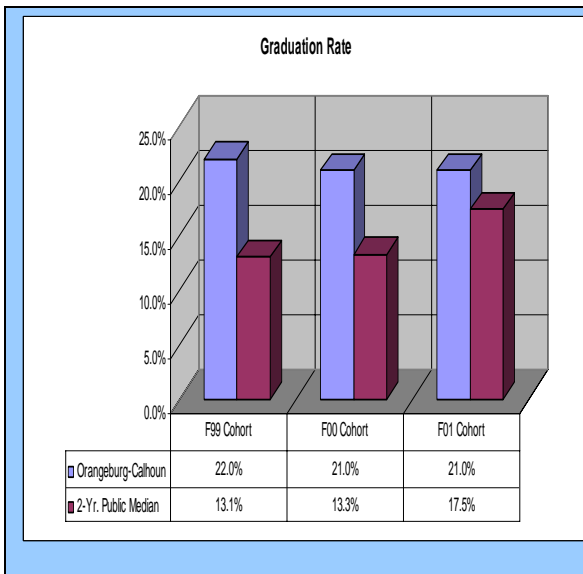
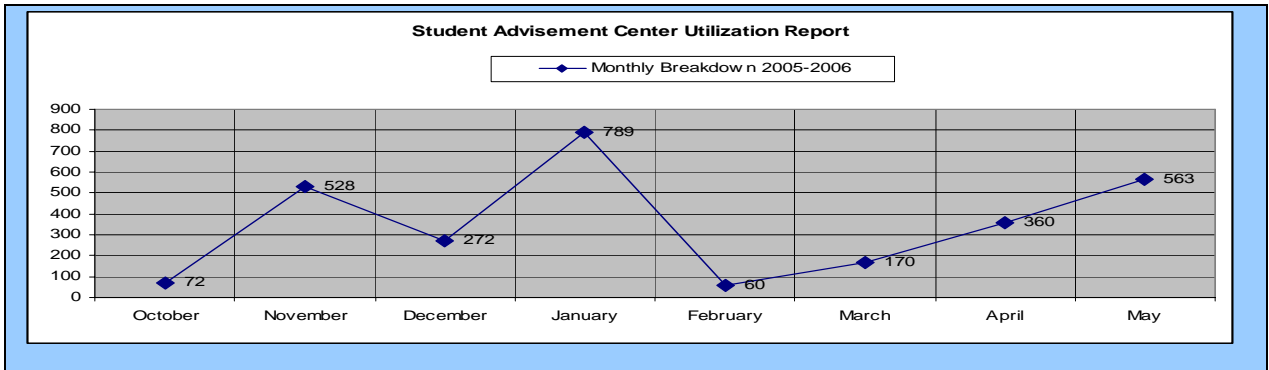


**7.2** *What are your performance levels and trends for your key measures on student and stakeholder satisfaction and dissatisfaction? How do your results compare with competitors and comparable organizations?*

**Student Satisfaction Survey Results**



**Advising Center Utilization Report (OCtech)**

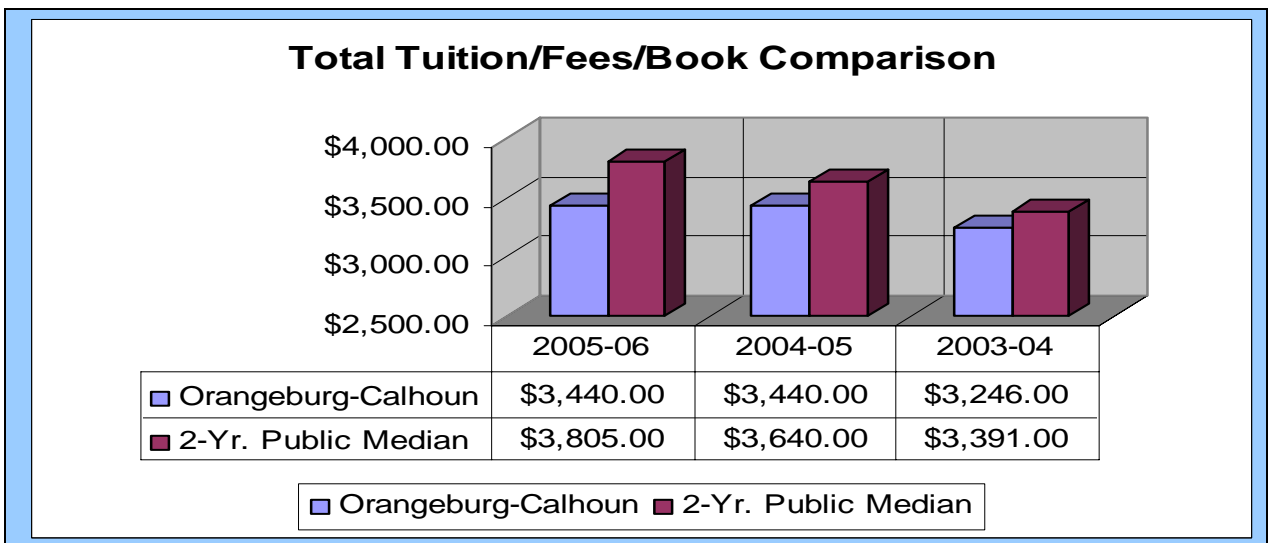
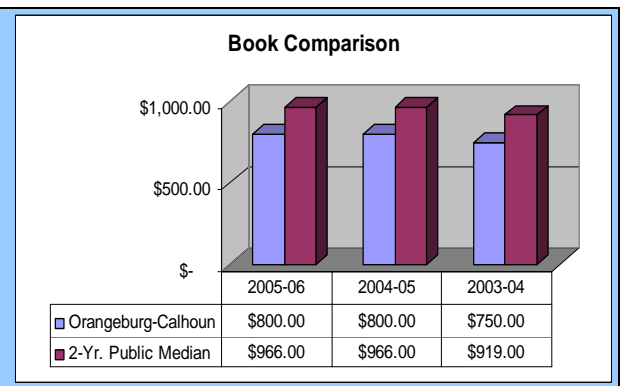
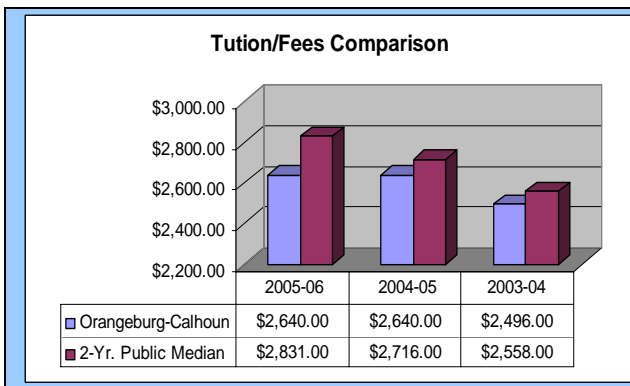
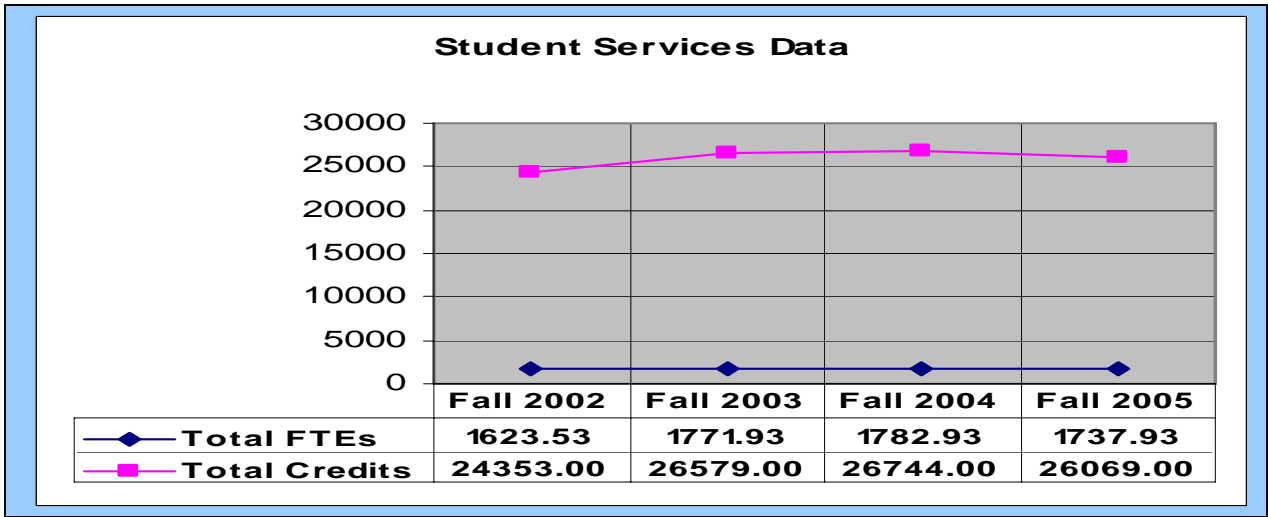


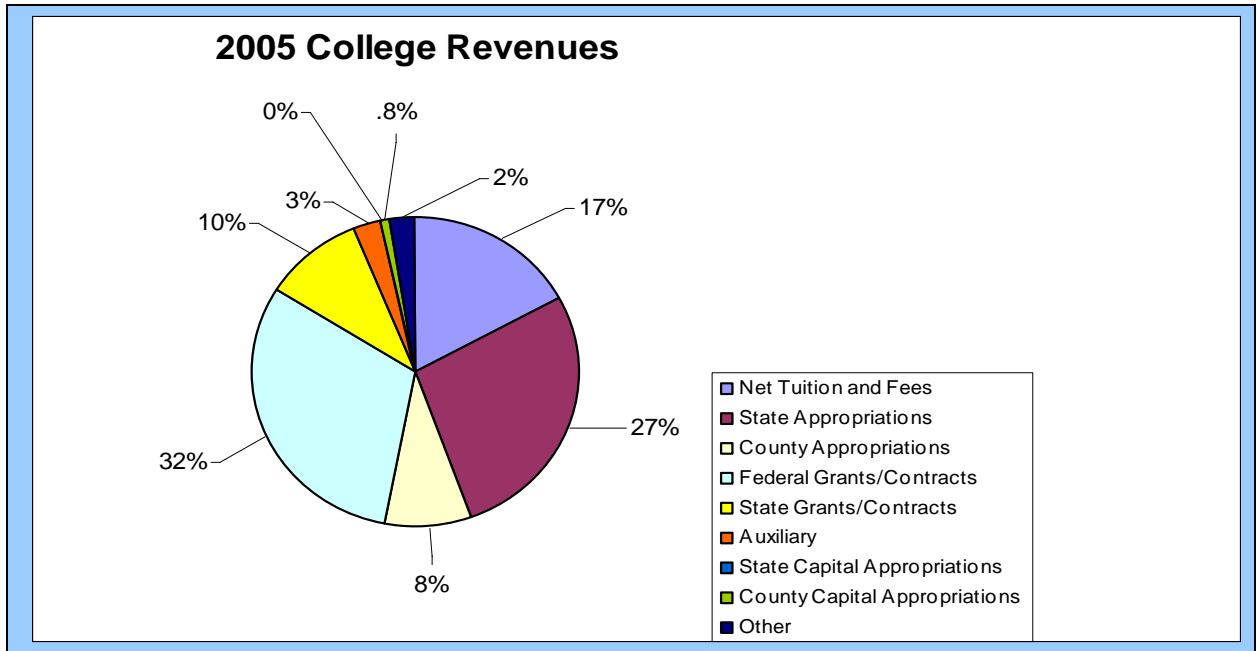
**CATT Impact Measures (All OCtech Completed Projects 2001 – 2005)**

- 197 CATT Projects Completed
- 11,719 Employees Trained and Hired (Average Employee age = 34.95 Years)
- \$1.45/HR Average Increase in Earnings for CATT-trained Workers
- \$100.26 Million Total Increased Earnings For CATT Trainees
- \$7.19 Million – Total Cost to S.C. for All Completed Projects
- \$125.81 Million – Total Gain to S.C. Public and Private Entities
  - \$70.53 Million - After Tax Disposable Income
  - \$45.44 Million - Multiplier Effect on Disposable Income
  - \$7.02 Million - Employee State Income Taxes
  - \$2.82 Million – S.C. Sales Taxes (On 80% of Disposable Income)
- Each \$1 the State of S.C. provided to fund CATT projects returned an estimated \$16.50
- Internal Rate of Return (IRR) for CATT is 33.54%
  - Based on S.C. Income Tax Gains Alone (Excludes all other gains)
  - Using a discount rate of 6%
  - Over the course of a 30 year worker lifetime

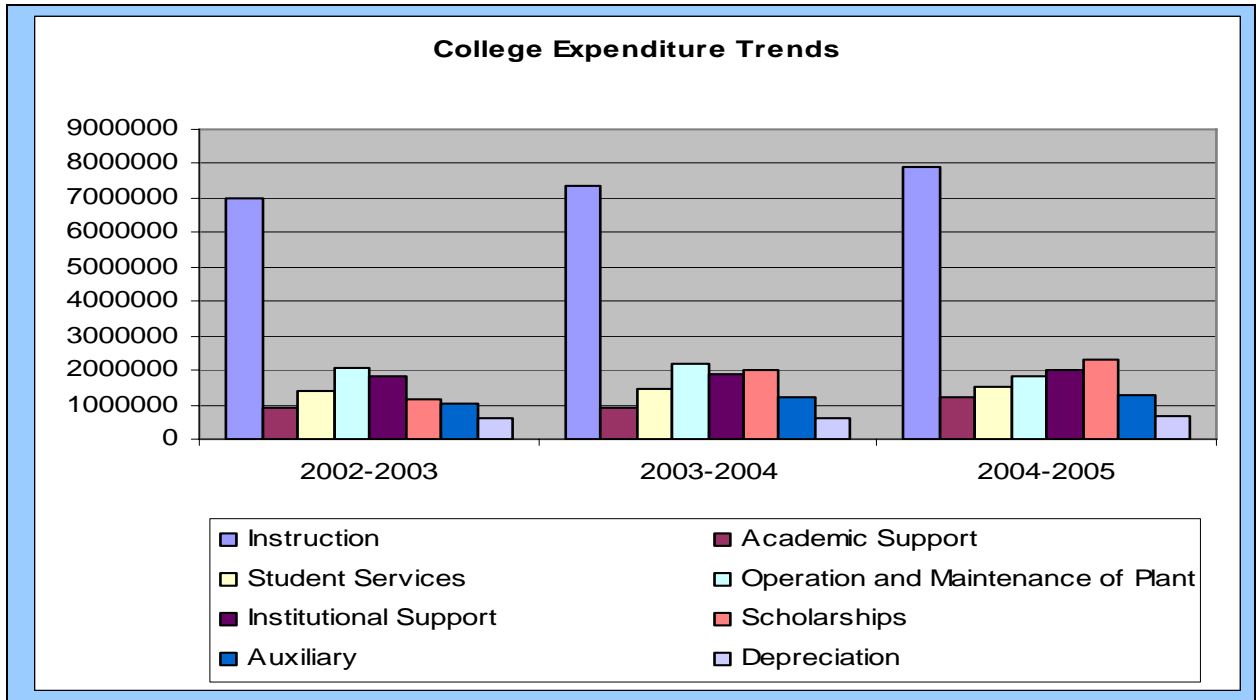
**7.3** *What are your performance levels for your key measures on budgetary and financial performance, including measures of cost containment, as appropriate?*

**Enrollment Trends (See 7.1)**

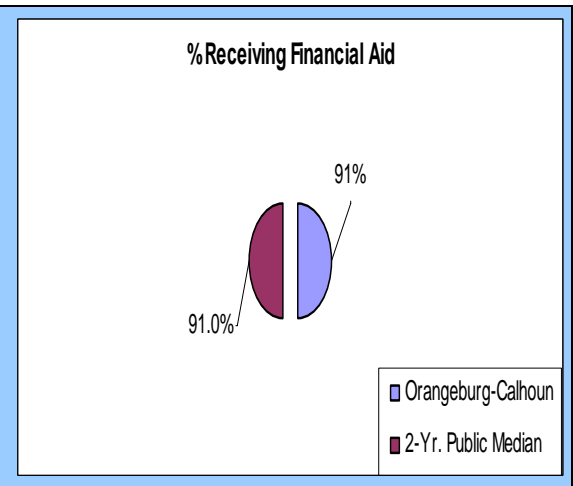
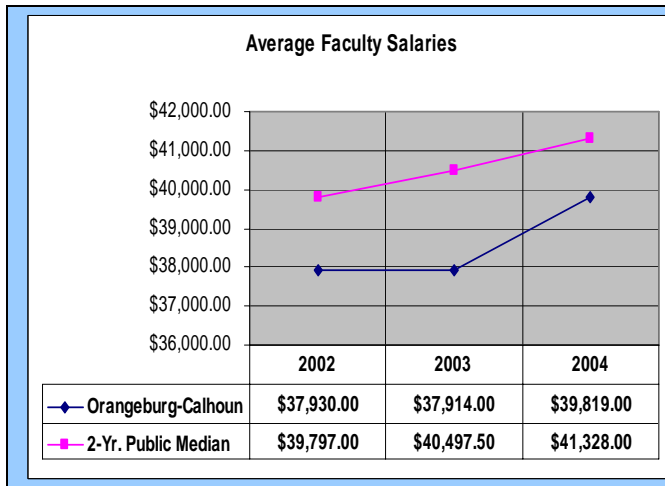




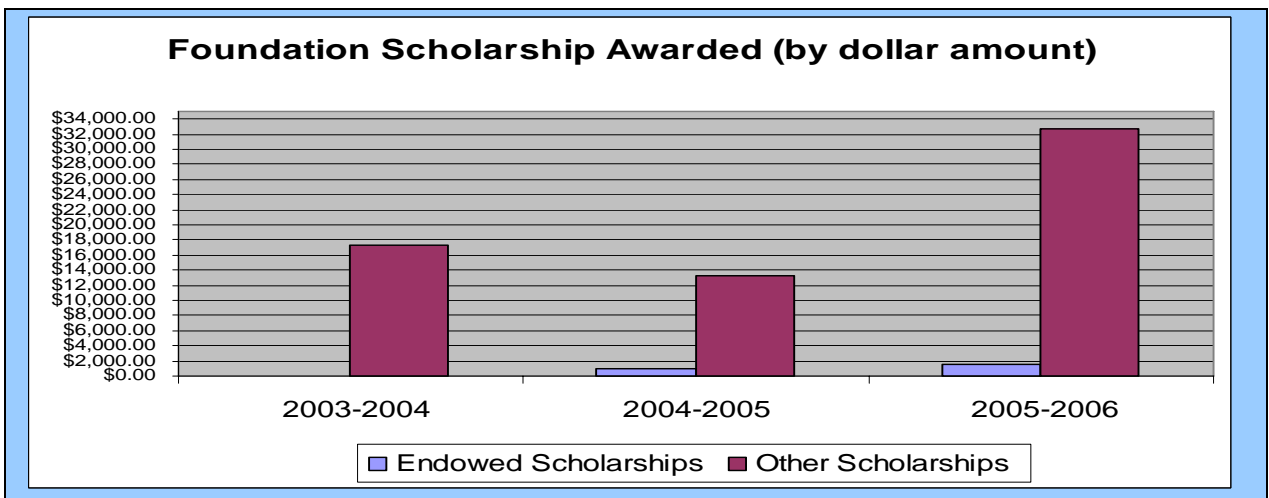
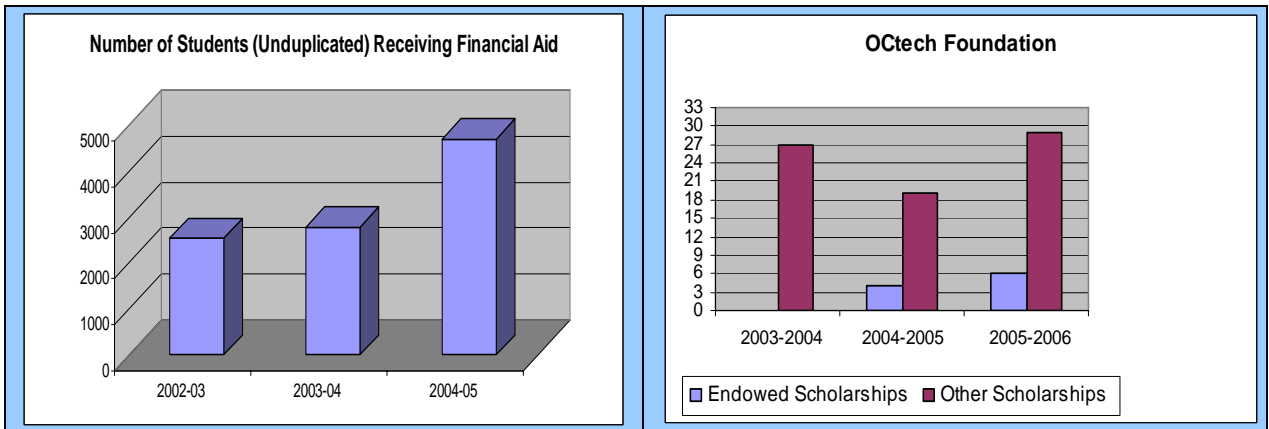
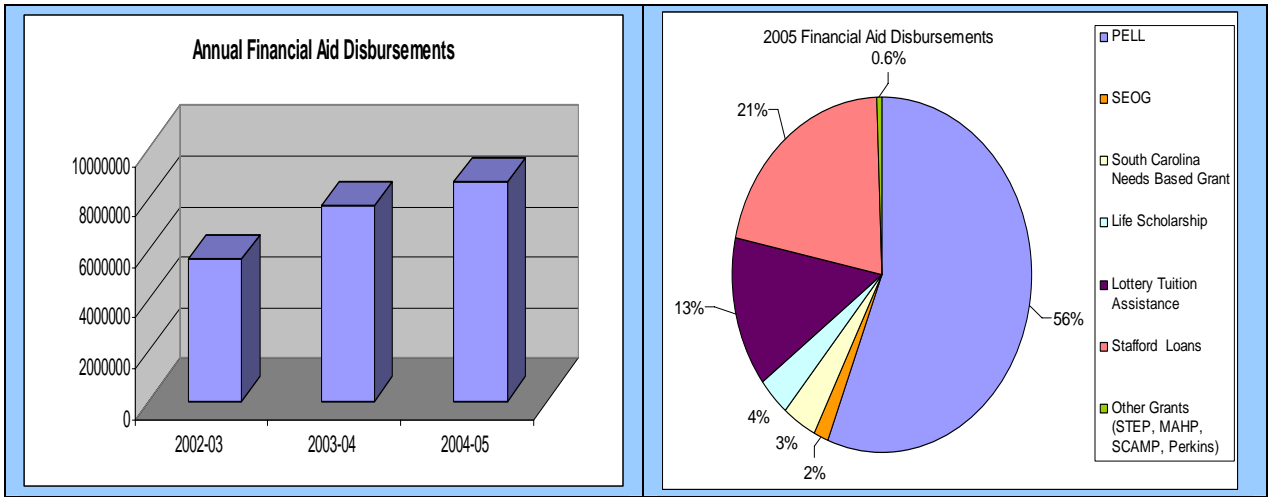
College Revenues						
Revenue Category	2002 - 2003		2003 - 2004		2004 - 2005	
Net Tuition and Fees	\$2,147,723	11.6%	\$2,556,615	13.8%	\$3,346,160	17.2%
State Appropriations	\$6,001,673	32.4%	\$5,157,145	27.8%	\$5,326,635	27.3%
County Appropriations	\$1,449,230	7.8%	\$1,539,500	8.3%	\$1,627,500	8.3%
Federal Grants/Contracts	\$4,232,519	22.9%	\$6,078,452	32.8%	\$6,083,270	31.2%
State Grants/Contracts	\$1,505,144	8.1%	\$1,616,074	8.7%	\$1,910,379	9.8%
Auxiliary	\$339,567	1.8%	\$454,658	2.5%	\$577,682	3.0%
State Capital Appropriations	\$2,152,563	11.6%	\$351,547	1.9%	\$0	0.0%
County Capital Appropriations	\$210,000	1.1%	\$210,000	1.1%	\$160,000	0.8%
Other	\$482,135	2.6%	\$583,248	3.1%	\$475,728	2.4%
<b>Total Revenue</b>	<b>\$18,520,554</b>	<b>100.0%</b>	<b>\$18,547,239</b>	<b>100.0%</b>	<b>\$19,507,354</b>	<b>100.0%</b>



College Expenses						
	2002 - 2003		2003 - 2004		2004 - 2005	
Instruction	\$6,983,522	43.4%	\$7,357,121	41.7%	\$7,891,128	42.1%
Academic Support	\$894,905	5.6%	\$886,113	5.0%	\$1,207,486	6.4%
Student Services	\$1,419,689	8.8%	\$1,469,478	8.3%	\$1,533,109	8.2%
Operation and Maintenance of Plant	\$2,087,030	13.0%	\$2,187,953	12.4%	\$1,835,443	9.8%
Institutional Support	\$1,847,650	11.5%	\$1,912,322	10.8%	\$1,994,729	10.6%
Scholarships	\$1,180,981	7.3%	\$1,993,526	11.3%	\$2,324,024	12.4%
Auxiliary	\$1,045,486	6.5%	\$1,243,358	7.0%	\$1,277,500	6.8%
Depreciation	\$636,132	4.0%	\$610,336	3.5%	\$667,858	3.6%
<b>Total Expenses</b>	<b>\$16,095,395</b>	<b>100.0%</b>	<b>\$17,660,207</b>	<b>100.0%</b>	<b>\$18,731,277</b>	<b>100.0%</b>
Increase in Net Assets	\$2,425,159		\$887,032		\$776,077	



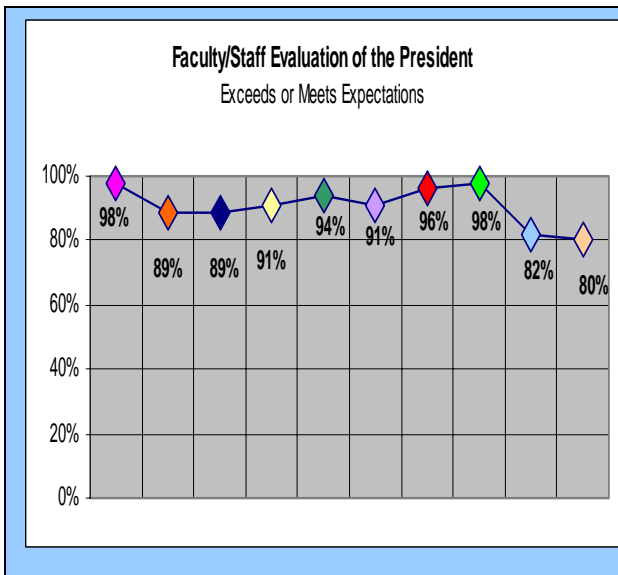
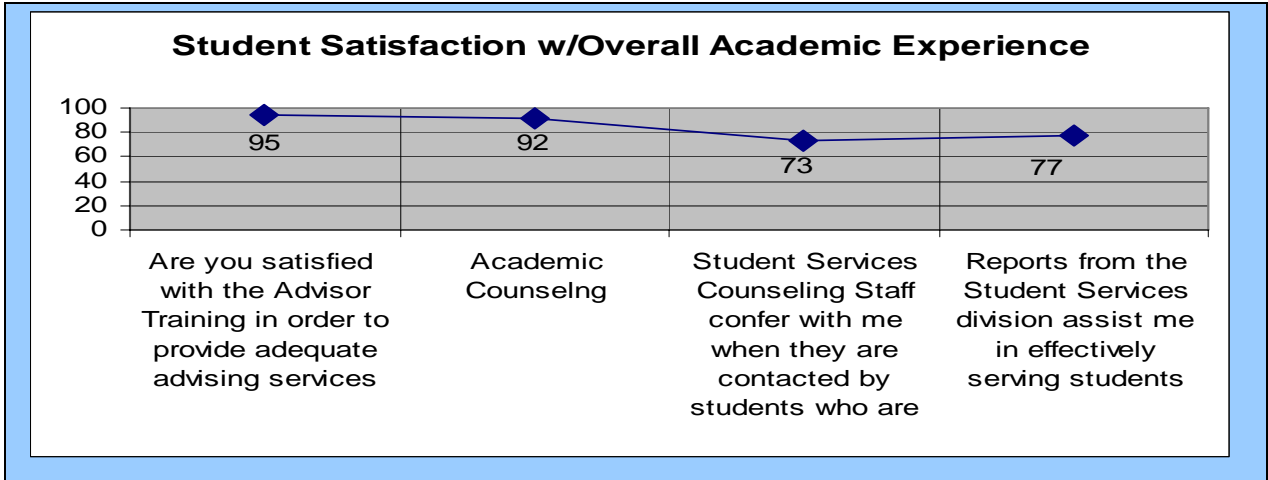




**7.4** *What are your performance levels and trends for your key measures on work system performance, faculty and staff learning and development, and faculty and staff well-being, satisfaction, and dissatisfaction?*

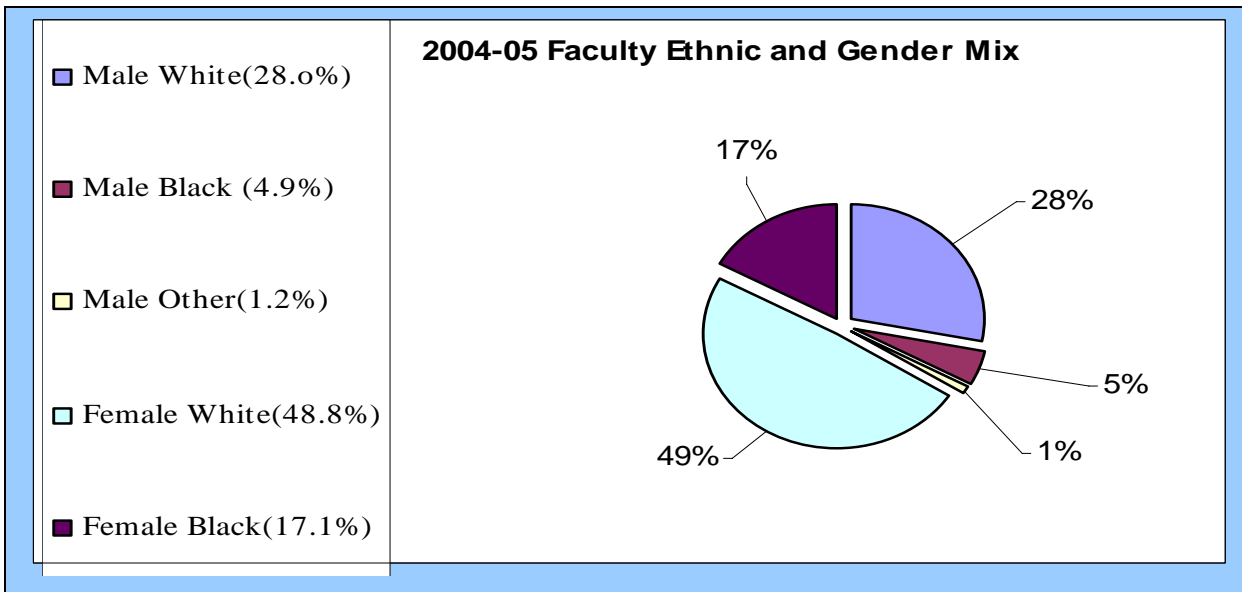
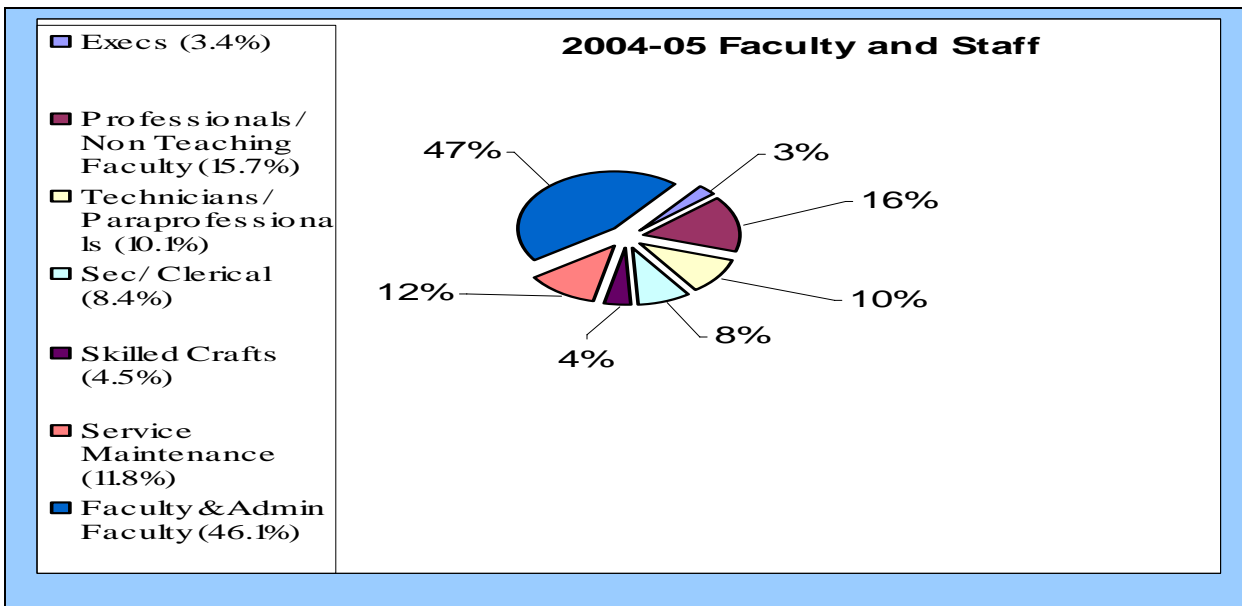
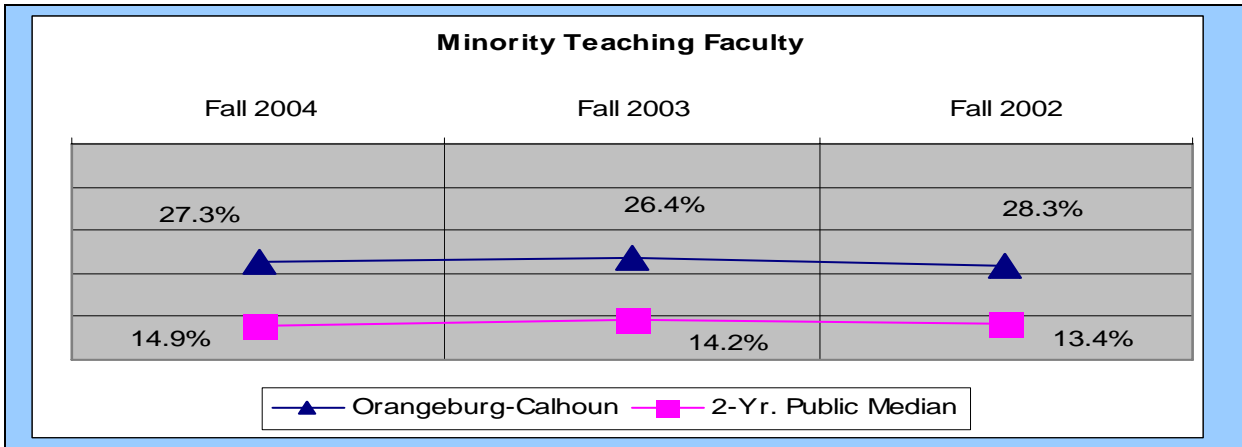
**Average Faculty Salaries (See 7.3)**

**Taught by Full time Faculty (See 7.1)**

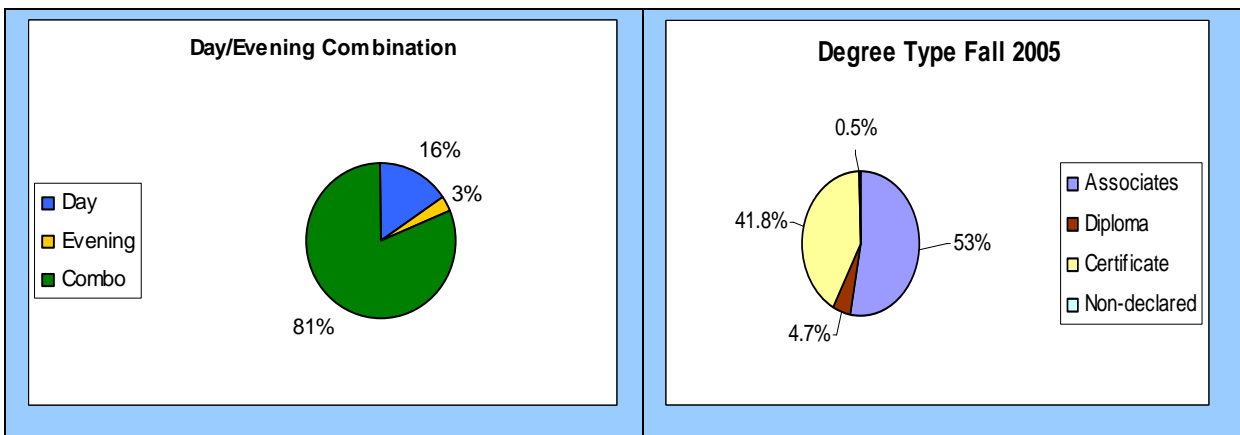
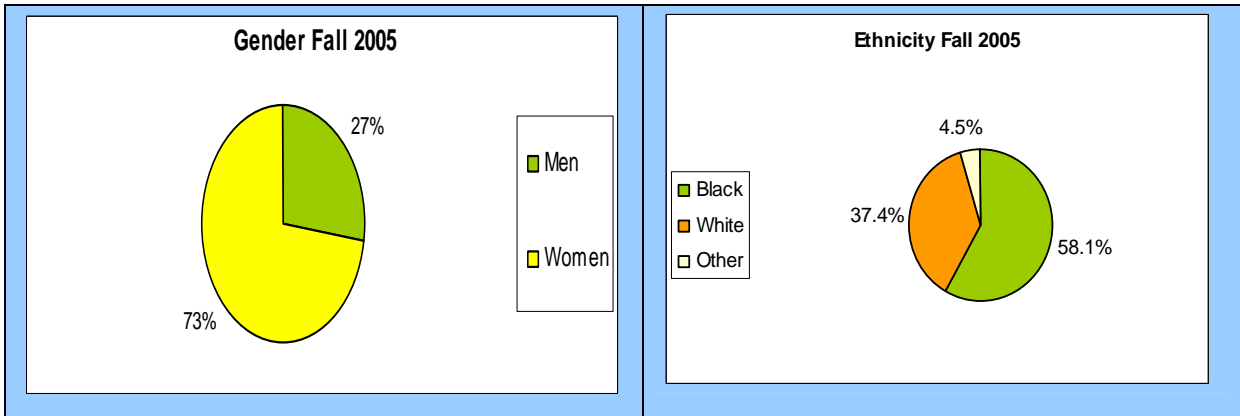
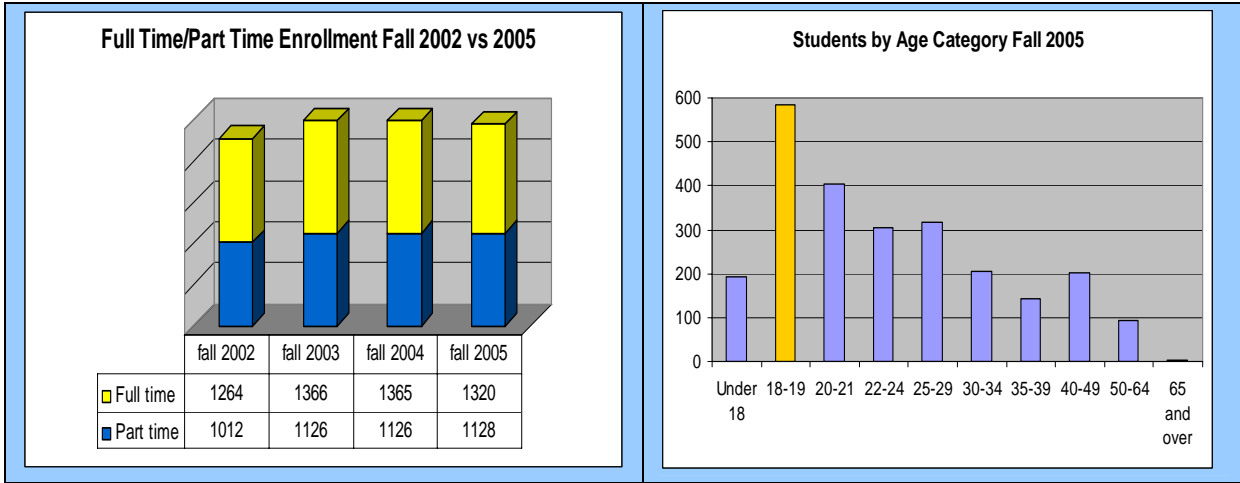


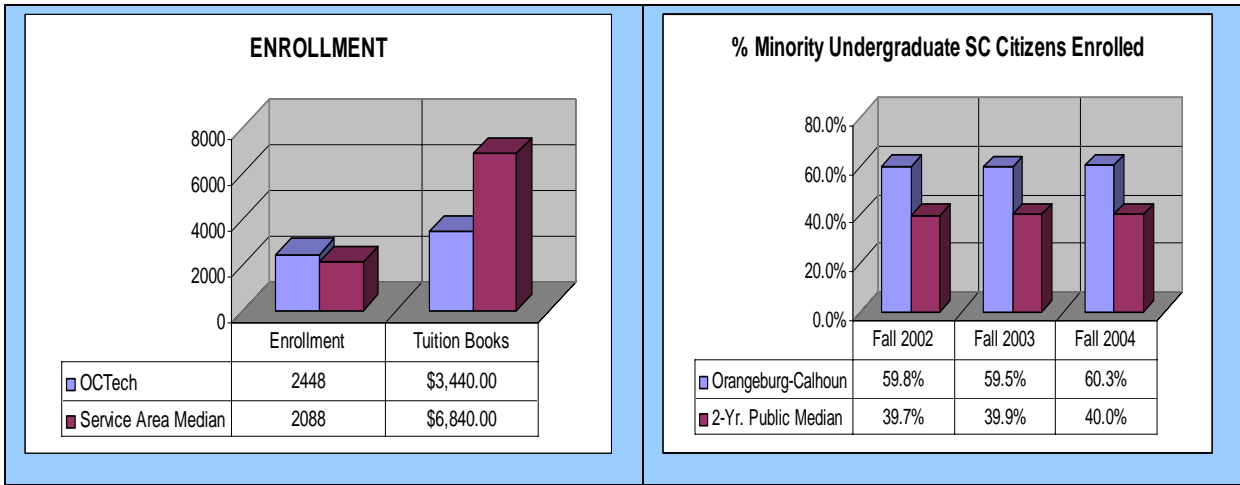
- Articulates a vision for the College.**
- Inspires/motivates others to work toward goals.**
- Fosters a sense of community and cohesiveness.**
- Teams are formed as needed to develop and implement plans.**
- Plans and develops appropriate policies for achieving College goals.**
- Delegates authority, provides support, or leadership.**
- Supports creativity in the use of resources.**
- Exhibits a clear sense of direction compatible with the College's purpose and policies.**
- Actively seeks input from faculty and staff in the decision-making process as needed.**
- Maintains an open line of communications for ideas and viewpoints.**

**Full-time Faculty Meeting SACS Criteria (See 7.1)**



7.5 What are your performance levels and trends for your key measures of organizational effectiveness/operational efficiency, learning-centered and support process performance (these could include measures related to the following: student performance and development; the education climate; responsiveness to student and stakeholder needs; supplier and partner performance; and cycle time).





• **Number of Degree Completions / Diplomas Conferred (July 1, 2004 to June 30, 2005)**

211 Certificates	
23	Business Management
15	Computer Information Sciences and Support Services
11	Engineering Technologies/Technicians
4	Family and Consumer Sciences/Human Sciences
91	Health Professions and Related Clinical Services
3	Liberal Arts and Sciences, General Studies & Humanities
32	Mechanic and Repair Technologies/Technicians
8	Precision Production
24	Public Administration

239 Associate Degrees	
27	Business, Management, Marketing, & Related Support Services
20	Computer Information Sciences and Support Services
15	Engineering Technologies/Technicians
25	Family and Consumer Sciences/Human Services
73	Health Profession and Related Clinical Services
13	Legal Professions and Studies
10	Liberal Arts and Sciences, General Studies & Humanities
18	Mechanic and Repair Technologies/Technicians
7	Multi/Interdisciplinary Studies
12	Precision Production
19	Security and Protective Service

Please also reference **Section III.7.1** to view our Success, Retention, Graduation, and Transfer Course rates.

Please also review **Section III.7.2** for additional information on our Economic Impact.

**192 Dual Credit Students Enrolled in the Prior Year**

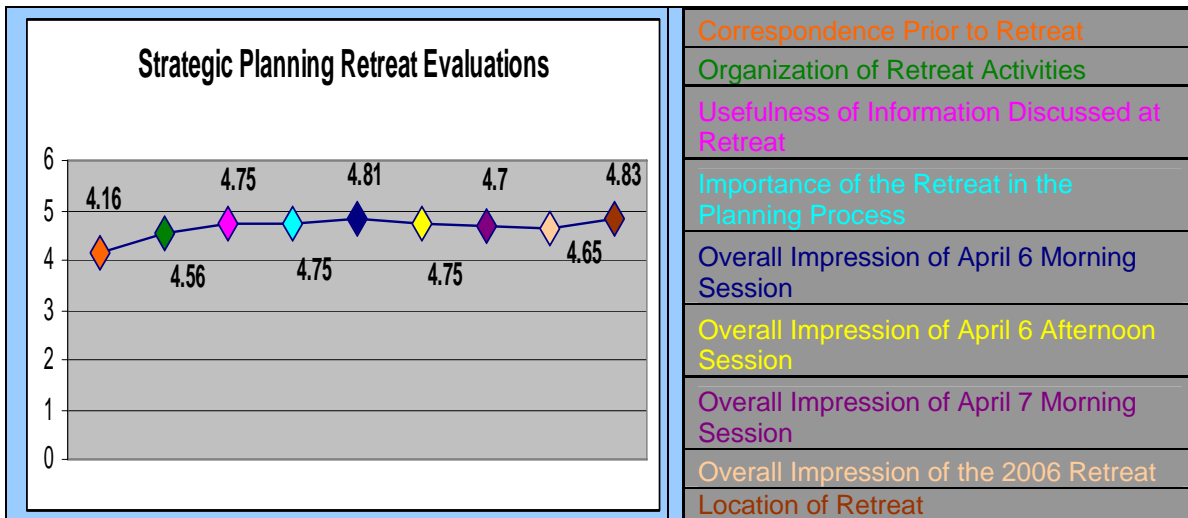
<b><u>Diploma Program Job Placement Rates Reported for the 2006 Cycle</u></b>	
81.80%	Criminal Justice
100.00%	Medical Laboratory Office Assisting
100.00%	Medical Laboratory Technology
71.42%	Paralegal/Legal Assistant
100.00%	Radiologic Technology
<b><u>Diploma Program Retention Rates Reported for the 2006 Cycle</u></b>	
59.00%	Criminal Justice
43.00%	Medical Laboratory Office Assisting
66.70%	Medical Laboratory Technology
63.00%	Paralegal/Legal Assistant
60.00%	Radiologic Technology

**7.6** *What are your performance levels for your key measures related to leadership and social responsibility?*

- a.) *accomplishment of your organizational strategy and action plans*
  - *Graph how the organization has accomplished its strategic mission in relations to the objectives and action plans in regard to the accomplishment.*
- b.) *stakeholder trust in your senior leaders and the governance of your organization*
  - *Utilize graphs from the stakeholder input data*
- c.) *fiscal accountability; and, regulatory, safety, accreditation, and legal compliance*
  - *Graph the above items as they relate to the college*

<b>Strategic Planning Reports</b>		
<b>Date</b>	<b>Report Title</b>	<b>Web Location</b>
2005-06	Strategic Plan and Evaluation	<a href="http://www.octech.edu/sacs/2005-2006_Strategic_Plan092706.pdf">http://www.octech.edu/sacs/2005-2006_Strategic_Plan092706.pdf</a>
2005-06	Annual Strategic Goals and Objectives for 2005-06	<a href="http://www.octech.edu/sacs/Planning_Goals_2005-2006.pdf">http://www.octech.edu/sacs/Planning_Goals_2005-2006.pdf</a>
2004	Institutional Effectiveness Report for 2004	<a href="http://www.octech.edu/sacs/Shared/Institutional.Effectiveness.Report.Aug.2004.pdf">http://www.octech.edu/sacs/Shared/Institutional.Effectiveness.Report.Aug.2004.pdf</a>
2005	Institutional Effectiveness Report for 2005	<a href="http://www.octech.edu/sacs/Shared/IE_Report_2005_08_01_2005.pdf">http://www.octech.edu/sacs/Shared/IE_Report_2005_08_01_2005.pdf</a>
2006	Institutional Effectiveness Report for 2006	<a href="http://www.octech.edu/sacs/Shared/IE_Summary_Report_2006.pdf">http://www.octech.edu/sacs/Shared/IE_Summary_Report_2006.pdf</a>
2006	Program Outcomes	<a href="http://www.octech.edu/sacs/Program_Outcomes.htm">http://www.octech.edu/sacs/Program_Outcomes.htm</a>
2006	Program DACUMS	<a href="http://www.octech.edu/sacs/Program_Dacums.htm">http://www.octech.edu/sacs/Program_Dacums.htm</a>

<u>Institutional Component</u>	<u>Accreditation</u>	<u>Status</u>
<b>Orangeburg-Calhoun Technical College</b>	<b>Southern Association of Colleges and Schools</b>	<b>Fully Accredited</b>
Nursing - Registered Nurse	National League of Nursing Accrediting Commission Incorporated	Fully Accredited
Nursing - Practical Nursing (Diploma)	National League of Nursing Accrediting Commission Incorporated	Fully Accredited
Nursing - Certified Nursing Assistant (Certificate)	Department of Health and Human Services	Fully Accredited
Health Sciences - Medical Laboratory Technician	National Accrediting Agency and Clinical Laboratory Sciences	Fully Accredited
Health Sciences - Respiratory Care Technology	Committee on Accreditation for Respiratory Care (CoARC)	Fully Accredited
Health Sciences - Radiologic Technology	Joint Review Committee on Education in Radiologic Technology	Fully Accredited
Health Sciences - Medical Office Assisting (Diploma)	Commission on Accreditation of Allied Health Education Programs (CAAHEP)	Fully Accredited
Business and Computer Technology	Association of Collegiate Business Schools and Programs (ACBSP)	Fully Accredited
Industrial Technology - Automotive Technology	The National Institute for Automotive Service Excellence (ASE)	Fully Accredited
Industrial Technology - All Programs	ABET, Inc	Fully Accredited





<b>Annual Crime Statistics (January 1, 2005 - December 31, 2005)</b>			
<b>Type of Incident</b>	<b>Campus</b>	<b>Non-Campus Building or Property</b>	<b>Public Property</b>
Aggravated Assault	0	0	4
Arson	0	0	0
Burglary	3	0	15
Hate Crimes	0	0	0
Homicide	0	0	0
Manslaughter	0	0	0
Motor Vehicle Theft	0	0	0
Robbery	0	0	0
Sex Offenses	0	0	0
Violations/Campus Judicial Action	0	0	0

APPENDIX A

**Formal partners (key high schools, universities, and businesses, dual-credit, AP/dual-credit, co-enrollment college level courses);**

<u>High Schools</u>	<u>Universities (Our Transfer Students)</u>	<u>Businesses</u>	<u>Government</u>
<ul style="list-style-type: none"> <li>• Calhoun Academy</li> <li>• Calhoun County High School</li> <li>• Cope Area Career Center</li> <li>• Edisto High School</li> <li>• Lake Marion High School</li> <li>• Orangeburg Preparatory</li> <li>• Orangeburg Technology Center</li> </ul>	<ul style="list-style-type: none"> <li>• Claflin University</li> <li>• Clemson</li> <li>• Costal Carolina University</li> <li>• College of Charleston</li> <li>• Lander University</li> <li>• Medical University of South Carolina</li> <li>• South Carolina State University</li> <li>• The Citadel</li> <li>• University of South Carolina – Aiken</li> <li>• University of South Carolina – Columbia</li> <li>• University of South Carolina – Upstate</li> <li>• Winthrop University</li> </ul>	<ul style="list-style-type: none"> <li>• Albemarle Corporation (Organic chemicals-special fuels)</li> <li>• Allied Air Enterprise, Inc (Heating and air conditioning products)</li> <li>• Electrolux (Riding lawn tractors)</li> <li>• Federal-Mogul Friction Products (Disc Brakes)</li> <li>• Koyo Corp of USA (Ball &amp; roller bearings)</li> <li>• North American Container Corp (Bulk shipping containers)</li> <li>• Sara Lee Bakery Group (Bakery products)</li> <li>• The Okonite Company (Power cable)</li> <li>• The Regional Medical Center (Regional Hospital)</li> <li>• ZEUS (Teflon Tubing)</li> <li>• Albemarle Corporation (Organic chemicals-special fuels)</li> </ul>	<ul style="list-style-type: none"> <li>• Orangeburg County</li> <li>• Calhoun County</li> <li>• City of Orangeburg</li> <li>• City of Saint Matthews</li> <li>• Orangeburg School District 3</li> <li>• Orangeburg School District 4</li> <li>• Orangeburg School District 5</li> </ul>

**Formal suppliers (copiers, bookstore, computer hardware/software, food service, automotive equipment, student transportation),**

<u>Copiers</u>	<u>Bookstore (Books and Supplies)</u>	<u>Hardware/Software</u>
<ul style="list-style-type: none"> <li>• Pollock Company</li> </ul>	<ul style="list-style-type: none"> <li>• Thompson Learning (Books)</li> <li>• Pearson Education (Books)</li> <li>• J.A. Majors (Books)</li> <li>• Elsevier (Books)</li> <li>• O Henry Inc (Supplies)</li> <li>• Houghton – Mifflin (Supplies)</li> <li>• Jansport (Supplies)</li> <li>• Roaring Springs (Supplies)</li> <li>• Samsill (Supplies)</li> </ul>	<ul style="list-style-type: none"> <li>• Dell (PCs and Servers)</li> <li>• Microsoft (Software)</li> <li>• Hewlett Packard (HP – Printers)</li> <li>• Cisco (New Infrastructure)</li> <li>• Datatel (ERP – Enterprise Resource Planning)</li> <li>• Campus Cruiser (Portal)</li> <li>• WebCT – (Online Evaluation – Courses)</li> </ul>

<u>Food Service</u>	<u>Automotive Equipment</u>	<u>Health Care Product</u>
<ul style="list-style-type: none"> <li>• US Foodservice</li> <li>• Sara Lee Bakery</li> <li>• Carter Wholesale Meats</li> <li>• Cricket Bakery</li> </ul>	<ul style="list-style-type: none"> <li>• Bumper to Bumper Auto Parts/ Jumper Auto Parts</li> <li>• Carquest Auto Parts/ Ballard Parts Standard Parts</li> </ul>	<ul style="list-style-type: none"> <li>• Ladell Medical Supply</li> <li>• Armstrong Medical Industries</li> <li>• Infolab</li> </ul>

## Strategic Planning

Program Number and Title	Supported Organization Strategic Planning Goal/Objective	Related FY 05-06 Key Action Plan/Initiative(s)	Key Cross References for Performance Measures*
II.A.B.E Instruction	<p>Goal 1: Competent Workforce and Economic Growth :</p> <p>Objective 1: To remain current in curricula and program in order to provide the community with an adequately trained workforce.</p>	<ol style="list-style-type: none"> <li>1. Conduct annual program reviews of associate degree and diploma programs</li> <li>2. Conduct DACUMs for academic programs to ensure relevancy and currency</li> <li>3. Hold annual Advisory Committee meetings for programs in all academic divisions</li> <li>4. Develop a system for maintaining contact with business, industry, and agencies</li> <li>5. Study the feasibility of offering the following degree, diploma, or certificate programs:               <ul style="list-style-type: none"> <li>• Paint/Body</li> <li>• Environmental Engineering</li> <li>• Chemical Operating Technician</li> <li>• Pharmacy Technology</li> <li>• Surgical Technology</li> <li>• Speech Therapy Assistant</li> <li>• Graphic Arts (certificate/Degree)</li> <li>• Culinary Arts</li> <li>• Hospitality/Management</li> <li>• Facilities Management</li> <li>• Biotechnology</li> </ul> </li> <li>6. Incorporate NCCER modules into existing Industrial Technology programs</li> <li>7. Institute the following certificates:               <ul style="list-style-type: none"> <li>• Mammography</li> <li>• CT</li> <li>• MRI</li> <li>• Forensics</li> <li>• Infant Toddler</li> </ul> </li> <li>8. Obtain approval from CHE to offer the EMT associate degree</li> </ol>	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	<p>Goal 1: Competent Workforce and Economic Growth :</p> <p>Objective 2: To revitalize and strengthen partnerships within the community, K-12, and other institutions of higher education.</p>	<ol style="list-style-type: none"> <li>1. Maintain, strengthen, and review partnership agreements (articulation, clinical sites, lab sites, etc.</li> <li>2. Explore opportunities for new partnership agreements</li> <li>3. Publish and market opportunities for academic programs</li> <li>4. Investigate coordination of HS Career Clusters with college programs</li> <li>5. Offer Continuing Education programs at the Lake Marion High School campus.</li> <li>6. Offer credit classes for high school students and adults at the Lake Marion High School campus.</li> <li>7. Identify possible service learning partners for the QEP</li> </ol>	3.7.2, 3.7.3, 3.7.5, 3.7.6
II.A.B.E Instruction	<p>Goal 1: Competent Workforce and Economic Growth :</p> <p>Objective 3: Enhance access, progression, and student success.</p>	<ol style="list-style-type: none"> <li>1. Evaluate methods of marketing and implement changes</li> <li>2. Evaluate application and admission procedures for academic programs</li> <li>3. Develop appropriate long term and short term retention and</li> </ol>	3.7.1, 3.7.2, 3.7.3, 3.7.5, 3.7.6

		<p>enrollment goals for each academic program</p> <ol style="list-style-type: none"> <li>4. Evaluate data regarding enrollment and retention and take appropriate steps to address</li> <li>5. Develop and evaluate strategies to maintain and/or improve certification scores (where applicable)</li> <li>6. Develop and evaluate strategies to promote learning beyond the classroom</li> <li>7. Improve the quality of faculty advising</li> <li>8. Implement WorkKeys testing for Industrial Technology, Business, <del>Computer Technology, Criminal Justice, and Paralegal programs</del></li> </ol>	
II.A.B.E Instruction	<p>Goal 1: Competent Workforce and Economic Growth :</p> <p>Objective 4: To incorporate innovative technology and delivery methodologies to enhance student learning.</p>	<ol style="list-style-type: none"> <li>1. Evaluate current uses of technology in classroom instruction</li> <li>2. Develop subject matter materials using a web based format</li> <li>3. Review and update instructional equipment needs</li> <li>4. Maintain or expand opportunities for technology partnerships (where applicable)</li> <li>5. Develop assessment process to evaluate and improve distance education</li> <li>6. Develop Internet versions of courses routinely cancelled due to low enrollment</li> <li>7. Develop additional courses using the hybrid delivery model</li> <li>8. Develop developmental studies jumpstart courses for RDG, MAT, and ENG</li> <li>9. Convene the Internet team to discuss improving the success of online courses</li> <li>10. Place the CRJ curriculum completely online</li> </ol>	3.7.1, 3.7.3, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	<p>Goal 1: Competent Workforce and Economic Growth :</p> <p>Objective 5: To recruit and maintain a quality instructional staff</p>	<ol style="list-style-type: none"> <li>1. Provide professional development opportunities to meet the needs of diverse students</li> <li>2. Provide a formal forum for faculty presentations after attendance at professional conferences, workshops, educational programs</li> <li>3. Develop/Implement a formal faculty mentoring program</li> <li>4. Utilize faculty management performance system effectively</li> <li>5. Develop professional development activities around service learning</li> </ol>	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.6
II.A.B.E Instruction	<p>Goal 1: Competent Workforce and Economic Growth :</p> <p>Objective 6: Develop and/or increase collaborative relationships between LRC, academic programs, and the community.</p>	<ol style="list-style-type: none"> <li>1. Improve and update resources to meet changing learning environments</li> <li>2. Build stronger working relationships between faculty and LRC staff</li> <li>3. Develop new methods of delivering resources and services to the college community through the LRC</li> <li>4. Provide opportunities for professional development for the LRC staff</li> <li>5. Develop partnerships between LRC staff, community organizations, and community leaders</li> </ol>	3.7.1, 3.7.2, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	<p>Goal 1: Competent Workforce and Economic Growth :</p> <p>Objective 7: To implement process changes to increase educational quality and public</p>	<ol style="list-style-type: none"> <li>1. Improve course offerings to meet the needs of business and the community while complimenting the courses offered through the credit programs.</li> <li>2. Enhance the quality of instruction in continuing education programs.</li> </ol>	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6

	outreach customer service in Continuing Education.	<ul style="list-style-type: none"> <li>3. Expand the use of WorkKeys in local business/industries</li> <li>4. Manage the skills gap from the results of WorkKeys scores to promote necessary employment skills</li> <li>5. Evaluate the ACT software to determine usefulness to OCtech</li> <li>6. Develop a QuickStart program and a plan for sustainability of once Duke Endowment funds are depleted.</li> <li>7. Upgrade truck driving equipment</li> <li>8. Develop a successful marketing campaign.</li> <li>9. Examine feasibility of changing the name of Continuing Education</li> <li>10. Develop articulation pathways for continuing education and credit programs.</li> <li>11. Develop additional opportunities to offer phlebotomy and CNA programs.</li> <li>12. Enhance all relationships with all customers by developing loyalty to OCtech through improved customer service and continuing education</li> </ul>	
II.A.B.E Instruction	Goal 1: Competent Workforce and Economic Growth : Objective 8: Utilize faculty/staff performance management systems to meet professional development needs for faculty/staff.	<ul style="list-style-type: none"> <li>1. Broaden professional development for faculty and staff</li> <li>2. Utilize the Faculty Performance Management System effectively</li> <li>3. Facilitate the transition of new faculty and staff</li> </ul>	3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	GOAL 2: High-Quality Facilities, Technology and Equipment Sufficient to Support the College's Programs and Services OBJECTIVE 1: Provide facilities to meet campus needs.	<ul style="list-style-type: none"> <li>2005-2006</li> <li>1. Begin construction of new classroom and auditorium building.</li> <li>2. Re-roof 1400, 1500 and 1600 buildings when State deferred maintenance funds are available.</li> <li>3. Schedule and perform other deferred maintenance as needed and as</li> </ul>	3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	GOAL 2: High-Quality Facilities, Technology and Equipment Sufficient to Support the College's Programs and Services OBJECTIVE 2: Continue to improve and upgrade Information Technology systems.	<ul style="list-style-type: none"> <li>1. Replace Imaging System</li> <li>2. Continue work on '04-'05 projects if not completed (Imaging system, IP phone migration, security review).</li> <li>3. Replace and expand wireless infrastructure.</li> </ul>	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6 GOAL 2: High-Quality Facilities, Technology and Equipment Sufficient to Support the College's Programs and Services OBJECTIVE 3: Keep faculty, staff, student PCs and classroom presentation systems as current as possible by planning for upgrading and replacement.	<ul style="list-style-type: none"> <li>1. Replace faculty/staff PCs on 3 to 4 year replacement cycle. Add faculty/staff PCs as needed.</li> <li>2. Replace lab PCs on 3 to 4 year replacement cycle. Add new labs if necessary.</li> <li>3. Replace classroom presentation systems on 3 to 4 year replacement cycle. Add any new presentation systems needed.</li> </ul>	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	GOAL 2: High-Quality Facilities, Technology and Equipment Sufficient to Support the College's Programs and Services OBJECTIVE 4: Continue to improve faculty, staff, and student access to Datatel administrative system.	<ul style="list-style-type: none"> <li>1. Implement upgrades and new products.</li> <li>2. Continue to improve Datatel reporting capabilities to meet college needs.</li> <li>3. Continue to customize Datatel system to meet college needs (lottery programs, others).</li> </ul>	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	GOAL 2: High-Quality Facilities, Technology and Equipment Sufficient to Support the College's Programs and Services OBJECTIVE 4: Continue to improve faculty, staff, and student access to Datatel	<ul style="list-style-type: none"> <li>1. Replace Imaging System</li> <li>2. Continue work on '04-'05 projects if not completed (Imaging system, IP phone migration, security review).</li> <li>3. Replace and expand wireless infrastructure.</li> </ul>	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	GOAL 3: Foster Student Success: Objective 1:	<ul style="list-style-type: none"> <li>1. Revise Retention Strategies based on fall 2005 Cohort Results</li> <li>2. Make on-line registration available to all students by revising the</li> </ul>	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6

	Increase retention and graduation rate of students.	process to assign access to register on line.	
II.A.B.E Instruction	GOAL 3: Foster Student Success: Objective 2: Enhance admissions, academic counseling, advising and registration services and manage student enrollment.	<ol style="list-style-type: none"> <li>1. Provide students with a comprehensive curriculum plan upon enrollment at the college.</li> <li>2. Make grade data available to students in a more efficient and timely manner and educe the cost and resources required to mail transcripts each term.</li> <li>3. Explore the possibility of implementing E Compass in area high schools</li> <li>4. Reduce the amount of time required to process grades each term</li> <li>5. Review health sciences admissions criteria and weight of county residency, establish percentage rather than point system of weighting county residency</li> <li>6. Determine need and impact of application deadlines for Health Science Programs</li> <li>7. Publish the Health Information Session as an annual schedule.</li> <li>8. Implement procedures to ensure representation from all academic divisions among advising center volunteer staff.</li> <li>9. Develop and publish on college Website a two semester schedule of classes to include: 1.) summer-fall, 2.) fall-spring, 3.) spring-summer.</li> <li>10. Implement Biology placement testing for all Bio classes at Octech</li> <li>11. Examine the impact of eliminating continuous registration once pre-registration begins in order to encourage continuing students to register volunteers</li> <li>12. Design and implement post card marketing campaign to potential stu</li> </ol>	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	GOAL 3: Foster Student Success: Objective 3: Provide activities to promote the social and personal development of students.	<ol style="list-style-type: none"> <li>1. Implement annual survey of student services program effectiveness to students, faculty and staff</li> <li>2. Begin College Intramural Program</li> </ol>	3.7.1, 3.7.2, 3.7.5, 3.7.6
II.A.B.E Instruction	GOAL 3: Foster Student Success: Objective 4: Increase student utilization of job placement services.	<ol style="list-style-type: none"> <li>1. Each academic program will develop a plan of action to encourage student use of job placement services</li> </ol>	3.7.1, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	GOAL 3: Foster Student Success: Objective 5: Increase knowledge and awareness of the College in the community through marketing campaign.	<ol style="list-style-type: none"> <li>1. Seek insight of marketing team and focus groups in developing strategies, themes, and surveys</li> <li>2. Investigate hiring outside consultant</li> <li>3. Seek opportunities to market in schools and industries</li> <li>4. Seek opportunities to market the College such as OOctech</li> </ol>	3.7.2, 3.7.5, 3.7.6
II.A.B.E Instruction	GOAL 3: Foster Student Success: Objective 6: Utilize internet/intranet for information about the College and programs.	<ol style="list-style-type: none"> <li>1. Provide access to all student services forms on line for immediate student access.</li> <li>2. Provide access to select student reports via the college intranet.</li> <li>3. Evaluate/update website</li> </ol>	3.7.5, 3.7.6
II.A.B.E Instruction	GOAL 3: Foster Student Success: Objective 7: Publicize interaction between College and the community.	<ol style="list-style-type: none"> <li>1. Utilize Champions Network to inform constituents about the College</li> </ol>	3.7.1, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	GOAL 3: Foster Student Success: Objective 8: Develop a comprehensive crisis communications plan for the college.	<ol style="list-style-type: none"> <li>1. Develop plan and distribute to key people.</li> </ol>	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6

II.A.B.E Instruction	GOAL 3: Foster Student Success: Objective 9: Make available financial aid for students.	1. Provide training for student utilization of FAFSA on the Web	3.7.3, 3.7.6
II.A.B.E Instruction	GOAL 3: Foster Student Success: Objective 10: Provide tuition imbursement funds to support academic growth for faculty and staff	1. Develop a process to encourage academic growth 2. Implement plan	3.7.3, 3.7.4, 3.7.6
II.A.B.E Instruction	GOAL 4: Assure Public and Internal Accountability Objective 1: Review all program missions, policies, and procedures.	1. Update Policy and Procedures manual as needed. 2. Provide new-employee orientation program re: purchasing procedures.	3.7.4, 3.7.6
II.A.B.E Instruction	GOAL 4: Assure Public and Internal Accountability Objective 2: Integrate planning and budget process.	1. Develop an annual budget. 2. Examine and if feasible, reduce graduation ceremony to once per year to reduce expenditures for the summer graduation ceremony that serves a limited amount of graduates. 3. Increase the fee for late registration/fee from \$15 to \$25.	3.7.3, 3.7.5, 3.7.6
II.A.B.E Instruction	GOAL 4: Assure Public and Internal Accountability Objective 3: To occupy credible position in the community so that community support continues for the College	1. Provide information to public regarding accomplishments and needs 2. Become more involved in community through service learning 3. Provide leadership within the community at-large	3.7.3, 3.7.5, 3.7.6
II.A.B.E Instruction	GOAL 4: Assure Public and Internal Accountability Objective 4: Maintain adequate human resources to meet the needs of the college.	1. Review salary plan including adjuncts and make adjustments where necessary and possible. 2. Develop a workforce plan to address attrition of key employees due to projected retirements. 3. Sponsor a Benefits Fair on campus for all employees.	3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	GOAL 4: Assure Public and Internal Accountability Objective 5: Maintain unqualified audit opinion.	1. Record financial transactions accurately in an accepted format and in a timely manner.	3.7.5, 3.7.6
II.A.B.E Instruction	GOAL 4: Assure Public and Internal Accountability Objective 6: Provide accurate and comprehensive institutional accountability records of the College	1. Gather and maintain all pertinent data for archives to be utilized by the College 2. Produce, disseminate, and maintain report and survey schedules 3. Continue to be an integral part of the planning process of the College 4. Develop, disseminate and maintain a yearly schedule for Institutional	3.7.3, 3.7.6
II.A.B.E Instruction	GOAL 4: Assure Public and Internal Accountability Objective 7: Evaluate and update the planning strategies and processes for the College.	1. Complete the SACS reaffirmation process 2. Facilitate process for five-year plan 3. Coordinate planning retreat 4. Re-visit and amend planning process	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	GOAL 5: Seek Additional Resources to Support the Mission of the College. Objective 1: Encourage Foundation to establish a long-range strategic plan in concert with the	1. Update Foundation's strategic plan	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	GOAL 5: Seek Additional Resources to Support the Mission of the College. Objective 2: Seek full funding from Orangeburg and	Seek full funding from Orangeburg and Calhoun Counties.	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6

	Calhoun Counties.		
II.A.B.E Instruction	GOAL 5: Seek Additional Resources to Support the Mission of the College. Objective 3: Solicit assistance from alumni and Foundation for College support and development.	1. Facilitate special events on campus 2. Plan with programs to facilitate alumni-program networking	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	GOAL 5: Seek Additional Resources to Support the Mission of the College. Objective 4: Support the Foundation's annual fund drive.	1. Continue to involve area commission, foundation, and administration of the College in development functions seeking annual fund contributions	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6
II.A.B.E Instruction	GOAL 5: Seek Additional Resources to Support the Mission of the College. Objective 5 Identify grant sources from public and private sources.	1. Continue to involve area commission, foundation, and administration of the College in development functions seeking annual fund contributions	3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.7.5, 3.7.6

\* Key Cross-References are a link to the Category 7 - Organizational Performance Results. These References provide a Chart number that is included in the 7th section of this document.