

# Fayetteville Technical Community College

## Detailed Assessment Report 2013-2014 Vice-President's Office (Business and Finance) *As of: 8/20/2016 01:37 PM EST*

### Mission / Purpose

To provide professional and courteous financial services that meet the needs of students, vendors and employees; to assure fiscal accountability, proper management and security of College assets and to support the educational programs of the College.

### Other Outcomes/Objectives, with Any Associations and Related Measures, Targets, Reporting Findings, and Action Plans

#### **O/O 1: Funding Allocation Process**

The Vice-President of Business and Finance will analyze funding needs to support the educational process compared to the funding allocation and will forecast and designate appropriate funds for emergencies and reversions that will not alter appropriate quality.

#### Relevant Associations:

##### **Institutional Goals Associations**

- 1 Respond to student and community needs through measurable goals.
- 3 Ensure fiscal responsibility, accountability and financial stability.

##### **Strategic Objectives Associations**

###### **FTCC**

- 35 Submit accurate budget decision packages in a timely manner to support division operations and support an institutional goal related to the request for funding. Initial decision packages will be submitted annually in May.
- 37 Monitor monthly budget reports and submit a budget reconciliation mid-year.
- 39 Communicate with all levels of the College to stay abreast of the future needs of the community and forecast future funding needed to meet these needs.
- 40 Standardize technology across the campus to reduce maintenance cost and maximize replacement parts.
- 45 Expand the use of customized industry training funds.
- 54 Provide well maintained and safe campuses demonstrating our pride in FTCC.

#### Related Measures

##### **M 1: Funding Allocation Process**

**What:** Review the Strategic Plan, decision packages, critical needs from College educational and staff planning units against available funding sources from the State, County, Grants, and Institutional Funds to deliberately budget for emergencies and possible mandated reversions of allocated funding. **Why:** Enrollment was up approximately 3% over the previous year and 6% over the academic year before that and therefore the funding will increase appropriately. However, the demands of the College are constantly increasing. Planned events that require additional funding are a reorganization of the Ft. Bragg support team, job placement services, and salary increases to name a few. Additionally, the College has increased management flexibility reductions this year and as in the past, we are expected to hold back 2% of formula allocation for future reversions. Tight monitoring of strategic plans, decision packages, and critical needs submissions will ensure the limited funding is used most effectively to meet the student's academic and support services needs. **How/When:** During the Summer Semester 2013, the Office of Business and Finance will review the Strategic Plan, decision packages and critical needs submissions of academic and support services planning units and will compare those needs against allocated funding from the State, County, Institutional Funds and possible grant funding. In the Fall 2013 Semester, based on the Summer review, receipt of budgeted funding information, and a discussion of priorities with the President of the College, a combined budget, including the designation of funds for possible future reversions, will be presented to the local Board of Trustees for consideration/approval. Upon approval of the local Board of Trustees, the combined budget will be forwarded to the State Board of Community Colleges for their approval. Upon State Board approval, it becomes the FTCC approved budget for the 2013-2014 academic year. In the Fall 2013 semester and the Spring 2014 semester, monthly budget monitoring reports are prepared and submitted to the President for his review. In Spring 2014, a mid-year budget review is conducted by all planning units to make recommendations for reallocation of funding to meet changing College needs throughout the budget year. **Who:** Planning Unit Supervisors, Vice-President for Business and Finance, Director of Budget and Financial Systems, and the College President.

Source of Evidence: Efficiency

##### **Target:**

In Fall 2013, the initial budget will be posted to the general ledger and budget information is distributed to the College departments. In early Spring 2014, budget revisions will be made across the College to ensure monies remain available for operations in the second one-half of the academic year. In Summer 2014, the budget will be closed and balanced under NCCCS guidelines. After that a new budget for 2014-15 will be developed and used for College funding during the upcoming 2014-15 assessment cycle year. Documents for the initial budget for 2013-14 and the mid-year budget adjustments will be posted to the document management section to demonstrate ongoing quality improvement.

##### **Reporting Finding (2013-2014) - Target: Met**

All activities within the target were completed as specified and evidenced by a copy of the 2013-14 initial budget and a copy of mid-year budget adjustments posted in Document Management. This target was fully met.

##### **Connected Documents**

[Midyear Budget Revision](#)

[Midyear Budget Revision](#)  
[Midyear Budget Revision-Basic Skills](#)  
[Midyear Budget Revision-Basic Skills](#)  
[Midyear Budget Revision-Basic Skills](#)  
[Midyear Budget Revision-Continuing Education](#)  
[Midyear Budget Revision-Continuing Education](#)  
[Midyear Budget Revision-FIT](#)  
[Midyear Budget Revision-Human Resources](#)  
[Midyear Budget Revision-Learning Technologies](#)  
[Midyear Budget Revision-Library](#)  
[Midyear Budget Revision-MIS](#)  
[Midyear Budget Revision-NC Small Business Center](#)  
[Midyear Budget Revision-Occupational](#)  
[Midyear Budget Revision-SBC](#)  
[Midyear Budget Revision-Success Center](#)

## **O/O 2: Develop Updated Employee Compensation Plan**

The Vice-President of Business and Finance will coordinate with the Vice-President of Human Resources to contract with and work with a firm to prepare a current employee compensation plan.

### **Relevant Associations:**

#### **Institutional Goals Associations**

- 1 Respond to student and community needs through measurable goals.
- 3 Ensure fiscal responsibility, accountability and financial stability.

#### **Strategic Objectives Associations**

##### **FTCC**

- 12 Promote use of the research such as Education Advisory Board studies to identify and benchmark successes at other Colleges that can be emulated at FTCC.
- 15 Encourage faculty and staff to complete higher levels of relevant education and/or degree completion.
- 29 Conduct annual surveys of faculty, staff and students to provide data related to the College climate and customer service/support.
- 35 Submit accurate budget decision packages in a timely manner to support division operations and support an institutional goal related to the request for funding. Initial decision packages will be submitted annually in May.
- 38 Consistently review the salary plan and hiring scale to keep salaries for staff and faculty comparable to market.
- 39 Communicate with all levels of the College to stay abreast of the future needs of the community and forecast future funding needed to meet these needs.

### **Related Measures**

#### **M 2: Develop Updated Employee Compensation Plan**

**What:** Develop a scope of work, prepare a request for proposal, and advertise for a firm to work with the College in developing a current and updated employee compensation plan. Budget an estimated amount for the contract and mid-year revision to exact bid amount expected to be expended this fiscal year.

**Why:** The State of North Carolina has frozen employees salaries for several years and therefore the salary scales have been frozen for this time. Prior to the freeze, it had been approximately 5 years since the compensation plan had been reviewed by an external agency and updated. We have been losing employees to other agencies and many times the reason has been that the change in employment meant a salary increase. The College had previously stated in its compensation plan that the plan would be reviewed every 4 years, so we are over-due for the update.

**How/When:** In the Fall 2013, the Vice President for Business and Finance and the Vice President for Human Resources along with discussions with the President will discuss the findings from the contracted company related to compensation adjustments that are recommended. In Fall 2013 or early Spring 2014 semester, depending upon budget guidance, information in the final report on the compensation study, and needs of the College, decisions will be made concerning any compensation adjustments deemed appropriate.

**Who:** Vice-President for Business and Finance, Vice-President for Human Resources, Vice-President of Legal Services and Risk Management, and the College President.

**Source of Evidence:** External report

#### **Target:**

To adjust selected positions based upon the findings from the compensation study, NCCCS budget guidance, and needs of the College. A reduction of turnover in key positions compared to the turnover rates in the year prior to the adjustments. A copy of the final compensation pay scale for the selected positions is available for inspection in the Offices of Business and Finance and Human Resources.

#### **Reporting Finding (2013-2014) - Target: Partially Met**

The vendor conducting the compensation study completed the study with recommendations for pay adjustments. The General Assembly is still engaged in budget discussions and a final 2014-15 budget has not been determined at the state level. This must be received before any recommendations by the vendor can be acted upon. This target is considered partially met.

#### **Reporting Finding (2012-2013) - Target: Partially Met**

The compensation study request for proposal was released and bids were evaluated by a committee of senior management at the College. Fox-Lawson Associates was selected as the vendor to conduct both a compensation study and a position staffing study for the College. The vendor is anticipated to complete both product outcomes in the coming year (2013-14). A copy of the request for proposal that was released is attached as evidence of this outcome.

#### **Connected Documents**

[Business and Finance End of Year Report \(2012-13\)](#)  
[Compensation Study RFQ](#)

#### Related Action Plans (by Established cycle, then alpha):

##### **Develop Updated Employee Compensation Plan**

*Established in Cycle:* 2013-2014

Upon receipt of the approved state budget and NCCCS budget guidance, the College will consider pay adjustments that can be susta...

For full information, see the *Details of Action Plans* section of this report.

#### **O/O 3: Implement Purchasing Cards at the College**

The Vice-President of Business and Finance will coordinate with the Procurement Manager to implement the P-Card (Procurement Card) administered by NC Purchasing and Contract Division.

#### Relevant Associations:

##### **Institutional Goals Associations**

3 Ensure fiscal responsibility, accountability and financial stability.

##### **Strategic Objectives Associations**

###### **FTCC**

35 Submit accurate budget decision packages in a timely manner to support division operations and support an institutional goal related to the request for funding. Initial decision packages will be submitted annually in May.

36 Ensure appropriate communication among affected areas.

37 Monitor monthly budget reports and submit a budget reconciliation mid-year.

39 Communicate with all levels of the College to stay abreast of the future needs of the community and forecast future funding needed to meet these needs.

#### Related Measures

##### **M 3: Implement Purchasing Cards at the College**

**What:** In Fall 2013, a meeting will be held with potential card holders to discuss the guidelines, procedures, and benefits for using a P-Card in future College purchases.

**Why:** To increase effectiveness and efficiency in purchases required for operations. The P-Card is the only approved credit card for government agencies to use in purchasing. This card will allow users to order items online, purchase from non E-Procurement vendors, and facilitate purchases that are an immediate need for continuity of operations.

**How/When:** In early Fall 2013, decisions will be made on which employees need issuance of a card. In late Fall 2013, or early Spring 2014, cards will be issued to those identified and each will be reminded of the proper use for P-Card purchases. In late Spring 2014, or Summer 2014, an analysis will be compiled to examine the effectiveness of this new method of purchasing and a copy of that analysis will be shared with appropriate parties.

**Who:** Vice-President for Business and Finance and selected individuals that are issued the P-Card.

**Source of Evidence:** Government standards

##### **Target:**

To reduce the number of emergency requests for purchases with a corresponding reduction in the number of checks being issued to vendors. An analysis of the number of emergency requests for the current year will be compared to the previous year and posted in the Document Management section of WEAVEonline to measure increases/decreases in effectiveness and efficiency.

##### **Reporting Finding (2013-2014) - Target: Met**

In 2013, there were 194 emergency purchase order requests; in 2014, there were 149 emergency purchase order requests. An analysis of the emergency requests for 2012-13 was compared to 2013-14 reflecting a 23% decrease of emergency requests.

##### **Connected Documents**

[Eagle Pcard Implementation - Emergency POs 2013 - 194 Issued](#)

[Eagle Pcard Implementation - Emergency POs 2014 - 149 Issued](#)

#### **Details of Action Plans for This Cycle (by Established cycle, then alpha)**

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##### **Funding Allocation Process Review**

Carry forward of this assessment outcome from the 2009-2010 academic year into 2010-2011 academic year for continued assessment.

**Established in Cycle:** 2009-2010

**Implementation Status:** Planned

**Priority:** High

**Additional Resources:** None

**Connected Documents**

[09-21-09 BOARD MEETING.doc](#)

[Carls computer Equipment Decision Pkg..doc](#)

[State Budget Summary Status.xls](#)

##### **NC mandated internal control process**

This assessment will be carried forward into the next academic year and implemented if guidance is received from the State officials.

**Established in Cycle:** 2009-2010

**Implementation Status:** Planned

**Priority:** High

**Additional Resources:** None

**Connected Document**

[EAGLE PROGRAM0001.pdf](#)

### **Develop Updated Compensation Study**

The compensation study and position staffing was not completed in the 2012-13 assessment cycle. Fox-Lawson Associates anticipates a completion in the first quarter of 2013-14. This assessment outcome is partially completed and is carried forward in the new academic year awaiting completion by the selected vendor.

**Established in Cycle:** 2012-2013

**Implementation Status:** Planned

**Priority:** Low

**Projected Completion Date:** 09/2013

**Connected Document**

[Compensation Study RFQ](#)

### **Develop Updated Employee Compensation Plan**

Upon receipt of the approved state budget and NCCCS budget guidance, the College will consider pay adjustments that can be sustained over time.

**Established in Cycle:** 2013-2014

**Implementation Status:** Planned

**Priority:** High

**Relationships (Measure | Outcome/Objective):**

**Measure:** Develop Updated Employee Compensation Plan | **Outcome/Objective:** Develop Updated Employee Compensation Plan

**Projected Completion Date:** 06/2015

## **Analysis Questions and Analysis Answers**

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### **What were the strengths of your assessment process?**

Assessment provides documented internal controls/accountability for major quality improvement activities. It also ensures different departments of the division are working together for the success of targeted outcomes.

### **What were the weaknesses of your assessment process?**

The time required to gather proof is limited with all of the other ongoing requirements of the division. The process is sound but the time to complete all assessment requirements is limited.

### **What was learned as a result of your assessment process?**

The division will be paying closer attention when identifying future projected outcomes to select those that can likely be completed in one assessment cycle. The compensation study projected outcome has proven that some activities take more than just one year.

### **How will what was learned impact the direction and emphasis of your academic or support unit?**

The compensation study demonstrated the need for a more focused and time-limited projected outcome.

## **Annual Report Section Responses**

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### **Program Review (Academic Units)**

Support entities are not required to have program reviews.

### **Advisory Comm. Minutes (Academic Units)**

Support entities are not required to have advisory committee meeting minutes.

### **End Of Year Reports (VPs, AVPs, Deans)**

End of Year Report (2013-14) and Strategic Plan (2013-2018).

**Connected Documents**

[End of Year Report 2013-2014](#)

[Strategic Plan \(2013-2018\)](#)

# CIS Budget Revisions

Fayetteville Technical Community College

Budget Journal Entry Form

JE Type	State	x
A	County	
	Special	

\*\*\*BUDGET\*\*\*

Date 2/1/2014

Trans# \_\_\_\_\_

X in Adj Column Indicates a Permanent Adjustment to Base Budget

Fund	Purp	Voc	Object	Unit	Description	Debit	Credit	ADJ
11	220	97	527000	30000	Midyear Revision-Curriculum		100,700.00	
11	220	20	523000	31403	Midyear Revision-Curriculum	12,000.00		
11	220	97	527000	32000	Midyear Revision-Curriculum	25,000.00		
11	220	20	523000	32102	Midyear Revision-Curriculum	5,000.00		
11	220	20	544000	32109	Midyear Revision-Curriculum	1,500.00		
11	220	20	523000	32111	Midyear Revision-Curriculum	14,000.00		
11	220	20	535430	32206	Midyear Revision-Curriculum	17,000.00		
11	220	20	535430	32210	Midyear Revision-Curriculum	2,500.00		
11	220	20	544000	32210	Midyear Revision-Curriculum	1,500.00		
11	220	20	523000	33176	Midyear Revision-Curriculum	1,000.00		
11	220	20	523000	33360	Midyear Revision-Curriculum	7,000.00		
11	220	20	527000	33360	Midyear Revision-Curriculum	7,000.00		
11	220	97	513030	33370	Midyear Revision-Curriculum	3,000.00		
11	220	20	523000	33456	Midyear Revision-Curriculum	1,500.00		
11	220	20	535450	33457	Midyear Revision-Curriculum	1,700.00		
11	220	97	523030	35001	Midyear Revision-Curriculum	1,000.00		
11	220	20	535430	32202	Midyear Revision-Curriculum	23,745.00		
11	220	20	523000	32202	Midyear Revision-Curriculum		23,745.00	
11	220	97	535470	32000	Midyear Revision-Curriculum	3,299.00		
11	220	97	535470	32101	Midyear Revision-Curriculum		1,000.00	
11	220	97	535470	32104	Midyear Revision-Curriculum		500.00	
11	220	97	535470	32202	Midyear Revision-Curriculum		1,799.00	
11	220	97	519400	34102	Midyear Revision-Curriculum	7,959.00		
11	220	97	513030	34102	Midyear Revision-Curriculum		7,959.00	
11	220	97	513000	34501	Overloads	394,000.00		
11	220	97	513010	34501	Overloads		394,000.00	
						529,703.00	529,703.00	

Comments: Midyear revisions Curriculum

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Preparer: MH Approval: Keyer:

Journal Types :  
 O - Budget Open Bal  
 A - Budget Adjustment  
 C - Contingency











11	310	97	513000	40001		10,752.00
11	310	97	513010	40001		115,000.00
11	310	97	518100	40001		9,620.00
11	310	97	518200	40001		1,579.00
11	310	97	518300	40001		1,793.00
11	310	97	519090	40001		75.00
11	310	97	523010	40001		250.00
11	310	97	523030	40001	100.00	
11	310	97	527000	40001		900.00
11	310	97	543000	40001	1,171.00	
11	310	97	546200	40001	150.00	
11	310	97	513010	40003	204,696.00	
11	310	97	518100	40003	19,125.00	
11	310	97	518200	40003	4,759.00	
11	310	97	519090	40003	2,575.00	
11	310	97	519130	40003		500.00
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11	310	97	523030	40003	1,000.00	
11	310	97	527000	40003		4,000.00
11	310	97	535430	40003	6,557.00	
11	310	97	535450	40003		84.00
11	310	97	513000	40004	37,350.00	
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11	310	97	518200	40004	5,487.00	
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11	310	97	527000	40004	15,000.00	
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11	310	97	531110	42004		250.00
11	310	97	531140	42004		250.00
11	310	97	531150	42004		250.00
11	310	97	531500	42004		750.00
11	310	97	535100	42004		750.00
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11	310	97	518100	43002		1,669.00
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11	310	97	523000	43002		15,000.00

11	310	97	523010	43002		500.00
11	310	97	523060	43002	5,000.00	
11	310	97	527000	43002		2,000.00
11	310	97	535450	43002		57.00
11	310	97	544000	43002		1,000.00
11	310	97	513000	43003		62,017.00
11	310	97	513010	43003		16,648.00
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11	310	97	518200	43003		48,773.00
11	310	97	518300	43003		2,715.00
11	310	97	519400	43003		4,500.00
11	310	97	523000	43003		26,000.00
11	310	97	523010	43003		500.00
11	310	97	523030	43003		1,500.00
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11	310	97	544000	43003		500.00
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11	310	97	531220	44001	1,000.00	
11	310	97	531230	44001	1,500.00	
11	310	97	531240	44001	1,000.00	
11	310	97	531500	44001	500.00	
11	310	97	535430	44001	306.00	
11	310	97	535470	44001	105.00	
11	310	97	539800	44001	500.00	
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11	310	97	518100	46000	4,670.00	
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11_310_97- 527000- 40001	0	90000	11_310_97- 527000- 40001
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11_310_97- 518200- 40003	475900	0	11_310_97- 518200- 40003
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11_310_97- 527000- 40003	0	400000	11_310_97- 527000- 40003
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11_310_97- 527000- 40004	1500000	0	11_310_97- 527000- 40004
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11_310_97- 513010- 42004	715900	0	11_310_97- 513010- 42004
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11_310_97- 518200- 42004	0	106400	11_310_97- 518200- 42004
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11_310_97- 523030- 43003	0	150000	11_310_97- 523030- 43003
11_310_97- 527000- 43003	0	450000	11_310_97- 527000- 43003
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11_310_97- 523010- 44001	150000	0	11_310_97- 523010- 44001
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11_310_97- 531240- 44001	100000	0	11_310_97- 531240- 44001
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11_310_97- 523060- 44004	0	30000	11_310_97- 523060- 44004
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11_310_97- 519400- 45002	6000000	0	11_310_97- 519400- 45002
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11_310_97- 523060- 45002	100000	0	11_310_97- 523060- 45002
11_310_97- 527000- 45002	0	30000	11_310_97- 527000- 45002
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11_310_97- 523060- 46000	0	180000	11_310_97- 523060- 46000
11_310_97- 531140- 46000	20000	0	11_310_97- 531140- 46000
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10000000  
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	1849700	
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1723900		
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	50000	
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	30000	
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	180000	
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5000		
62300		
65533200	64046700	1486500





# CIS Budget Revisions

**Fayetteville Technical Community College**  
Budget Journal Entry Form

JE Type	State	x
A	County	
	Special	

\*\*\*BUDGET\*\*\*

Date 2/1/2014

Trans# \_\_\_\_\_

X in Adj Column Indicates a Permanent Adjustment to Base Budget

Fund	Purp	Voc	Object	Unit	Description	Debit	Credit	ADJ
11	110	97	531110	50000	Midyear Revisions-Learning Techn		405.00	
11	110	97	531220	50000	Midyear Revisions-Learning Techn	120.00		
11	110	97	531240	50000	Midyear Revisions-Learning Techn	265.00		
11	110	97	531250	50000	Midyear Revisions-Learning Techn	20.00		
11	410	97	526030	50000	Midyear Revisions-Learning Techn	600.00		
11	410	97	526060	50000	Midyear Revisions-Learning Techn	200.00		
11	410	97	527000	50000	Midyear Revisions-Learning Techn		820.00	
11	410	97	535430	50000	Midyear Revisions-Learning Techn	20.00		
11	410	97	526010	53000	Midyear Revisions-Media Services	800.00		
11	410	97	526030	53000	Midyear Revisions-Media Services	200.00		
11	410	97	526060	53000	Midyear Revisions-Media Services	100.00		
11	410	97	527000	53000	Midyear Revisions-Media Services		3,263.00	
11	410	97	535450	53000	Midyear Revisions-Media Services	1,209.00		
11	410	97	535470	53000	Midyear Revisions-Media Services	954.00		
11	410	97	544000	53000	Midyear Revisions-Media Services	5,355.00		
11	410	97	519250	53000	Midyear Revisions-Media Services		5,355.00	
11	410	97	519040	50000	Midyear Revisions-Media Services		29,730.00	
11	410	97	519040	53000	Midyear Revisions-Media Services	29,730.00		
						39,573.00	39,573.00	
Comments: Midyear revisions-Learning Technologies								
Preparer: MH						Approval:		Keyer:

Journal Types :  
 O- Budget Open Bal  
 A - Budget Adjustment  
 C - Contingency













**FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE  
BUSINESS AND FINANCE 2012-2013 END-OF-YEAR REPORT**

*Unit Purpose Statement: To provide professional and courteous Business and Finance that meet the needs of students, vendors, and employees; to assure fiscal accountability, proper management, and security of college assets and to support the educational programs of the College*

INSTITUTIONAL GOALS	OBJECTIVES AND ACTIVITIES (INCLUDING TIME FRAMES)	EVALUATION OF OBJECTIVES AND ACTIVITIES
4	4.1 Improve and provide additional services to students and employees.	See Below
	4.1.1 Provide the option of web-based payments for all Continuing Education Courses through the Datatel interface for registration and payment called Instant Enrollment. 2013-2018 (Ongoing)	Further discussions are needed with the AVP of Continuing Education and the Registrar to determine the feasibility of providing this option.
	4.1.2 Provide the option of web-based payments for short-term loans.	We tested the process of using Datatel to track our Short-Term loans. It was determined Datatel could not calculate the interest for the accounts. The interest option in Datatel was to calculate a flat rate without considering the number of days the loan was outstanding. There were also other issues that caused concerns. We came to the conclusion that the current version of Datatel could not perform the task we needed for our Short-Term loan process.
4	4.1.3 Provide the option of web-based payments for all students (including former students) to request and pay online for transcripts. 2013-2018 (Ongoing)	The Accounts Receivable Manager is currently working with Official Payments Corporation to provide this option in early 2013-2014.
	4.1.4 Provide and market WebAdvisor printing of W-2's to all active employees. 2013-2018 (Ongoing)	W-2's are provided to employees via WebAdvisor. Payroll continues to market WebAdvisor to all employees who sign up for direct deposit or who did not receive their W-2 hard copy in the mail. There are currently 379 employees who receive W-2 information via WebAdvisor.

**FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE  
BUSINESS AND FINANCE 2012-2013 END-OF-YEAR REPORT**

<b>INSTITUTIONAL GOALS</b>	<b>OBJECTIVES AND ACTIVITIES (INCLUDING TIME FRAMES)</b>	<b>EVALUATION OF OBJECTIVES AND ACTIVITIES</b>
	4.1.5 Provide direct deposit option to student employees through use of Higher One.	<p>After careful consideration it was decided not to allow students the option of having their payroll check deposited to their Higher One Card for the following reasons:</p> <ol style="list-style-type: none"> <li>1. Higher One charges to use as debit</li> <li>2. Students not activating cards</li> <li>3. Lost or misplacement of cards</li> <li>4. Timeliness of students receiving pay</li> </ol> <p>In comparing transactions per hour in January 2012 to January of 2013, there was an increase of 6% in the number of transactions processed per hour which decreases the length of time students wait in line.</p> <p>In January of 2012 prepaid online orders were taken on a trial basis. There were 32 orders placed and picked up. In August 2012 the number of prepaid orders rose significantly to 271 orders. Most students who prepay for books do not go through the bookstore line which would decrease the number of students waiting.</p>
4	4.1.7 Provide tuition payment plan options for second eight week term and Summer term. 2013-2018 (Ongoing)	<p>The tuition payment plan options for the 2nd 8 week terms and the summer semester were implemented during 2012-2013.</p> <p>Fall II 2012: 64 students enrolled in the payment plan.</p> <p>Spring II 2013: 107 students enrolled in the payment plan.</p> <p>Summer 2013: 329 students enrolled in the payment plan.</p>
	4.1.8 Provide a student kiosk in the Administration Building.	<p>A student kiosk was placed in the Administration Building near the cashier windows during the Fall semester. There was limited use of the kiosk due to restrictions set by MIS to minimize internet surfing, which did not allow students to use WebAdvisor payments, enroll in the tuition payment plan or access their student email. In Feb 2013, the restrictions set by MIS were lifted and students now have the ability to fully utilize this kiosk for WebAdvisor payments, enrolling in the tuition payment plan, accessing their student email and searching for addresses to complete a transcript request.</p>
	4.1.9 Provide employee reimbursements through direct deposit for Travel, etc. 2013-2016 (Short-Term)	<p>We plan to test providing direct deposits for employee reimbursements during the 2013-2014 year. If the test is successful, then we plan to implement the process during 2013-2014.</p>

**FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE  
BUSINESS AND FINANCE 2012-2013 END-OF-YEAR REPORT**

<b>INSTITUTIONAL GOALS</b>	<b>OBJECTIVES AND ACTIVITIES (INCLUDING TIME FRAMES)</b>	<b>EVALUATION OF OBJECTIVES AND ACTIVITIES</b>
	4.1.10 Make Bonus Leave balances available/ visible on pay stubs and Web Advisor. (Completed)	Bonus leave plan was created and implement on 06/1/12, giving employees the ability to see bonus leave balances on WebAdvisor and paystubs.
	4.1.11 Analyze need for new positions in the Bookstore. 2013-2018 (Ongoing)	This is an ongoing process.
	4.2 Maximize efficiency and productivity within the Office of Business and Finance.	See Below
	4.2.1 Update job descriptions/procedures manual for all positions. To enhance efficiency and productivity in the absence of an employee and will also be available to auditors. Burning copies of each manual to a CD and store in the disaster recovery room in VCC and the Spring Lake Center. 2013-2018 (Ongoing)	Updated annually.
4	4.2.2 Update the Continuity of Operations Plan (COOP) for the Business Office. (Completed)	COOP updates were completed. A copy was sent to Roderick Brower, Director of MIS. Copies were also distributed to Business and Finance supervisors.
	4.2.3 Maintain cash management procedures manuals. 2013-2018 (Ongoing)	The College's Cash Management Plan was updated and the new version was made available online in July 2013.
	4.2.4 Implement the use of electronic administrative forms such as request for travel, travel advance, report of absence, requisitions, central supply requisition forms, etc. Explore the possibility of electronic approvals for these forms. 2013-2016 (Short-Term) ( <b>Assessment Supported</b> )	We have tested and purchased rights to use DocuSign for the purpose of using electronic forms for travel advances and reimbursements. We plan to expand the use of electronic forms for other administrative forms during 2013-2014 using DocuSign.
	4.2.5 Renovate Property Control building to provide for more efficient processing. 2013-2018 (Long-Term)	Additional storage space has not been identified for Property Control. They will explore new options as space becomes available.

**FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE  
BUSINESS AND FINANCE 2012-2013 END-OF-YEAR REPORT**

<b>INSTITUTIONAL GOALS</b>	<b>OBJECTIVES AND ACTIVITIES (INCLUDING TIME FRAMES)</b>	<b>EVALUATION OF OBJECTIVES AND ACTIVITIES</b>
4	4.2.6 Identify areas within the Office of Business and Finance where document imaging can be utilized to minimize hard copy storage and improve efficiency. Implement document imaging in the areas identified ( <b>Assessment Supported</b> ).	We are using document imaging now for various functions instead of storing the original copies. We plan to identify other areas in the future that could improve efficiency and minimize hard copy storage.
	4.2.7 Redesign student parking in front of the warehouse and print shop to provide access for trucks in shipping and receiving due to safety concerns. (Completed)	Completed in 2012.
	4.2.8 Maintain inventory and accountability of the College's assets. Assist with Property Control's expanding operational requirements. 2013-2018 (Long-Term)	We were unable to hire an additional Equipment Control Technician. We will continue to explore the possibility of filling this additional position in order to assist Property Control in maintaining inventory & accountability of college assets.
4	4.3 Ensure productivity, fiscal responsibility and accountability in the use of all funds.	See Below
	4.3.1 Manage and account for all funds in accordance with Generally Accepted Accounting Principles and comply with local, state and general regulations. ( <b>Assessment Supported</b> ) 2013-2018 (Ongoing)	The College's most recent financial statement audit was performed by the Office of the State Auditor for fiscal year-ended 6/30/2011. There were no audit exceptions reported.
	4.3.2 Maintain internal control procedures questionnaire for all accounting cycles for audit use. ( <b>Assessment Supported</b> ). 2013-2018 (Ongoing)	Each year, the Controller completes the EAGLE process, as directed by the Office of the State Controller, by the required deadline. This is a self-assessment of internal controls over financial reporting and compliance.
	4.3.3 Conduct workshops on various Business and Finance functions. 2013-2018 (Long-Term)	<p>The Vice President for Business and Finance, Controller, Accounting Manager, and Accounts Receivable Manager completed 40 hours of Continuing Education for CPA requirements.</p> <p>The Vice President for Business and Finance conducted a 2 hour Professional Development class for Business &amp; Finance on getting to know College requirements &amp; locations.</p> <p>One Financial Accountant is working on a MBA.</p> <p>The Procurement Manager completed various training on purchasing provided by NC Purchasing &amp; Contract Division.</p>

**FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE  
BUSINESS AND FINANCE 2012-2013 END-OF-YEAR REPORT**

<b>INSTITUTIONAL GOALS</b>	<b>OBJECTIVES AND ACTIVITIES (INCLUDING TIME FRAMES)</b>	<b>EVALUATION OF OBJECTIVES AND ACTIVITIES</b>
4	4.3.4 Maintain loss/theft percentage under state average percentage. ( <i>Assessment Supported</i> )	This report is no longer provided by the State. However, the Property Control Supervisor will continue to maintain and report on loss/theft items. The Board of Trustees desires to continue getting this report.
	4.3.5 Work closely with QEP (Quality Enhancement Program) team to identify funds for QEP implementation. ( <i>Assessment Supported</i> ) 2013-2018 (Long-Term)	The Vice President for Business and Finance and Director of Budgets and Financial Systems met with the Associate Vice President for Curriculum Programs and Director of QEP to determine how much budget would be needed to support QEP. After that meeting, Director of Budgets and Financial Systems ran some queries to help the Director of QEP determine whether some of the salaries for help at registration should have been paid from the Student Services budget. As of June 2013, QEP ended up spending a total budget of \$337,000. The Director of QEP feels that this can be trimmed by several thousand dollars by re-allocating some of this cost to Student Services.

**FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE**  
**PO Box 35236**  
**Fayetteville, NC 28303**

**REQUEST FOR QUALIFICATIONS (RFQ) and Proposal (RFQ)**  
**EMPLOYEE COMPENSATION AND STAFFING STUDY**

**TITLE:** Compensation Study

**ISSUE DATE:** July 22, 2012

**DUE DATE:** August 24, 2012

**DELIVER TO:** Carl Mitchell, Vice President for Human Resources and Institutional Effectiveness/Assessment

Proposals must be received by **4:00 p.m. on August 24, 2012**. Proposals must indicate the firm and/or company name and the primary contact person on the front of each proposal. Any proposals received after 4:00 p.m. on August 24, 2012 will not be considered. Each vendor will need to submit 1 (one) copy of the proposal in paper copy format.

**Company Name:** Fayetteville Technical Community College

**Address:** 2201 Hull Road, Fayetteville NC, 20303

**Primary Contact Person:** Carl Mitchell

**Phone Number:** (910) 678-8240

**PURPOSE & PROJECT OUTCOMES**

Fayetteville Technical Community College is soliciting Requests for Qualifications (RFQ) and Proposals (RFP) for an employee compensation and staffing study. This compensation and staffing study will include analysis of faculty, staff, and the executive staff, and shall include recommendations for adjustments to part-time compensation scales comparative to the full-time scale adjustments. We are in search of a company to complete the following services and project outcomes as part of a comprehensive compensation survey and study:

1. Comprehensive review of existing job specifications and descriptions and the consultant companies recommendations to improve those documents for use with compensation decisions.
2. Interview employees, including entry-level, middle and senior managers, for their insights and perspectives on the College organization, staffing, operations, effectiveness and efficiency.

Interviews should be structured to identify appropriate knowledge, skills, abilities and other traits and characteristics of the position that should be considered for incorporation into job specifications and descriptions. Interviews should be conducted in such a way as to identify the essential job duties for each position under criteria established under the American with Disabilities Act and amendments.

3. Identify jobs appropriately as exempt/nonexempt status in accordance with criteria established under Fair Labor Standards Act.
4. Analyze current staffing levels as compared to other educational institutions of a comparable size and make recommendations for adjustments in staffing for better alignment. This should include an analysis of which College positions should be classified as market demand positions with additional compensation to effectively compete for talent based on such market demand.
5. Recommend specific education, certifications, and experience requirements for each FTCC position. Include a specification entry in each position job description where the position requires a background check of incumbents to comply with fiduciary trust requirements and financial aid requirements.
6. Review the organizational structure and employment and affirmative action policy manuals and provide recommendations for changes that will enhance the employment experience for current and future employees of the College.
7. Review and analyze the appropriateness of the College's grade structure and pay ranges relative to sound structural design principles. From the results of this analysis, develop a salary/total compensation plan to appropriately compensate the employees fulfilling the requirements of the job specifications and descriptions.
8. Develop a set of pay policies and procedures to govern the revised program. Faculty salaries analyzed must also include market value for the required teaching degree level.
9. Tabulate, summarize, and analyze comparative compensation for all FTCC positions to comparative university/community college positions in the Southeastern United States. A separate analysis should include evaluation of the comparative pay ranges for public and private employers in the nine counties immediately surrounding the College including positions at Fort Bragg.
10. Tabulate, summarize, and analyze the total compensation plans of the above 9 county region compared to FTCC's total compensation plan, including salaries, pension plans, retirement and other post-retirement benefits.
11. Develop point factoring methods that will ensure new positions created after the study completion are point factored appropriately to previous positions that were included during the study.
12. Determine and report the financial costs for making any needed equity adjustments to implement the revised salary scales/ranges.
13. Prepare a post-study Compensation Survey report, in electronic and ten (10) copies in paper format, recommending adjustments in compensation, by separate positions, and implementation alternatives for review and discussion by the Management Team of the College.
14. Prepare for and present contents of the final report after study completion to appropriate entities as decided by the College President.

This Request for Qualifications and Proposal does not indicate in any way that we are dissatisfied with the current pay scale, job descriptions, organizational structure and/or employee policies and

procedures; instead, we are seeking documented evidence of the comparability or lack of comparability of our current pay scales, benefits, job specifications/descriptions, and organizational structure with other employers in the local area to ensure that the College remains a competitive equal opportunity employer in the region. The College has 740 full-time employees.

**College Assistance:** The College shall provide the following information and services to selected vendor to assist them with the Study:

1. Access to the College's Organizational Manual, including all existing job descriptions and organizational charts.
2. Access to the Employment and Affirmative Action Manual and the Performance Appraisal Manual.
3. A copy of the current Salary scale used when classifying new positions at the College (tools developed for compensation decisions from the last compensation study completed at the College).
4. Historical and current salary, benefits, and total compensation data.
5. Workspace for interviewing employees and supervisors, including access to the internet.

The selected consultant will work primarily at the College's location and will collaborate with both the Vice-President for Human Resources and Vice-President for Business and Finance for assistance in scheduling of interviews with employees and supervisors and other support/staff necessary to assist with gathering appropriate existing College data in support of the study effort.

The selected consultant shall schedule work and submit the final Compensation Study and Staffing Proposals to the College President within 120 days of contract award. Consultant must consent to returning to present to the Board of Trustees at a time deemed appropriate by the College President even if such event occurs after the 120 days.

**Pre-proposal Questions:**

All questions relating to interpretation of the RFQ/RFP or required products shall be submitted in writing by mail, facsimile or electronic mail to Carl Mitchell, Vice-President for Human Resources, 2201 Hull Road, Fayetteville, NC 28303, 910-678-8373, [mitchelc@faytechcc.edu](mailto:mitchelc@faytechcc.edu), Fax: 910-678-0029

In the event it becomes necessary to substantially revise any part of this RFQ/RFP, addenda will be provided in writing to all consultant agencies that that indicated in interest to submit a proposal.

**Conflicts of Interest:**

Proposers shall disclose any conflicts or potential conflicts of interest that the respondents may have if awarded the contract.

**Invoicing:**

A Professional Services Agreement (PSA) will be created and duly signed by both parties to the agreement, including all provisions for invoicing and invoicing due dates. The PSA will also include required supporting documentation, including detailed statements of work, to be provided by the

vendor as the project proceeds. Terms of the PSA will be negotiated after selection of the appropriate vendor.

**Proposal Requirements:**

Proposers shall submit a proposal that includes the following items to be further considered:

1. Introduction: Presenting your understanding of the services requested and discussion of your proposed scope and methodologies for project.
2. Services and Timeline: Describe your general approach to full execution of the RFP requirements, along with a 120 or less timeline for completion of the project.
3. List of references: From other companies that you have provided similar services in the last two years.
4. Personnel: Identify and describe the experience of the consulting team members that will work on the assigned project and provide a copy of each consultant team member's resume, vitae or related certifications to demonstrate their experiences, skills and talents in completing a comprehensive compensation study for a large educational institution.
5. Costs: Provide a detailed cost estimate and a not to exceed amount for the compensation study that incorporates costs for all Project Outcomes identified above. Cost estimates shall indicate that the proposal estimates are valid for at least 90 days from the closing date on the RFQ/RFP.
6. Project Start: Indicate how many days past notification date that your company will require to prepare and commence work on the project if selected to complete the project work on behalf of the College.

Note: Costs for preparation and submission of proposals are entirely the responsibility of the company submitting such proposal for consideration and shall not be chargeable to College whether the company is selected or non-selected for the project.

**OTHER SUPPORTING DOCUMENTATION FOR THE PROPOSAL:**

Should this information be contained elsewhere in your proposal, please identify the question number and specifically where the information is contained within your proposal. Should this information not already be included in other parts of the proposal, please provide the information in the form of attachments to the proposal.

1. Provide a listing of community colleges, universities and other public sector clients in the Southeastern United States that your company has provided similar compensation and staffing studies and include the date for each study.

2. Do you have any post-study recommendations, from former clients, that you can share with us demonstrating their satisfaction level with compensation and staffing studies provided by your company?

3. Do you have additional information that you wish to share to assist us with our evaluation of your company's abilities to complete the project requirements on behalf of the College?

**MISCELLANEOUS:**

Proposals will be evaluated based on the model plan design, proposal conformity, qualifications of the firm and professional personnel, work methodologies and timeline, references of the firm from companies where they have provided similar studies, and project costs. College retains the right to reject, in its sole discretion, any and all proposals and/or responses to this Request for Qualifications/Proposal for Compensation and Staffing Study. The College reserves the right to select a vendor based on factors other than lowest bidder to ensure the highest quality study by a company whose project methodologies best meets the needs of the College. Once a vendor, consultant or company has been selected pursuant to this RFQ, the College reserves the right to terminate, in its sole discretion and for any reason whatsoever, any and all agreements with said vendor, consultant and/or company by notifying the company representatives in writing of said termination prior to the College receiving any benefits from the project.

PHASE	DESCRIPTION	MONTH							
		1	2	3	4	5	6	7	8
1	Project Planning and Strategy Development	OCT							
2	Job Analysis and Staffing	<del>OCT</del>	NOV	DEC	JAN				
3	Competitive Benchmarking and Pay Recommendations				<del>JAN</del>	FEB	MAR	APR	
4	Final Report								MAY

## SERVICES AND TIMELINE

The following phases describe the programs, assumptions, commitments and expectations of FLA in completing this study for the College.

### PHASE 1: PROJECT PLANNING AND STRATEGY DEVELOPMENT

In this phase, we will conduct a number of tasks that will enable us to better manage the study. We will assess your current classification and compensation systems and confirm the College's compensation philosophy and strategy. This clarification will serve as a guide for the remainder of the study tasks. Most of the initial phase of the study will occur on-site with the College.

During this phase, College personnel will assist FLA in assessing its current classification and compensation systems to ensure the current problems or concerns within the systems are understood. In addition, we will discuss alternative methodologies and approaches to the study. We anticipate most of the College's time in this task will involve meetings attended by senior leadership and Human Resources management.

In summary, we will perform the following:

ACTIVITY	DESCRIPTION
Project Plan	<ul style="list-style-type: none"> <li>FLA will work with the College to develop plans and approaches for the effective execution of the project. We will work with an internal team to assess the goals and recommend appropriate methodologies to achieve those goals. Once the approach to the study is confirmed, we will present it to College leadership for acceptance.</li> <li>We will conduct an initial review of the current systems and note specific areas to address during the study.</li> </ul>
Compensation Strategy	<ul style="list-style-type: none"> <li>FLA will review and clarify the College's compensation strategy, or if the College does not have a compensation strategy, we will assist the College in developing a strategy.</li> <li>The compensation strategy will serve as a guide for the remainder of the study and help to determine its placement in the labor market.</li> </ul>

ACTIVITY	DESCRIPTION
Communications and Employee Meetings	<ul style="list-style-type: none"> <li>We will provide the College with communication FAQ's that will assist in addressing questions or concerns employees may have during the study. Portions of the FAQ's can be distributed to the employees to inform them of the study and assist in eliminating any anxious feelings employees may have regarding the study.</li> <li>We will recommend a communication program for the study.</li> <li>We will hold up to three employee meetings (conducted in one day) to introduce the employees to the purpose and objectives of the study and to ensure that consistent communication and feedback is provided to the affected employees.</li> <li>We will provide an email address to employees in the event they have confidential questions they would like to ask us about their jobs.</li> </ul>
Project Management Discussion	<ul style="list-style-type: none"> <li>We will discuss project timing, collect necessary information needed to complete the study, agree to reporting relationships, and confirm related project management details.</li> </ul>

FLA Deliverables
<ul style="list-style-type: none"> <li>A project plan with timelines.</li> <li>Our initial assessment of the strengths and weaknesses of your classification and compensation systems.</li> <li>New or revised compensation strategy.</li> <li>Employee communication FAQ's.</li> <li>Employee orientation presentations.</li> </ul>

**Fayetteville Technical Community College  
Compensation Study Schedule**

#	PROJECT OUTCOMES PER RFP	FOX LAWSON PHASE *
1	Comprehensive review of existing job specifications and descriptions and the consultant company's recommendations to improve those documents for use with compensation decisions.	Phase 2
2	Interview employees, including entry-level, middle and senior managers, for their insights and perspectives on the College organization, staffing, operations, effectiveness and efficiency. Interviews should be structured to identify appropriate knowledge, skills, abilities and other traits and characteristics of the position that should be considered for incorporation into job specifications and descriptions. Interviews should be conducted in such a way as to identify the essential job duties for each position under criteria established under the American with Disabilities Act and amendments.	Phase 2 Includes interviews and verifications of essential versus non-essential
3	Identify jobs appropriately as exempt/nonexempt status in accordance with criteria established under Fair Labor Standards Act.	Phase 2
4	Analyze current staffing levels as compared to other educational institutions of a comparable size and make recommendations for adjustments in staffing or better alignment. This should include an analysis of which College positions should be classified as market demand positions with additional compensation to effectively compete for talent based on such market demand.	Phase 3
5	Recommend specific education, certifications, and experience requirements for each FTCC position. Include a specification entry in each position job description where the position requires a background check of incumbents to comply with fiduciary trust requirements and financial aid	Phase 2
6	Review the organizational structure and employment and affirmative action policy manuals and provide recommendations for changes that will enhance the employment experience for current and future employees of the College.	Phase 4 Some of this work occurs in Phases 2 and 3 with finalization in Phase 4
7	Review and analyze the appropriateness of the College's grade structure and pay ranges relative to sound structural design principles. From the results of this analysis, develop a salary/total compensation plan to appropriately compensate the employees fulfilling the requirements of the job specifications and descriptions. Recognition for degrees and industry certifications must be included in the compensation plan.	Phase 3 Includes pay grades
8	Develop a set of pay policies and procedures to govern the revised program. Faculty salaries analyzed must also include market value for the required teaching degree level.	Phase 3
9	Tabulate, summarize, and analyze comparative compensation for all FTCC positions to comparative community college/university positions in the Southeastern United States. A separate analysis should include evaluation of the comparative pay ranges for public and private employers in the nine counties immediately surrounding the College including positions at Fort Bragg. The analysis must include other North Carolina Community Colleges of comparable size, universities from the University of North Carolina System, private universities to include Campbell University and Methodist University, Cumberland County Public Schools, and Cape Fear Valley Medical Center.	Phase 3

**Fayetteville Technical Community College  
Compensation Study Schedule**

#	PROJECT OUTCOMES PER RFP	FOX LAWSON PHASE *
10	Tabulate, summarize, and analyze the total compensation plans of the above 9 county region compared to FTCC's total compensation plan, including salaries, pension plans, retirement and other post-retirement benefits.	Phase3
11	Develop point factoring methods that will ensure new positions created after the study completion are point factored appropriately to previous positions that were included during the study.	Phase 2 Internal equity
12	Determine and report the financial costs for making any needed equity adjustments to implement the revised salary scales/ranges.	Phase 3 Cost analysis
13	Prepare a post-study Compensation Survey report, in electronic and ten (10) copies in paper format, recommending adjustments in compensation, by separate positions, and implementation alternatives for review and discussion by the Management Team of the College.	Phase 4 Post study
14	Prepare for and present contents of the final report after study completion to appropriate entities as decided by the College President.	Phase 4

\* As determined on 9/24/12 conference call.

DATE PROCESSED	PURCHASE ORDER	COMPANY	DATE	DEPARTMENT
7/31	13-001	United Refrig	7/9/12	Denise
7/25	13-002	Brady	7/10/12	Denise
8/23 cancel per Denise - Duola request	13-003	DeON Arnold	7/10/12	Denise
7/19/12	13-004	AMA BOOKS	7-13-12	ANN MARY
7-19-12	13-005	United Refrig - <sup>LAH</sup> COMPRESSOR	7-13-12	Cathy Treadwell
8/1/12	13-006	Amerizon Wireless - Call box IISATC parking lot	7-17-12	Derek Dover, Security
8/12 7/30/12	13-007	Southeast Boiler - CJC ELEVATOR EMERGENCY PHONES	7-17-12	Cathy Treadwell - Plant Ops
7/30/12	13-008	Kings III - hit by lightning	7-17-12	JOEY GUY
7/30/12	13-009	Batteries Plus - <sup>Campus-wide</sup> emergency lighting	7-18-12	Denise Kinnison
Yoda cancel per Derek	13-010	Amerizon Wireless - <sup>mass notification system</sup> indoor controller GCB	7-20-12	Derek Dover
7/25/12	13-011	Acme Fence. HEC gate won't open	7-20-12	Cathy Treadwell
9/10/12	13-012	FTCC Bookstore 8/1/12-8/30/12	7/23/12	Darlene
7/30/12	13-013	Colonial Bldg <sup>early child wood ceiling</sup>	7/24/12	Cathy Inspector w/out up
8/9/12	13-014	Tams-Witmark	7/25/12	Denise Johnson
8/20/12	13-015	Kings III - EMERGENCY PHONES ELEVATOR - STORM	7-25-12	JOEY GUY
2/21 cancel per Denise NIC	13-016	Simplex CBI Fire Panel	7-25-12	Cathy Treadwell
7/30/12	13-017	Black's tire - Busted tire	7-26-12	Cathy Treadwell
7/31/12	13-018	FTCC Bookstore - 2 Phlebotomy Textbooks, Terry Chace	7-27-12	CE - Cathy Baxley / Anke Turner
8/15/12	13-019	Besam - SC Automatic Arm	7-31-12	Cathy Treadwell

DATE PROCESSED	PURCHASE ORDER	COMPANY	DATE	DEPARTMENT
9/4/12	13-020	Amerizon Radios down from storm	8/3	Derek
8/17/12	13-021	Merocan	8/3	Jeff
8/20/12	13-022	Kings III Library	8/3	Joey
8/19/12	13-023	Hens Truck mail Truck/Van	8/6	C. Treadwell
cancel per Cathy	13-024	ORKIN - TERMITES in ECEC want 800.00	8/8	C. Treadwell
9/20/12	13-025	Masters Ex masters will do for 200.	8/9/12	C. Treadwell
8/23/12	13-026	Deon Arnold Cond. unit	8/10/12	C. Treadwell
7/23 cancel per Derek	13-027	Amerizon mass notification	8/10/12	Derek
8/13 cancel per Cathy	13-028	Sunbelt Rental	8/10/12	C. Treadwell
9/11/12	13-029	Penske - Robin Teas	8.15.12	Fine Arts - Cross to Durham
8/21/12	13-030	Greenbiz Sculpture - Res Dr. Keen	8/16/12	C. Treadwell
8/22/12	13-031	Pro Physics	8/21/12	M. Walden/Ok per M. Johnson
9/4/12	13-032	Consolidated Laundry	8/22/12	Kim Walker
cancel 10/4 per Denise/G1	13-033	Deon Arnold	8/23/12	Denise
8/29/12	13-034	Langley Supply - Phone/Cable net CWH	8.23.12	HW + Cathy Treadwell
8/30/12	13-035	AMA	8/24/12	Ann Mary
9/4/12	13-036	Food Lion (made did not ship)	8/24/12	Nell Gilbertson
9/13/12	13-037	Lafayette Business	8/24/12	Yolande
cancel 10/1 per Denise	13-038	Hobart Student Center gull	8/27/12	C. Treadwell

DATE PROCESSED	PURCHASE ORDER	COMPANY	DATE	DEPARTMENT
7/15 cancel per Denise	13-039	Diaz Blinds (measuring)	8/30/12	Denise
9/19/12	13-040	Adams	9/14/12	Denise
cancel 10/14 per Denise	13-041	Langley Supply <sup>PARTS to fix AC</sup> in ConEd + Cumb. Hall	9-6-12	Cathy Treadwell
10/2/12	13-042	Treat-Rite	9-7-12	C. Treadwell
9/20/12	13-043	Eastern Jurf	9/15/12	Denise
5.8.13	13-044	AMERIZON - Call boxes not working	9-11-12	DERRECK DOVER
9/26/12	13-045	T PAVEL SERVICE	9/11/12	CATHY TREADWELL
9/28/12	13-046	South East Boder <sup>(Spring Lake)</sup>	9/11/12	Denise
9/18/12	13-047	AMA	9/14/12	Ann Mary
10/14/12	13-048	Bass <sup>Fitness center</sup>	9/12/12	C. Treadwell
9/19/12	13-049	South East Boder	9/17/12	C. Treadwell
cancel warrant	13-050	Source One	9/17/12	May Johnson/Anita
9/21/12	13-051	Johnstone Supply	9/17/12	C. Treadwell
10/2/12	13-052	AAA GLASS - BROKEN GLASS	9/19/12	C. TREADWELL
9/23/12	13-053	Deon Arnold (culinary)	9/19/12	C. Treadwell
10/1/12	13-054	Consolidated Laundry	9/20/12	K. Walker
cancel per Denise 10/22	13-055	Southeast Boder <sup>Fitness center</sup> air	9/24/12	C. Treadwell
10/8	13-056	Galsons	9/24/12	Harold Wyckoff
10/8	13-057	Deon Arnold	10/1/12	Denise

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DATE PROCESSED	PURCHASE ORDER	COMPANY	DATE	DEPARTMENT
	13-058	Jeffreys - Repair Simulators	10/2/12	K. Walker
10/4	13-059	Rite Way	10/2/12	HW
10/22	13-060	AAA Glass	10/3/12	Denise
10/29	13-061	Blacks Tire	10/3/12	Daryl Nobles John Ellington
10/11	13-062	Rite Way Safe	10/8/12	Kimberly Walker
10/11	13-063	Eastern Turf	10/8/12	C. Treadwell
10/18	13-064	Holmes Electric - alarm issues due to phone.	10.9.12	Nedra Rodriguez - WFO
10/17	13-065	AMA	10/12/12	Ann Mary
10/30	13-066	Sunbelt Rental -	10-16-12	C. TREADWELL
10/22	13-067	Hubbard Pipe - REPLACING hot water HEATER that went out	10-17-12	C. TREADWELL
10/30	13-068	Rite way	10/23/12	Denise
10/11	13-069	Patterson Medical (2 machines)	10/24/12	sheri/Pat Goum
11/5	13-070	Sams	10/30/12	Kim for Nell
11/19	13-071	Consolidated Laundry	11/1/12	Kim/Wendy
1-10-13	13-072	South east Boilers	11/5/12	Denise
11/15	13-073	Food Lion	11/8/12	Kim Walker
11/15	13-074	Marvin Allan Door L.H Rollup door	11/9/12	C. Treadwell
11/29	13-075	Consolidated Laundry	11/2/12	K. Walker
11/29	13-076	Hubbard Pipe	11/14/12	Denise

Repairman came

DATE PROCESSED	PURCHASE ORDER	COMPANY	DATE	DEPARTMENT
11/14 cancel per Veronica	13-077	Koretizing Laundry <sup>washers down</sup>	11/14/12	K. Walker
12/15	13-078	Genes Truck	11/14/12	C. Treadwell
11/15	13-079	Eastern Turf - cart - floor	11/14/12	Denise
2/4	13-080	Johnnies Paint - Brake - out	11/15/12	C. Treadwell
11/16	13-081	Eastern Turf - locker (cart used) - Assembly truck	11/15/12	C. Treadwell
11-16-2012	13-082	Industrial Power - VCC AIR HANDLER VSD Driver	11/16/12	C. TREADWELL
12/14	13-083	Consolidated laundry	11/20/12	Kim/Wendy
12/16	13-084	Southeast Boiler <sup>unit</sup> Steam	11/26/12	C. Treadwell
1-8-13	13-085	Facilities Control Technology - <sup>Repair Touch</sup> Probe Astrol Scan	11-27-12	Derek Dorer
3/13 cancel Per Denise	13-086	BESAM DOOR Co.	11/27/12	CATHY TREADWELL
Y25/13	13-087	FTCC BOOKstore <sup>12/3-</sup> Y18/13	12/3 <sup>12/3</sup> 4/8	mark mebee/D. Cline
CANCELED 12/3 12-0-12 per	13-088	NC State PSA	12/3	Nancy Davis
12/12	13-089	AEC Imaging <sup>Plotter</sup> Down	12/5	K. Walker
4-17-13	13-090	Mobart <sup>stove</sup> Broken	12/7	Mary Carter/Well
12/11/12	13-091	JOE COX glass	12/10	Denise
12/17	13-092	Concrete Service <sup>need by 12/11</sup> Concrete	12/10	C. Treadwell
12/18	13-093	Dramatist (for play)	12/12	Gemie
1-16-13	13-094	Deon Arnold	12/17	Denise
1/8/13	13-095	Sunbelt Rental	12/17	Denise

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DATE PROCESSED	PURCHASE ORDER	COMPANY	DATE	DEPARTMENT
1/8/13	13-096	United Refrigeration	12/18	C. Meadwell
1.10.13	13-097	South east Boilers	12/18	C. Meadwell
1/4/13	13-098	Genes Truck Service	12/18	C. Meadwell
1/8/13	13-099		12/18	C. Meadwell
1/8/13	13-100	Eastern Turf	12/18	C. Meadwell
1/24/13	13-101	Dean Arnold	1/2/13	May Carter <sup>cornell freezer</sup>
5.8.13	13-102	Amerizon indoor <sup>LRC</sup> (controls)	1/4/13	Derek
3/7/13	13-103	Haas / Jeffreys	1/4/13	K. Walker
1.17.13	13-104	Industrial Power	1/7/13	K. Walker
1/16/13	13-105	Genes truck	1/8/13	C. Meadwell
1.18.13	13-106	AMA	1/1/13	Ann Mary
2-18-13	13-107	Simplex	1/4/13	Denise
2/11/13	13-108	Johnnies Paint + Body	1/4/13	Denise
2/20 cancel per Denise	13-109	Contract Shading <sup>(measure)</sup>	1/5/13	Denise
1/14 cancel per Cathy we have a contractor	13-110	Thyssenkrupp <sup>Ymca Elevator</sup>	1/6/13	C. Meadwell
5.8.13	13-111	Amerizon	1/22/13	Derek
3/25	13-112	Industrial Power <sup>Repair Casmo</sup>	1/24/13	C. Meadwell
2/21/13	13-113	Genes Truck <sup>Security</sup>	1/28/13	C. Meadwell
2/5/13	13-114	Dans Golf cart	1/30/13	C. Meadwell

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DATE PROCESSED	PURCHASE ORDER	COMPANY	DATE	DEPARTMENT
7/23 cancel per Derek	13-115	Hawleys	2/1/13	Derek
2/15/13	13-116	Food Lion <sup>did not deliver</sup> (milk)	2/4/13	Nell Gilbertson
2/21/13	13-117	Dean Arnold	2/4/13	HW
2/19/13	13-118	Systems Depot - <sup>REPAIRS for HORN</sup> strobe in HDS <sup>FIRE ALARM</sup>	2-5-13	C. Treadwell
2/21/13	13-119	AEC Imaging <sup>C. AURTY - PLOTTER</sup> <sup>NEEDS REPAIR - NO WARRANTY</sup>	2-7-13	K. Walker
2/12/13	13-120	Food Lion <sup>driver did not show up</sup>	2-8-13	Nell
2/18/13	13-121	Batteries Plus <sup>(Ambulance)</sup>	2/8/13	C. Treadwell
2/21/13	13-122	Genes Truck <sup>truck</sup>	2/18/13	C. Treadwell
3/13 cancel per Denise	13-123	Simplex Firealarm	2/18/13	C. Treadwell
2/21/13	13-124	Eastern Turf <sup>House keeping</sup> <sup>Cent</sup>	2/20/13	C. Treadwell
2/22/13	13-125	Southeast Boilers <sup>LPH</sup> <sup>Boiler</sup>	2/20/13	C. Treadwell
3/13	13-126	Johnnies Paint	2/21/13	D. Kinnison
2/27/13	13-127	Food Lion (milk)	2-22-13	Nell Gilbertson - ECC
4/15/13	13-128	BRANTLEY <sup>Power Failure - Fire Code</sup> <sup>(VCC Production Studio)</sup>	2-22-13	JAMESON STEWART
2/27/13	13-129	Joe Cox	2-25-13	Denise
cancel per Denise 3/13	13-130	AAA Glass	2/27/13	Denise
3/1/13	13-131	Lewis Systems	2/27/13	C. Treadwell
3/1/13	13-132	Dramatic Pub	2/27/13	A Hubert (Dennis)
3/1/13	13-133	Genes	2/28/13	C. Treadwell

DATE PROCESSED	PURCHASE ORDER	COMPANY	DATE	DEPARTMENT
3/25	13-134	Industrial Power VCC	2/28	C. Treadwell
3/11	13-135	Tew Tile	2/28	C. Treadwell
<del>3/4</del>	13-136	Lowes (5) Attic Fans	3/4	HW
<del>4/9</del>	13-137	Hylland Const - Replacement of Rotten Decking	3/4	HW
3/12	13-138	AMA	3/7	Ann Marie
3/18	13-139	Genes Truck mail truck	3/18	C. Treadwell
11/18	13-140	Bob Ray & Rennick	3/18	David Sullivan
4/17	13-141	Amerizon inside controllers 2 Bldgs - mail	3/11	Derek
3/18	13-142	Ind. Power A/C A/C	3/11	C. Treadwell
4/17	13-143	Machine + Welding	3/11	Ann (welder dead)
3/25	13-144	Brewer	3/12	Charles
<del>11/18</del> 6/11	13-145	Amerizon call boxes	3/12	Derek
3/18	13-146	Southeast bowler Hot water Heals, etc	3/13	Denise
3/18	13-147	Sunbelt	3/13	Denise
4/10	13-148	Besam Admin Bldg	3/13	C. Treadwell
6-19-13	13-149	Amerizon mass notid.	3/14	Derek
3/20/13	13-150	Genes install van ramp	3/14	C. Treadwell
3/20/13	13-151	HAIR Plumbing - WATER main blocked in LAH	3-18	C. Treadwell
7/23 cancel per Derek	13-152	AMERIZON - call box	3-20	Derek Dover
7/23 cancel per Derek	13-153	Amerizon call box	3/28	Derek

3/4/13 Found During ROOF Repair - unforeseen Circum Per HUD\*

DATE PROCESSED	PURCHASE ORDER	COMPANY	DATE	DEPARTMENT
4/16	13-154	Besam	3/28	C. Treadwell
7/23 cancel person	13-155	SE Boiler - LAF Hall is not working	3-29-13	Cathy Treadwell
5-8-13	13-156	Amerigon Wireless (313 Library + 511 HTC) Call bot repair	4-5-13	Derek Dover - Security
4/14	13-157	South east Boilers	4/8/13	MW
10.20.13	13-158	Mobart - dishwasher temp control	4/9/13	Mary Carter / Well
4/22	13-159	AMA	4/10/13	Ann Mary
4/11	13-160	GENE'S TRUCK #5 CHEVY TRAVERSE JUNIOR	4-10-13	DENISE KINNISON
	4-29-13 PER 13-161	Master Exl DENISE - NO CHARGE Ankers inspecting off for termite	4/12/13	C. Treadwell
	13-162	Simplex Fire alarm GBC	4/12/13	C. Treadwell
5/14	13-163	microfax security (on per) D. Sullivan (Beth)	4/19/13	D. Sullivan
5/7	13-164	Southeast Boiler	4-22-13	DENISE
4/25	13-165	Sherwin Williams quant of paint for Adm	4/24/13	C. Treadwell
5/7	13-166	Lewis Systems Body shop compressor	4/24/13	C. Treadwell
5/22	13-167	Data signs marquee	4/24/13	wanda
5/1	13-168	Southeast Boiler - SR pump assembly	4-29-13	DENISE
5/1	13-169	GENE'S TRUCK - Dump truck	4-29-13	DENISE
5/1	13-170	GENE'S TRUCK - mail VAN	4-29-13	DENISE
5/2	13-171	Lowes Hot water Heater for CEC	4/30/13	Denise
6/4	13-172	Simplex	4/30/13	Denise
5/20	13-173	Honglee Stables over the 250 limit	5/1/13	Hu

DATE PROCESSED	PURCHASE ORDER	COMPANY	DATE	DEPARTMENT
6/4	13-174	Acme fence <sup>latch</sup> on childcare gate	5/3	Cathy
	13-175	Ameryon <sup>spurs lake</sup> strobe/speakers	5/6	Derek
6.20.13	13-176	Ameryon <sup>service date 5/10/13</sup> Radio repair	5/10	Derek
5/29	13-177	Genes	5/15	MW
5/21	13-178	AMA	5/16	Ann Mary
6/4	13-179	Southeast Boiler <sup>spurs lake</sup>	5/20	Carthy
	13-180	Ameryon <sup>HEC</sup> radio	5/21	Derek
6/4	13-181	Deon Arnold <sup>cllinary</sup> freezer	5/30	Denise
8/9	13-182	Ameryon (Informant)	6/3	Derek
6.11.13	13-183	Mawin allen <sup>Roll up door at site</sup> DOOR	6/3	C. Treadwell
6.11.13	13-184	Genes Truck <sup>shop</sup> truck	6/4	C. Treadwell
8/9	13-185	Southeast Boiler - YMCA	6-10	DENISE
8/14	13-186	CARRIER -	6-13	C. TREADWELL
6/14	13-187	Food Lion - milk	6-13	MARY CARTER FOR NELL GILBERTSON
6.14.13	13-188	ACME FENCE - EXTRA KEYS FOR ECC Gate latch	6.13.13	Denise Kinnison
6-24-13	13-189	Consolidated Laundry - Washer Repair	6.13.13	Veronica Guines
7/3/13	13-190	DEON ARNOLD - A/C NOT WORKING SHC	6-13	C. TREADWELL
6.27.13 <sup>reg. sit'n</sup>	13-191	CORPORATE INTERIORS - STORAGE UNIT	6.24.13	Amy SAMPERTON
per <sup>Dang on site</sup> 6/20/13	13-192	Longleaf Supply	6-21-13	C. Treadwell
7/1/13	13-193	US Foods	6/24/13	Nell



DATE PROCESSED	PURCHASE ORDER	COMPANY	DATE	DEPARTMENT
8/22	14-001	Phillips towing	7/5/13	Denise
8/9/13	14-002	Edwards Elect Systems	7/8/13	Denise
7/30/13	14-003	Gene's Truck - SECURITY	7-8-13	Denise
11/5/13	14-004	American mess net	7-8-13	Derek
9/1/13	14-005	Rogers + Hammestein	7/1/13	D Johnson/A. Hubert
7/24	14-006	Industrial Power - HTC A/C Motor	7.15.13	Denise
9/5	14-007	DAVIS FORKLIFT	7.15.13	Don Roberts/Anke Turner
10/3	14-008	FTCC Bookstore 7.18.13 - 8/28/13	7.18.13	Bookstore/mark
7.25.13	14-009	American Management Assoc.	7-19-13	Ann Mary
10/31	14-010	Bass	7/23/13	Denise
7/31/13	14-011	Gene's Truck/mailman	7/23/13	Denise
10/23 cancel purchase	14-012	Dize Blinds (measure)	7/23/13	Denise
9/10/13	14-013	Gene's Truck/Housekeeping	7/24/13	Cathy
7/31/13	14-014	Deon Arnold (Freezer) <sup>Culinary</sup>	7/24/13	Cathy
9/2 cancel per Denise	14-015	Dize (measurement) <sup>Morace Dick - culinary</sup>	8/1	Denise
9/3 cancel Linda Did not need	14-016	HP	8/6	Linda Harrell
6/19 cancel Per Stanley	14-017	American	8/17	Derek Dyer
9/24	14-018	Bass Air Cond	8/12	HW
11/18	14-019	Deon Arnold (AC in Neil Currie)	8/14/13	Cathy
9/12/13	14-020	South east Bale	8/19/13	Denise

DATE PROCESSED	PURCHASE ORDER	COMPANY	DATE	DEPARTMENT
8/27	14-021	Mastercraft	8/26	Denise
10/7/13	14-022	Industrial Power	8/27	Denise
to A center Perkins 6/19 center Per Stanley	14-023	APPLE - for Gary Smith's <sup>Finan's phone</sup> Macbook Pro	8-30-13	Rod Bauer
	14-024	AMERIZON - MASS Notif.	9-4-13	DEREK
10/9/13	14-025	Dean Arnold	9-10-13	<del>Dean Arnold</del> Denise
9/23	14-026	AMA	9/18/13	Ann Mary
9/24, 11/4	14-027	T. Daniels <sup>stove</sup> Echold hood <sup>water pump</sup>	9/29/13	C. Jeadwell
10/7	14-028	Gene's Truck #14	9/24/13	Denise
9/30	14-029	Dale's Florist	9/27/13	Nedra
10/24	14-030	Joe Cox Glass (autobody shop)	9/30/13	C. Jeadwell
11/9	14-031	Southeast Boiler	9/30/13	Denise
10/9/13	14-032	Maize Plumbing <sup>under Lafayette</sup>	10/1/13	C. Jeadwell
10/21/13	14-033	Carolina Enviro <sup>additional cost for pipes</sup>	10/21/13	C. Jeadwell
10/17/13	14-034	Simplex	10/31/13	Denise
10/14/13	14-035	Consolidated Laundry	10/31/13	B. McCabe / Veronica
10/14/13	14-036	AMA	10/31/13	Ann Mary
11/7 Cancel <sup>Per Denise</sup>	14-037	Industrial Power	10/31/13	DENISE K.
11/6/13	14-038	Dean Arnold	10/7/13	Denise K.
10/9/13	14-039	Industrial Power	10/8/13	Denise K.
1/27/14	14-040	AMERIZON WIRELESS - <sup>EMERGENCY</sup> Notifications system	10/8/13	DEREK

DATE PROCESSED	PURCHASE ORDER	COMPANY	DATE	DEPARTMENT
10/17	14-041	Quality Equipment <sup>John Deere</sup>	10/19/13	C. Jeadwell
11/18	14-042	Davis Forklift	10/10/13	Anke
11/18	14-043	Davis Forklift	10/14/13	Anke
10/17/13	14-044	Industrial Power <sup>ATC AtrCon</sup>	10/16/13	C. Jeadwell
11/4/13	14-045	Lewis Systems	10/21/13	C. Jeadwell
11/5/13	14-046	Joe Cox Glass/Hope mills <sup>shop door</sup>	10/21/13	C. Jeadwell
12/19/13	14-047	Johnnies Paint <sup>utility truck</sup>	10/23/13	C. Jeadwell
10/29	14-048	Rite way lock & safe	10-24-13	H.W.
11/17 <sup>per Jessica no charge cancel</sup>	14-049	Lafayette Business ID# 4613	10/25	C. Jeadwell
11/6/13	14-050	Dean Arnold	10/29	Sum/PC unit C. Jeadwell
10/30	14-051	Johnstone supply	10/29	Freon C. Jeadwell
11/21	14-052	Southeast Bodies	10/30	Denise
10/19 Cancel Per Stanley	14-053	Amerizon Wholesale	11/4	Denok
11/18/13	14-054	Johnnies Paint & Body	11/4	Denise
11/21/13	14-055	Southeast Body	11/4	Denise
11/14/13	14-056	Joe Cox Glass <sup>mfr</sup>	11/12/13	C. Jeadwell
11/21 cancel Per Denise	14-057	McBee Cad PI	11/14/13	Denise
11/20	14-058	Dean Amc <sup>14-059</sup>	11/18/13	Denise
	14-059	JB Pilliar	11/19/13	Moneak Legal
12/14	14-060	Consolidated	11/20/13	Veronica

14-059  
Moneak  
check

DATE PROCESSED	PURCHASE ORDER	COMPANY	DATE	DEPARTMENT
12/9/13	14-061	Atlantic Services of Wilm J. Rideout Rainbow Int. - YMCA	11-20-13	Denise
1/15/14	14-062	Rite-way safe + lock (keys)	11-22/13	Cathy Treadwell
1/12	14-063	Simplex Fire Panel Neill Currie.	12/12/13	Denise
12-18-2013	14-064	KORETizing NO hot water NO GAS - NO DRYERS	12/2/13	Wendy - COSMO PO043334
12/11	14-065	Dean Arnold	12/3/13	C. Treadwell
12/19	14-066	Johnnies Paint + Body	12/19/13	Denise
1/17/14	14-067	Sears	12/16/13	Shaunon
2/18/14	14-068	FTCC Bookstore 12/16 - 1/17/14	12/16/13	Mark McGee
1/7/14	14-069	Genes Truck	12/16/13	Denise
1/21/14	14-070	Samuel French	12/16/13	Dennis/A. Hubert
1/7/14	14-071	Black's tire Security tires Base	12/17/13	C. Treadwell
	14-072		12-11-13	DENISE
	14-073			DENISE
	14-074			DENISE
	14-075			DENISE
	14-076	Master Exterminators		Cathy Treadwell
1/4/14	14-077	AMA	1/4	Ann Mary
1/31/14	14-078	Consolidated Laundry	1/4/14	Wendy/D. Nobles
	14-079	Simplex	1/4/14	Denise
2/27	14-080	Simplex Library	1/5/14	Denise

Cancel  
did not  
use Break

Call Denise  
checking on

14-079

DATE PROCESSED	PURCHASE ORDER	COMPANY	DATE	DEPARTMENT
2/22/14	14-081	Southeast Bowles	2/16/14	C. Jeadwell
2/23/14	14-082	AMA	2/16/14	Ann Mary
2/23/14	14-083	AMA	2/17/14	Ann Mary
2/17/14	14-084	JOE COX / Hope mills Glass	2/30/14	Denise
2/4/14	14-085	Greenbig Rock salt	2/30/14	Cathy
2/4/14	14-086	System	2/31/14	Dennis
2/18/14	14-087	BESAM - <sup>Broken automatic</sup> door at Cosmotology	2-4-14	Cathy
2/11/14	14-088	Lewis systems	2-4-14	Denise
2/17/14	14-089	Hope Mills Glass - 2 broken windshields	2-4-14	Cathy
also cancel per admin covered man	14-090	Source One	2/6/14	M. Johnson
cancel already ordered	14-091	McGee Cadd	2/6/14	Denise
cancel per Denise	14-092	Lewis systems	2/10/14	Denise
2/27	14-093	Cape Fear Awnings	2/11/14	MW warehouse
Void per HW	14-094		2/11/14	MW
2/25/14	14-095	Sams <sup>everything in Refrig Bad</sup>	2/19/14	Nell
3/8	14-096	Amerizon	2/19/14	Stanley Young
3/20	14-097	Brady Parts	2/20/14	Denise
3/28	14-098	Consolidated Laundry	2/20/14	Wendy Austin
3/20 cancel Insurance	14-099	Rainbow International <sup>Tallywood Fire</sup>	2/21/14	MW
3/18/14	14-100	Mechanical Maintenance	2/24/14	Denise

DATE PROCESSED	PURCHASE ORDER	COMPANY	DATE	DEPARTMENT
3/21 Cancel per Anita	14-101	Source One	2/25/14	M. Johnson
3/19	14-102	Mechanical Maint <sup>Spring leak</sup>	2/27/14	Denise
3/18	14-103	South east Boilers	2/27/14	Denise
3/5/14	14-104	Riteway safe <sup>keys for security</sup>	2/27	Denise
3/24	14-105	Gene's Truck Service <sup>mail van is broken 3-4-14</sup>		Denise K.
3/7/14	14-106	South east Boilers <sup>ATC</sup> Heat	3/5/14	Cathy
3/21 no change cancel	14-107	Source One	3/10/14	P. Gorum
3/18 Cancel per J. Bailey	14-108	BFPE - Cameras (security)	3/11/14	Bails
3/27	14-109	Dean Arnold <sup>ECC</sup> Ice machine	3/11/14	C. Treadwell
4/14	14-110	MASTER'S - TERMITES		C. TREADWELL
3/24	14-111	Riteway	3/18/14	Felipa
3/26	14-112	AMA	3/21/14	AMA
5/8	14-113	Dramatists Play Service	3/21/14	Dennis/A. Hubert
3/27	14-114	Haire Plumbing	3/24/14	Denise
5/5 4/3	14-115	Amerizon	3/26/14	Stanley Young
4/7	14-116	Consolidated Laundry	3/27/14	Wendy/D. Noble
4/9	14-117	Hobart <sup>child care kitchen</sup> dishwasher	3/31/14	C. Treadwell
4/11	14-118	Cardinal Industrial Equip.	4/3/14	Denise
6/16/14	14-119	Southeast boiler <sup>ATC</sup> boiler	4/8	C. Treadwell
4/9	14-120	Water works <sup>ball in</sup> grate hold	4/8	C. Treadwell

DATE PROCESSED	PURCHASE ORDER	COMPANY	DATE	DEPARTMENT
5/1/14	14-121	Doughtrey Equip <sup>Forklift</sup>	4/9	C. Treadwell
4/15/14	14-122	AMA	4/9	Ann Mary
6/9 Cancel Per Denis	14-123	Vause Equip - TRAC loader broken	4/10	C. Treadwell
6-10-14	14-124	Hobart ICC dishwasher	4/15	C. Treadwell
6/9 Cancel Per Geanne 6/9 Cancel Per Amy	14-125	Rite Way <sup>was the battery cost set in</sup> Safe	4/28	Geanne Pope
	14-126	APPLE - Mac Repair for <sup>OS won't boot</sup> Janan Wamenia MAC	4-29-14	CYNTHIA MASSIE
5/2/14	14-127	Food Lion	4/29/14	Stacy/Nell
5/13/14	14-128	Brewer <sup>Roller/sealer</sup> 1336	4/30/14	Kym
no charge	14-129	Source One	5/1/14	P. Gorum
5/5/14	14-130	Southeast boiler <sup>comb</sup> 144	5/1/14	Denise
	14-131	Amerizon	6/9/14	J. Bailer
5/13	14-132	<sup>change to AAA per Cathy Hill</sup> Hope Mills Glass	14-131	C. Treadwell
5/27	14-133	Genes Truck		C. Treadwell
6/18	14-134	AMERIZON		J. Bailer
6-10-14	14-135	Hobart	11/14	Denise
6/9 Cancel Per Samantha	14-136	Sears	5/9/14	A. Jones
	14-137	Haire Plumbing <sup>sic</sup>	5/9/14	C. Treadwell
5/27	14-138	Consolidated Laundry	5/13/14	Veronica
6/9 Cancel Per Denis	14-139	Vause Equip	5-15-14	C. treadwell
6/16/14	14-140	Southeast Boiler	5-20-14	DENISE K.

Denise 6/9/14  
14-131  
Joe Cheeks  
on  
11/14



# FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE MINUTES OF BOARD OF TRUSTEES

## September 21, 2009

Held in the Board Room of the Tony Rand Student Center at 12:45 p.m.

### Members Attending

Mr. Charles J. Harrell, Mr. J. Gary Ciccone, Mrs. Esther R. Thompson, Ms. Lula G. Crenshaw, Mr. Ronald Crosby, Mr. Charles E. Koonce, Mrs. Sheryl J. Lewis, Mr. David McCune, Mrs. Susie S. Pugh, and Mr. William S. Wellons, Jr.

### FTCC Personnel Present

President J. Larry Keen, Vice President for Academic and Student Services Barbara Tansey, Vice President for Business and Finance Betty Smith, Vice President for Legal Services and Risk Management David Sullivan, Vice President for Administrative Services Joe Levister, Vice President for Learning Technologies Bob Ervin, Vice President for Human Resources Audrey Berry, Vice President for Institutional Advancement Brent Michaels, and Administrative Assistant to the President Betty Shackelford.

### Members Absent

Dr. Mike W. Choe, Dr. Dallas M. Freeman and Student Government President James Tolson.

### Call to Order

The meeting was called to order by Board Chair Charles J. Harrell.

### Recognition of Guests

Mr. Harrell recognized all guests and welcomed them to the meeting.

### Ethics Awareness and Conflict of Interest Statement

Mr. Harrell read the Ethics Awareness and Conflict of Interest Reminder. No conflicts of interest were identified.

### Board Resolution Regarding Executive Order 21

On a motion by Mr. Ciccone and seconded by Mr. Wellons, the Board unanimously approved adding the Approval of Board Resolution Regarding Executive Order 21 on the Board Agenda for this meeting. (Added under Special Trustees Business.)

### August 17, 2009 Meeting

On a motion by Mr. Koonce and seconded by Mr. Wellons, the minutes of the August 17, 2009 meeting were unanimously approved.

## COMMITTEE REPORTS

### Planning Committee

The Planning Committee met at 11:00 a.m. prior to this meeting. Mr. Charles E. Koonce, Chairman, presented the report to the Board.

Approval of Strategic Plan for 2009 – 2014. On the recommendation of the Planning Committee, Mr. Koonce moved to approve the Strategic Plan for 2009 – 2014 as presented at the August 17, 2009 Board meeting. The motion was unanimously approved by the Board.

Finance Committee. The Finance Committee met at 11:10 a.m. prior to this meeting. In the absence of Dr. Mike Choe, Chairman, Mr. Gary Ciccone presented the report to the Board.

**Approval of State Budget Revisions.** State Budget Revision S10-1 allots the unexpended balance of HB275 funds for the 2009-2010 budget. State Budget Revision S10-2 reallocates funding from areas originally allotted by NCCCS to areas where monies will be spent for 2009-2010. State Budget Revision S10-3A through S10-3L provides for the distribution of non-formula state allotments as follows: S10-3A State Child Care, S10-3B Customized Training for Productivity Enhancement, S10-3C Small Business Center, S10-3D, Multi Campus Allotment, S10-3E Health Sciences Grant, S10-3F Technical Education, S10-3G Tech Prep, S10-3H Botanical Lab, S10-3I Equipment, S10-3J Books, S10-3K Military Business Center, and S10-3L Vocational Education. State Budget Revision S10-4 allocates the JobsNow 12 in 6 allotments for fiscal year 2009-2010. State Budget Revision S10-5 allocates the Mandatory Management Flexibility Reduction 2009-2010.

On the recommendation of the Finance Committee, Mr. Ciccone moved to approve State Budget Revisions S10-1, S10-2, S10-3A, S10-3B, S10-3C, S10-3D, S10-3E, S10-3F, S10-3G, S10-3H, S10-3I, S10-3J, S10-3K, S10-3L, S10-4, and S10-5. The motion was unanimously approved by the Board.

**Approval of Combined Budget for Fiscal Year 2009-2010.** The Combined Budget (DCC 2-1) is required by the NC Community College System. On the recommendation of the Finance Committee, Mr. Ciccone moved to approve the Combined Budget (State, County, Plant, and Institutional Funds) in the amount of \$114,412,255 for the 2009-2010 fiscal year. The motion was unanimously approved by the Board.

**Human Resources Committee.** The Human Resources Committee met at 11:20 a.m. prior to this meeting. In the absence of Dr. Dallas Freeman, Chairman, Ms. Lula Crenshaw presented the report to the Board.

**Update on Employee/Student Assistance Plan.** The Employee/Student Assistance Plan provides referral counseling services for students, employees, and their family members. The initial contract period with Cape Fear Valley Medical Center was October 1, 2008 through September 20, 2009. The contract automatically renews effective October 1, 2009 for one year. The services have been excellent.

**Building and Grounds Committee.** The Building and Grounds Committee met at 11:25 a.m. prior to this meeting. Mr. William Wellons, Chairman, presented the report to the Board.

**Approval of College Electronic Signature Policy Administrative Procedures Manual I-24.20.** The expanding use of computers and technology necessitates a College Electronic Signature Policy. The College does not have an existing policy for electronic signatures.

On the recommendation of the Building and Grounds Committee, Mr. Wellons moved to approve the College Electronic Signature Policy Administrative Procedures Manual I-24.20. The motion was unanimously approved by the Board. A copy of the policy becomes a permanent part of the minutes of this meeting. See Attachment A.

**Discussion of Real Estate.**

- (a) Western Campus Update
- (b) Former Service Merchandise Building

The Board did not consider these items at the Board meeting.

**Special Trustees' Business**

**Notification of 2009-2010 Committee Assignments.** A copy of the Committee Assignments for 2009-2010 is attached. (See Attachment B)

**40<sup>th</sup> Annual Association of Community College Trustees Leadership Congress – October 7 – 10, 2009, San Francisco, California.** Ms. Lula Crenshaw, Mrs. Susie S. Pugh, Dr. Dallas M. Freeman, Mr. David McCune, and Dr. Larry Keen will be attending the Leadership Congress.

**NC Community College State Board Meeting – October 14 – 16, 2009 at Fayetteville Technical Community College.** Trustees will be invited to several events with State Board members.

**Approval of Resolution to the Governor Requesting that NC Community Colleges be Exempt from Executive Order 21.** Mr. Sullivan reported that the NCACCT sent a letter to the governor requesting that community colleges be exempt from Executive Order 21 (an additional 5% cut for state agencies). NCACCT Executive Director Donny Hunter encouraged Trustees to pass a Resolution of Support for the request. The Resolution should be sent to the governor.

Mr. Ciccone moved to approve the Resolution Requesting that NC Community Colleges be exempt from Executive Order 21. The motion was seconded by Mr. Koonce and unanimously approved by the Board. A copy of the Resolution becomes a permanent part of the minutes of this meeting. (See Attachment C)

### **President's Report**

#### **Next Board Meeting – Monday, October 19, 2009.**

**SACS Update.** SACS Leadership Team Chair Brent Michaels gave the following report:

- We are in the Final Stages of collecting and writing responses to the 81 Principle Statements.
- As responses are presented and approved by the SACS Leadership Team, they are being forwarded to the Writing and Editing Team for the completion of the Compliance Document.
- The phase will be completed by December 2009.
- Final Editing and approvals are scheduled for January - February 2010.
- The completed Compliance Document is to be mailed and received by SACS before March 15, 2010.

**See Written Report.** Dr. Keen referred to the President's Report dated September 21, 2009. A copy of the report was included in each Trustees notebook.

Dr. Keen reminded Trustees of the Fort Bragg STEM Community Kick-off Tuesday, September 22, 2009 from 6:00 – 8:00 p.m. at 71<sup>st</sup> High School. STEM is an innovative approach to education that uses Science, Technology, Engineering, and Mathematics to cultivate creativity in all students.

**Adjournment.** The meeting was adjourned at 1:25 p.m.

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Charles J. Harrell, Board Chair

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Esther R. Thompson, Secretary

**ADMINISTRATIVE PROCEDURES MANUAL I-24.20  
Electronic Signature Policy**

Fayetteville Technical Community College (FTCC) recognizes an electronic signature as a valid signature from faculty, staff, and students subject to Conditions 1 and 2 below.

An electronic signature is defined as any electronic process signifying an approval to terms, and/or ensuring the integrity of the document, presented in electronic format.

Students use electronic signatures to register, check financial aid awards, pay student bills, obtain unofficial transcripts, update contact information, log into campus computers, complete forms, submission of class work, tests, etc.

Faculty and staff use electronic signatures for submitting grades, viewing personal payroll data, logging into campus computers, accessing protected data through the administrative computing system and custom web applications provided by the college, etc.

An electronic signature is considered valid when one of the following conditions is met:

**Condition 1: Student/Employee Log in ID and Personal Identification Number (PIN)**

- Institution provides student or employee with a unique PIN
- Student or employee sets his or her own PIN
- Student or employee logs into a secure site using both the Log in ID and PIN

**Condition 2: Campus Network Username and Password**

- Institution provides student or employee with a unique username
- Student or employee sets his or her own password
- Student or employee logs into the campus network and secure site using both the username and the password

It is the responsibility and obligation of each individual to keep their PIN and their password private so others cannot use their credentials. This is further explained in Section I-23.10: Access Account Guidelines of the Administrative Procedures Manual.

Once logged in, the student or employee is responsible for any information they provide, update, or remove. FTCC will take steps to ensure both the PIN and password are protected and kept confidential. Furthermore, users are responsible for logging out of all systems and exercising the necessary precautions when using publicly accessible computers.

This policy is in addition to all applicable federal and state statutes, policies, guidelines, and standards.

FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE  
STANDING COMMITTEES  
BOARD OF TRUSTEES  
FISCAL YEAR 2009-2010

Mr. Charles J. Harrell, Board Chair  
Mr. J. Gary Ciccone, Vice Chairman  
Mrs. Esther R. Thompson, Secretary

Building and Grounds

Mr. William S. Wellons, Jr., Chairman  
Mr. J. Gary Ciccone  
Ms. Lula G. Crenshaw  
Mr. Charles E. Koonce  
Mrs. Esther R. Thompson  
Mr. Charles J. Harrell, Ex-Officio

Curriculum Committee

Mrs. Susie S. Pugh, Chairwoman  
Dr. Mike W. Choe  
Mr. Ron Crosby  
Dr. Dallas M. Freeman  
Mrs. Sheryl J. Lewis  
Mr. Charles J. Harrell, Ex-Officio

Finance Committee

Dr. Mike W. Choe, Chairman  
Mr. J. Gary Ciccone  
Mr. Ron Crosby  
Mr. Charles E. Koonce  
Mr. David McCune  
Mrs. Esther R. Thompson  
Mr. Charles J. Harrell, Ex-Officio

Human Resources Committee

Dr. Dallas M. Freeman, Chairman  
Ms. Lula G. Crenshaw  
Mrs. Sheryl J. Lewis  
Mr. David McCune  
Mrs. Susie S. Pugh  
Mr. William S. Wellons, Jr.  
Mr. Charles J. Harrell, Ex-Officio

Planning Committee

Mr. Charles E. Koonce, Chairman  
Dr. Mike W. Choe  
Dr. Dallas M. Freeman  
Mrs. Susie S. Pugh  
Mr. William S. Wellons, Jr.  
Mr. Charles J. Harrell, Ex-Officio

**RESOLUTION  
OF  
THE BOARD OF TRUSTEES OF  
FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE**

**WHEREAS**, the North Carolina Community College System is designated as the primary lead agency for delivering workforce development training, adult literacy training, and adult education programs in the State; and,

**WHEREAS**, Fayetteville Technical Community College believes the road to our state's economic recovery begins at the doors of our state's community colleges; and,

**WHEREAS**, Fayetteville Technical Community College is the third largest community college in the North Carolina Community College System providing access to affordable, quality education to over 40,000 students every year; and,

**WHEREAS**, Fayetteville Technical Community College's curriculum programs have grown by about four percent this academic year and our continuing education programs have grown by more than twenty-five percent this academic year; and,

**WHEREAS**, Fayetteville Technical Community College expects to grow dramatically during the next several years with the significant expansion of Fort Bragg; and,

**WHEREAS**, Fayetteville Technical Community College respects its duty and responsibility, as a public entity, to be a good steward of the financial resources allocated to it; and,

**WHEREAS**, Fayetteville Technical Community College's reduced its budget this fiscal year by holding open vacant positions, delaying necessary expenses, asking our faculty to temporarily accept additional work and classes and increasing the number of students in classes; and,

**WHEREAS**, Fayetteville Technical Community College believes that it has accomplished the required budget cuts in a manner that minimizes the effect of the cuts on our students; and,

**WHEREAS**, Fayetteville Technical Community College is unable to absorb additional budget cuts without dramatically affecting our students and jeopardizing the role we hope to play in growing the Cumberland County economy as Fort Bragg expands.

**THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Fayetteville Technical Community College calls upon Governor Beverly E. Perdue to exempt North Carolina's community colleges from Executive Order Number 21 and to protect community colleges from additional budget cuts in both this and next fiscal year.

Adopted this the twenty-first day of September, 2009.

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Charles Harrell  
Chairman, FTCC Board of Trustees

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Esther Thompson, Secretary,  
FTCC Board of Trustees

**FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE**

**Equipment Decision Package**

**Cost Center:** Institutional Effectiveness and Assessment      **Budget Year:** 2010-2011

**Person Initiating Request:** Carl Mitchell      **Extension:** 88322/88239

<b>Description of Equipment:</b> Dell OptiPlex 780 Minitower Base Standard PSU, Genuine Windows 7 Professional to XP Professional, SP3, Media, English		<b>Proposed Location and For Use by Whom (Individual or Group):</b> HOS 602, Carl Mitchell	
<b>Reason for purchase:</b> Carl is using the last computer bought for Polly Davis in August 2007. This computer is slowing down considerably because of the large existing IEA work load and the added SACS work load.		<b>Consequences if not funded:</b> We are afraid that this computer could crash at any time and cause an immediate shut down in productivity for IEA and SACS projects.	
<b>Cost of Acquisition:</b> \$1,353.24	<b>Discount (If Known)</b>	<b>Support Costs (Sales Tax, Freight, Etc.) (If Known)</b> \$138.24	<b>Approximate Acquisition Cost (If Known)</b> \$1,491.49
<b>Equipment Item Software</b>			
<b>Does installation require FTCC Plant Operations setup, electrical wiring, plumbing, water, etc?</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>			
<b>If yes, approval is needed from Director of Facility Services.</b>			

Approval:	Date:			Priority	
<b>Department Chairperson:</b>					
<b>Division Chairperson:</b>					
<b>Director of Facility Services:</b>					
<b>Dean/Director:</b>					
<b>Appropriate Associate VP:</b>					
<b>Vice President:</b>					
<b>President:</b>					

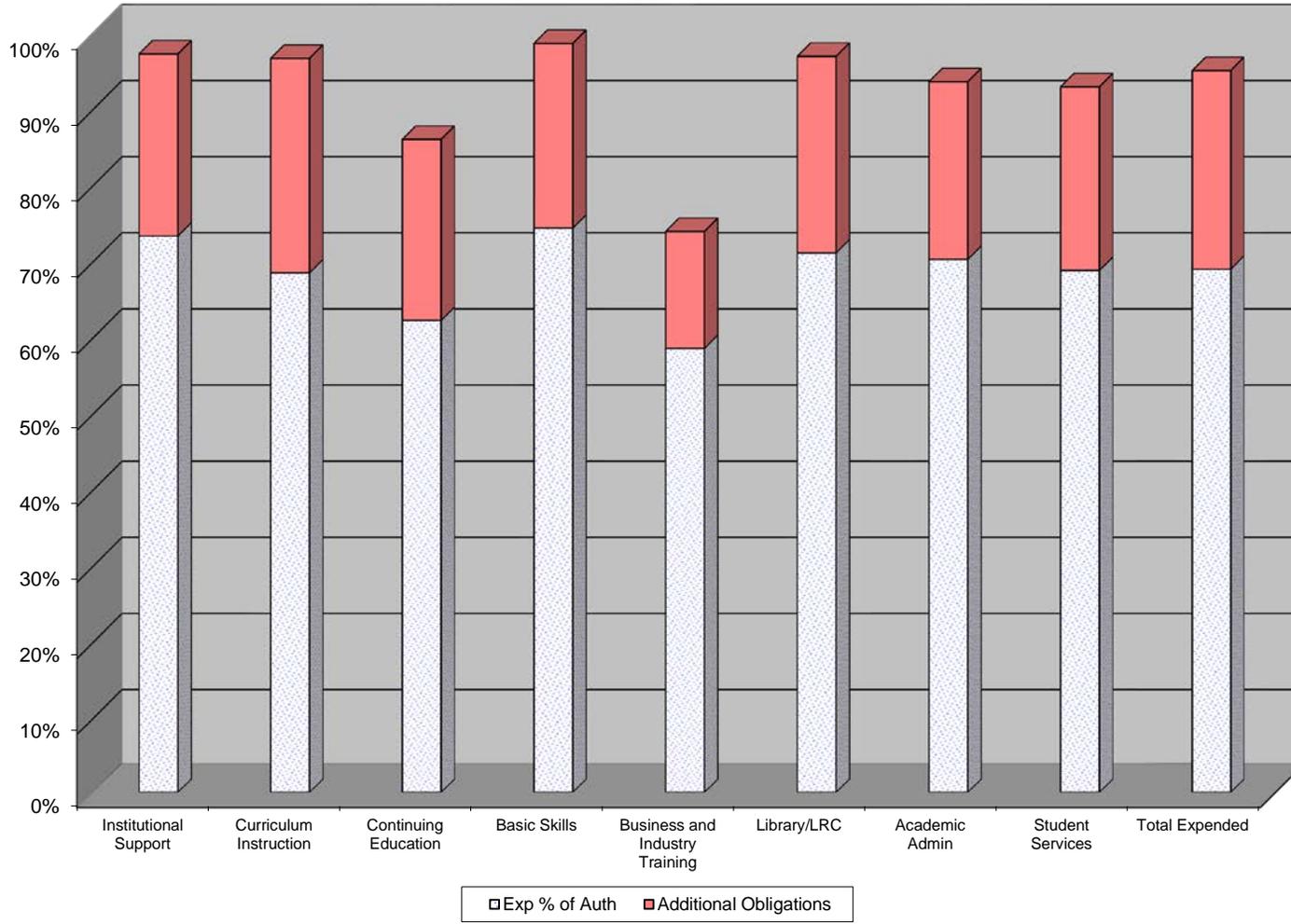
ADDITIONAL DETAILED INFORMATION OR EXTENUATING CIRCUMSTANCES MAY BE PROVIDED ON THE BACK OF THIS FORM.

STATE CURRENT EXPENSE SUMMARY TOTALS

AS OF: M A R C H 2009 - 2010

Target - 75.0%

	Institutional Support	Curriculum Instruction	Continuing Education	Basic Skills	Business and Industry Training	Library/LRC	Academic Admin	Student Services	Total Expended
<b>Exp % of Auth</b>	73%	69%	62%	74%	59%	71%	70%	69%	69%
<b>Additional Obligations</b>	24%	28%	24%	24%	15%	26%	23%	24%	26%
<b>Tot % of Auth</b>	97%	97%	86%	99%	74%	97%	94%	93%	95%



Distribution: (Quarterly)  
 J. Larry Keen  
 Barbara Tansey  
 Joe Levister

Prepared by: Jeannie Plummer  
 Office of Business and Finance



## State of North Carolina Office of the State Controller

DAVID T. MCCOY  
STATE CONTROLLER

November 5, 2009

### MEMORANDUM

**TO:** Community College Presidents

**FROM:** David McCoy *David McCoy*

**SUBJECT:** EAGLE Program Deferral – FY2010

Chapter 143D of the North Carolina General Statutes, “The State Governmental Accountability and Internal Control Act”, assigns to the management of each agency the task of maintaining a system of internal control within that agency. To assist agencies in meeting their statutory responsibility and to increase fiscal accountability in state government, the Office of the State Controller (OSC) has implemented an internal control program which we refer to as the EAGLE (EnhanAccountability in Government through Leadership and Education) Program.

Last year, we announced the community colleges would be included in the final group for the Phase I (internal control over financial reporting) implementation of the EAGLE Program – with a rollout date planned for November 2009. The purpose of this memorandum is to inform you of our recent decision to defer implementation of the EAGLE Program within the community colleges for an additional year. We have recently made major changes to the EAGLE Program requirements for FY2010 – allowing for more flexibility and making the overall program less prescriptive. During FY2010 we will work closely with the first two implementation groups to refine the changes prior to rolling the EAGLE Program out to the community colleges.

To achieve the requirements of NCGS Chapter 143D for FY2010, each community college will be required to complete a Self-Assessment of Internal Control Questionnaire. You will also be required to submit an Annual Certification of Internal Controls form to the Office of the State Controller by July 31, 2010. You will receive the questionnaire and certification form on or before May 15, 2010.

Lastly, each community college has previously appointed an Internal Control Officer (ICO). The ICO serves as the community college’s primary liaison with OSC on all matters pertaining to internal controls and the EAGLE Program. As such, the appointed ICO should have sufficient authority and capacity to fully represent the college. When the EAGLE Program is implemented within the community college, the ICO will be responsible for leading and coordinating the work effort of the college’s assessment team and will be ultimately responsible for ensuring compliance with the EAGLE Program requirements.

MAILING ADDRESS: 1410 Mail Service Center, Raleigh, North Carolina 27699-1410  
STREET ADDRESS: 3512 Bush Street, Raleigh, North Carolina 27609  
Phone (919) 981-5454 ~ Fax (919) 981-5567  
<http://www.osc.nc.gov> ~ An EEO/AA/AWD Employer

Your ICO should ideally possess the following competencies:

- Knowledge of the community college's financial statements and/or CAFR preparation
- Familiarity with the community college's key business processes
- Awareness of the community college's internal control procedures

We would like for you to confirm or reconfirm your selection for ICO by completing the attached form. **Please provide us with the name and information of the ICO by December 1, 2009. You may send the attached form with this information via email to Wynona Cash, Risk Mitigation Analyst – Team Lead at [wynona.cash@osc.nc.gov](mailto:wynona.cash@osc.nc.gov).**

The Office of the State Controller is committed to you and your college's success. If you have any questions or would like additional information regarding the EAGLE Program, you may contact Ben McLawhorn at (919) 981-5409.

cc: Community College Business Managers

Attachment:  
ICO Appointment Form

# *Fayetteville Technical Community College*

## **2013-2014 END-OF-YEAR REPORT**



### **Mission Statement**

**“Serve our community as a learning-centered institution to build a globally competitive workforce supporting economic development”**

**P.O. Box 35236  
2201 Hull Road  
Fayetteville, North Carolina 28303-0236  
[www.faytechcc.edu](http://www.faytechcc.edu)**

**FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE  
2013-2014 END-OF-YEAR REPORT**

***Institutional Goal # 1: Respond to student and community needs through measurable goals:***

1. FTCC will increase graduation rates to 25% by 2018.
2. Increase headcount enrollment by 3% annually.
3. Increase gainful employment (employment in field of study) of students.
4. Increase completion rates for Workforce Investment Act (WIA) training programs by 20%.
5. Meet or exceed the NCCCS Performance Measures goals.
6. Achieve 90% satisfaction rate on all surveys and course evaluations.

<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
<p>1.1 Promote student successes and College Best Practices with a targeted goal of 50+ information releases and/or presentations annually (2)</p>	<p>Workforce Development Director and Business Services Representative have made several presentations regarding WIA services, to include FASHRM (Fayetteville Area Society of Human Resource Managers) and a workshop on On-the-Job Training at the NC Partnership Conference. (Workforce Development)</p> <p>FTCC Foundation Board Members, Executive Director, and College President made presentations to five community groups in support of raising funds for student needs. Also, the FTCC Foundation Board Members, Staff, and Ambassadors were included in three radio programs and four radio spots. (Foundation)</p> <p>FTCC Foundation Executive Director coordinated with faculty and staff to donate four full Backpack Buddy bags through Leadership Fayetteville and led the FTCC Alumni Association and Ambassadors in an Adopt-a-Student effort that provided Christmas presents to three student families. (Foundation)</p> <p>Marketing &amp; Public Relations Department Information Released:</p> <ol style="list-style-type: none"> <li>1) Press Releases - 25 Postings</li> <li>2) Facebook Releases - 205 Postings               <ul style="list-style-type: none"> <li>- Likes increased from 1,430 to 3,541</li> </ul> </li> <li>3) Twitter Releases - 336 Postings               <ul style="list-style-type: none"> <li>- Followers increased from 21 to 222</li> <li>- Example/US Department of Veteran Affairs</li> </ul> </li> </ol>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<ul style="list-style-type: none"> <li>* Response to FTCC VA Tweet/Credit for Prior Learning</li> <li>* US Dept of VA Affairs - 19,200 followers</li> <li>* Student Veterans of America - 6,300 followers</li> <li>* VFW Post 2866 - 400 followers</li> <li>* Total: Message Tweeted to 29,000+ followers</li> </ul> <p>4) LinkedIn - Company Page - 1,091 Followers - College Page - 6,667 Followers</p> <p>5) Blog - 15 Postings - 18 Followers</p> <p>6) Instagram - 21 Photos Posted - 23 Followers</p> <p>7) Google+ (new site) - 1,559 Views - 2 Followers</p> <p>8) YouTube (Media Services) - 71 Subscribers</p> <p>(Marketing &amp; Public Relations)</p> <p>FTCC Media Services produced public relations, marketing, promotional and informative media to inform and educate an adult audience. (Media Services)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>Provided curriculum program/division orientations. (Curriculum)</p> <p>Provided Health Applicant Counseling Sessions for prospective health students and information sessions for eligible health applicants. (Curriculum)</p> <p>Sigma Kappa Delta produced a video of student literacy narratives in coordination with FTCC Media Services. (Curriculum)</p> <p>Provided 46 community presentations plus weekly in-house briefing/presentations to the College and Career Readiness Orientation Class (Make the Grade) and various weekly HRD classes both on and off campus. (Continuing Education)</p> <p>Through advertisement, tabloid and bi-weekly ads the College continued to increase enrollment to meet the demanding needs of the community. (Continuing Education)</p> <p>Participated in Open Houses, Prior Learning Assessment (PLA) workshops, and NCAEOP presentations. (Curriculum)</p> <p>Provided 26 outreach events included: Five major print articles, two radio interviews, 16 Education Fairs, presentations given at CAEL and CCME symposiums. ( Military Programs)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>Produced and hosted 24 (two per month) "FTCC Community Spotlight" radio shows on the WIDU AM radio network. (Success Center)</p> <p>Wrote an article highlighting the history, services, and resources of the Success Center; published in the April 9-15, 2014 edition of "Up and Coming" magazine. (Success Center)</p> <p>Career Counseling participated in a UNC-CH videography on FTCC C-STEP student's successes and who completed an internship in Switzerland. (Student Services).</p>
<p>1.2 Use the Educational TV channel to provide timely information/programming to the community (2)</p>	<p>FTCC Media Services production staff produced five monthly programs in the FCE-TV studio including two Cumberland County programs that promoted our region: "Cumberland Conversations" and "Cumberland Matters" and two FTCC education programs that promoted our College, one in English, "FTCC and You" one in Spanish, "Punto de Encuentro," and "Get Connected" in partnership with Cumberland County Schools.</p> <p>We added several productions to FCE-TV: The FTCC 2014 Graduation Ceremony at the Crown Coliseum, a series of student orientation videos including "FTCC Student Welcome," "FTCC Student Checklist," "FTCC Financial Aid," "How to use WEBADVISOR," "Esthetics," "2014 State of the</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>College: FTCC's Economic Impact on Our Region," and six new FCE-TV Channel Identification videos. (Media Services)</p> <p>Once a month: Punto de Encuentro and FTCC and You. (Continuing Education)</p> <p>A new TV commercial was released for advertising FTCC Continuing Education programs such as EMS, Fire and Certified Nursing Assistant that have been viewed by the public. (Continuing Education)</p> <p>Barbering Program was highlighted in Continuing Ed informational commercial. (Continuing Education)</p> <p>The Small Business Center created an infomercial and utilized the educational TV channel to promote the Small Business Center services. (Continuing Education)</p> <p>An informational piece on MOS Program was provided to FECTV. (Military Programs)</p>
1.3 Partner with community organizations to connect students to potential employers (3)	<p>The Document Control Technician attended Job Fairs to include: "March to Work" on March 27 and "Hiring Our Heroes" on April 30. (HR/WFD/IE)</p> <p>The Workforce Development Business Services Representative/On-the-Job Training Coordinator met and partnered with over 40 businesses and</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>organizations around the community for On-the-Job training opportunities, including, but not limited to, Hercules Steel, McCune Technology, Time Warner Cable, U-Teck, Center for Economic Empowerment &amp; Development, Harlow Heating &amp; Air Services, Union Corrugating, Tekton Construction Company, L3 Communications, Karaman Communications, Operations Services, Inc., and Southeastern Freight Lines. (Workforce Development)</p> <p>Conducted Annual Employer Survey in Spring 2013. 100% would hire more FTCC graduates. (HR/WFD/IE)</p> <p>FTCC Foundation Board Member offered internship opportunity through Systel. FTCC Foundation circulated two large job fairs notices out to the FTCC Alumni Association members. (Foundation)</p> <p>FTCC partnered with Cumberland County, Cumberland County Schools, UNC Pembroke, FSU to provide educational and informative programming for students and the community. (Curriculum)</p> <p>Procurement Manager connected Workforce Development with management at the Cameo Theatre to connect students with potential job opportunities. (Business &amp; Finance)</p> <p>In partnership with Career Step, we offered optional externships with CVS/Walgreens for students in the "Working in the Pharmacy" program.</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>(Continuing Education)</p> <p>Provided HRD classes for those specifically seeking employment at the following plants: Smithfield, Mountainair and Prestige Farms. (Continuing Education)</p> <p>We have partnerships with Cape Fear Valley Hospital, Cumberland County EMS and surrounding area health offices to meet the growing demand for potential employers. (Continuing Education)</p> <p>Local businesses came into classes as guest speakers to promote employment after completion. Partnered with CEED, SBTDC, SCORE and SBA to offer entrepreneurship educational training for potential self-employers and small business owners. (Continuing Education)</p> <p>Chamber of Commerce – Provided AMA classes for students to achieve promotional levels in their current jobs or for obtaining other possible jobs. Took flyers to Job Fairs. (Continuing Education)</p> <p>Industry Services partnered with Workforce Development and the Employment Security Commission. (Continuing Education)</p> <p>Developed an English Education Pre-Major; and liaised with Cumberland County Public Schools and the Fayetteville</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>Observer to place students in Work-Based Learning internships. (Curriculum)</p> <p>Social Work Club hosted the following: a LCSW from Ft. Bragg to discuss her career as a social worker; the clinical supervisor of the Social Work Program at Methodist University gave students an overview of social work as a career. (Curriculum)</p> <p>Provided a paralegal reception at the Cumberland County Courthouse. (Curriculum)</p> <p>Career Counseling coordinated Health Job Fair with 27 vendors (98 FTCC health students attended); Coordinated and planned Career Job Fair for various programs with 37 vendors (over 500 FTCC students attended); Provided 154 job vacancy announcements from potential employers; Met with 52 potential FTCC student employers to advertise job notices. (Student Services)</p> <p>Spring Lake received 25 scholarships at \$1000 for FTCC graduates matriculating to FSU. (Curriculum)</p>
1.4 Engage stakeholders to develop and expand College funding opportunities melding community and student needs. (1, 2, 3)	FTCC Foundation engaged stakeholders and focused on re-engaging past organizational and scholarship donors while also expanding existing fundraising campaigns and events. (Foundation)

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>Technical Innovations and Applications obtained NCCCS Virtual Learning Community (VLC) grant of \$150,000 and partnered with other VLC Centers to obtain \$200,000 2+2 funds. All funds expended to serve the end user, the students. (Foundation)</p> <p>FTCC has been awarded grants from local businesses, state and federal governments, and various non-profit foundations to enhance students' educational experiences. FTCC has received grants ranging from \$3,000 to over \$1,000,000. Each grant has a specific purpose for use. Some of the grants that FTCC has received were used to award scholarships for students in specific programs of study, to pay for childcare costs for students to attend classes, and to reimburse students for testing fees. (Foundation)</p> <p>Briefs were provided to: Select Committee of the NC General Assembly; NC Lt. Gov; NC State Senators; NC Sec of Commerce; NC State Representatives; XVIII ABN Corps Commander; and NC State Adjutant General. (Military Programs)</p> <p>Career Counseling completed recruitment of high school and college students for the C-STEP program, emphasizing Carolina Covenant opportunities of possible funding sources; designed and advertised university flyers for representatives and their campus visits to recruit FTCC students for continued education beyond the two-year funding limit (15); coordinated visit from UNC-CH FA office to discuss student funding. (Student Services)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
<p>1.5 Align the FTCC Foundation, Inc. goals and outcomes to support the College. (2, 3)</p>	<p>FTCC Foundation worked with the College to move the scholarship application and selection process to financial aid and scholarship so that more students had the opportunity to apply and more awards made to students who meet the donors' criteria. FTCC Foundation Board voted to allow for full-time equivalence to be counted for health scholars who were in clinicals and to allow a semester academic probation period to better align the scholarships and student needs. Foundation staff met with Veteran's Service center, Career Center, Culinary Arts, high school, Performing Arts, and Business program areas to discuss funding needs and opportunities. (Foundation)</p> <p>Utilized grant funding through the Foundation for bus passes to improve student retention in the HRD program. (Continuing Education)</p> <p>EMT-Basic and Paramedic pass rates were measured with Paramedic passing rates of 97% and EMT-Basic at 91% passing rate for 2013-2014. (Continuing Education)</p> <p>Worked with the Foundation Office to seek funding to promote youth entrepreneurship. Small Business Center received \$5,000 grant from Wells Fargo Corporation. (Continuing Education)</p> <p>Provided two adequate Center for Business and Industry rooms for quarterly meetings enabling them to have a place that allowed for catering food, so they did not have to leave the premises and can continue their meetings.</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	(Continuing Education)
1.6 Streamlining initial processing of WIA participants to ensure more efficient transition into training programs. (2, 3, 4)	<p>The Workforce Development Center have streamlined its services to customers by integrating our services with Wagner-Peyser (Employment Service). We closed the separate office in Spring Lake, and we have organized the WIA staff into teams with the Wagner-Peyser staff: Welcome, Employment Assistance, Talent development, and Employer Services. All customers entered one door at Ray Avenue, and were escorted to the team that meets their needs. Each individual was co-enrolled in Wagner-Peyser and WIA. We have moved the staff into cubicles to be closer to their teams. We have integrated the phone system as well. The entire staff meets weekly, and we have done a lot of cross-training. In addition, we are contracted services for Youth, Adults, and Dislocated Workers through an RFP process, and the contractors were required to fit into the Integrated Services model. (HR/WFD/IE)</p> <p>Provided on-demand HRD daytime and evening classes designed specifically for both adult and young WIA participants. (Continuing Education)</p>
1.7 Reduce the number of students testing into developmental classes. (1, 2)	<p>Technical Innovations and Applications created a MOOC as a refresher in basic math to prepare the student for taking ACCUPLACER® with the intended outcome of placing out of developmental math.</p> <p>Offered 15 Academic Review classes to prepare students for post secondary</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>education. (Continuing Education)</p> <p>Moved an instructor to I-PASS to aid in English/Reading workshops and test preparation for Developmental Reading and English students. Faculty worked with the IPASS Center. (Curriculum)</p> <p>Provided additional refresher training in English and Mathematics to military students and dependents. (Military Programs)</p> <p>Admissions implemented an ACCUPLACER Prep program for new students. (Student Services)</p>
<p>1.8 Administer student course evaluations to assess the satisfaction rates for course and programs of study. (1, 5, 6)</p>	<p>Institutional Effectiveness created web-based course evaluations and downloaded the results during the 2013-14 academic year. (HR/WFD/IE)</p> <p>Student course evaluations were administered every semester at every level of DRE and ENG. (Curriculum)</p> <p>Administered end-of-course student evaluations for both traditional and distance learning courses. Evaluation forms were updated upon the need. (Continuing Education)</p> <p>100% of all College and Career Readiness students meeting enrollment requirements completed course evaluations. (Continuing Education)</p>

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4. Increase completion rates for Workforce Investment Act (WIA) training programs by 20%.
5. Meet or exceed the NCCCS Performance Measures goals.
6. Achieve 90% satisfaction rate on all surveys and course evaluations.

<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>At the end of each Emergency and Protective Services course, students were required to evaluate the course and the instructor. (Continuing Education)</p> <p>Mid-Course and End-of-Course evaluations were completed in all business services classes. (Continuing Education)</p> <p>Small Business Center administered seminar evaluations at every seminar for quality control and to ensure customer satisfaction. (Continuing Education)</p> <p>Classes were asked to complete course evaluations every semester. (Curriculum)</p> <p>Surveys were conducted in 10% of each semester's classes. (Military Programs)</p> <p>Administered student course evaluations for the Continuing Education Teacher Renewal courses. (Success Center)</p>
1.9 Administer an annual non-returning student survey to assess the reasons for not continuing studies at FTCC. (1, 5, 6)	<p>Institutional Effectiveness administered the Annual Non-Returning survey in October 2013.</p> <p>The top three reasons for students not returning were:</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<ol style="list-style-type: none"> <li>1. Financial reasons-36.26%</li> <li>2. Family/Personal reasons-20.88%</li> <li>3. Relocated-12.09% (IE)</li> </ol> <p>Reasons from Continuing Education students for not returning: No scholarships were offered and no senior citizen free courses were offered to help them financially take courses. Continuing Education staff called students when classes had been canceled and informed them of the new class. (Continuing Education)</p>
1.10 Administer an annual graduate survey to assess satisfaction rates for courses and programs of study. (1, 5, 6)	<p>Institutional Effectiveness administered the Annual Graduate Survey to assess satisfaction rates for courses and programs of study from January to May 2014.</p> <ol style="list-style-type: none"> <li>1. Instruction in program area courses 94.6%</li> <li>2. Overall quality of academic program 95.4% (IE)</li> </ol> <p>Administered a Graduation Survey through Survey Monkey to secondary education graduates. (Continuing Education)</p> <p>Annual graduate surveys were performed to submit findings to COAMPS Accreditation for National Registry Paramedic. (Continuing Education)</p> <p>100% end of course evaluations were conducted in Industry Services.</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>(Continuing Education)</p> <p>Phone calls were made to complete this information gathering. (Curriculum)</p>
<p>1.11 Improve assessment plans with documented evidence of outcomes. (1)</p>	<p>Institutional Effectiveness conducted an audit of assessment plans within WEAVEonline for the current assessment cycle that met College and SACSCOC standards and identified those that needed improvement during the 2013-14 academic year. (IE)</p> <p>This was done by the manager through WEAVEonline. (Print Shop)</p> <p>Maintained an assessment plan for quality enhancement. (Administrative Services)</p> <p>Utilized organizational plans to improve efficiency. (Plant Operations)</p> <p>Senior VP for Business &amp; Finance, AVP for Business &amp; Finance, Director of Bookstore, and Property Control Supervisor used WEAVEonline to gather information, improve goals and outcomes, and update assessment plans. (Business &amp; Finance)</p> <p>Amended the WEAVEonline Assessment process to incorporate a variety of classes within our department including Occupational Effective Teaching Training, Small Gas Engine Repair, and personal interest Sewing classes.</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>(Continuing Education)</p> <p>Provided regular student assessments in accordance to NRS standards. Created quarterly and yearly reports of student progress. (Continuing Education)</p> <p>Conducted annual assessment plans with Paramedic program WEAVE and COAMPS accreditation for National Registry Paramedic. (Continuing Education)</p> <p>Offered AMA courses to employers (CCS/PWC) for their employees to achieve a better job environment and success. (Continuing Education)</p> <p>Revised ENG 111 course objectives, assessment objectives, and Rubric. (Curriculum)</p> <p>Posted to WEAVEOnline assessment findings and plans for improvement. (Curriculum)</p> <p>Submitted annual WEAVEOnline assessment submission. (Military Programs)</p> <p>Student Services had an ongoing evaluation of assessment plans. (Student Services)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
<p>1.12 Create and administer a professional development program to support academic quality for student success. (1-6)</p>	<p>Institutional Effectiveness created a professional development program that explained the NCCCS Annual Performance of Student Performance Measures and how faculty can increase student success in each performance category. Through meeting the goal for each respective measure, the College may receive increased performance-based funding that will further support academic programs and other resources that help students succeed. (IE)</p> <p>The Human Resources Office coordinated 54 Professional Development sessions covering 32 different topics including:</p> <p>Elementary Principles of Behavior (2), Southern Culture (2), FTCC Online Template Webinar, Chemical Hygiene, Hazardous Communication (3), Bloodborne Pathogen (3), FMLA, Data-Driven Change, Protect Yourself Against Identity Theft, Retirement/Wealth Planning, Stress and Health, Death – A Student Perspective (3), Pre-Majors in Psychology and Social Work, Procrastination – A Behavioral Perspective (3), Grant Funding Opportunities for Community College Programs, Managing Your Money: Budgeting and Savings Strategies, DDI Targeted Selection Interviewing (6), Excel 2010: Goodies You Might Have Missed, Managing Job Stress, Diversity Training: Cultural Baggage, All About Credit, Performance Measures for Student Success, Career Coaching Industry Analysis: Tools for Students, Faculty, and Staff, WEAVEonline: Best Practices, Performance Appraisal Process, Teaching Well, While Staying Out of Jail: Handling Intellectual Property in the Digital College, Customer Service Behavior Styles and the Platinum Rule (2),</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>PeopleAdmin for Hiring Managers, Workplace Ergonomics and Office Safety, Prevention of Sexual Harassment (6), Multiple Intelligences to Promote Metacognition in the Online Learning Environment (2) (HR)</p> <p>Technical Innovations and Applications offered professional development webinars and workshops on the following topics:</p> <ul style="list-style-type: none"> <li>• Retention Center</li> <li>• Monitoring Student Performance</li> <li>• Webcam: Showing Your Face</li> <li>• Assessing Learners</li> <li>• Mashups</li> <li>• Grade Center</li> <li>• Making the Most of Discussions</li> <li>• Discussion Boards, Wikis, and Blogs</li> <li>• Calendar</li> <li>• Enhancing Communication</li> <li>• Course Redesign to Template</li> </ul> <p>Created an academic development program that included in-house training workshops and evidence based training sponsored by the NCCCS System Office. The NCCCS System Office trainings afforded eight instructors the opportunity to complete the Silver Cord Certificate, three the STAR training, 11 received the Certified Resource Specialist Award, and 13 instructors</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>participated in the CASAS training/certification. (Continuing Education)</p> <p>Conducted instructor training for EMS instructors to help improve courses and quality of instructing for student success. (Continuing Education)</p> <p>Small Business Center offered professional development training to the business community and college faculty and staff. (Continuing Education)</p> <p>Business Services provided computer training for FTCC faculty and staff. (Continuing Education)</p> <p>Implemented curriculum faculty teaching, technology, and field specific professional development workshops. Faculty (curriculum) attended the following workshops:</p> <ul style="list-style-type: none"> <li>• Course Redesign</li> <li>• Veterans On Campus</li> <li>• Blackboard Rubric,</li> <li>• Blackboard Retention Center</li> <li>• Student workshops</li> </ul> <p>(Curriculum)</p> <p>Conducted division-wide Peer Teaching Rounds. Created and administered a training session for select counselors on how to register DMA/DMS students.</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>Provided student mentoring. Conducted three Dress for Success Workshops for students and one Professional Language Workshop for FTCC SGA. (Curriculum)</p> <p>Career Counseling re-implemented the use of career assessment to support ACA course offerings; counseled and reviewed academic mid-term reports for Parents for Higher Education (PFHE) population; counseled and reviewed academic mid-term reports for C-STEP population of students; coordinated 2 UNC-CH academic advising sessions for C-STEP students. (Student Services)</p> <p>Career Counseling coordinated a C-STEP orientation and educational plan for academic grade success to include personality assessments, study skills and time management workshops with weekly grade review evaluations. (Student Services)</p> <p>Career Counseling received and followed-up with students referred by instructors for career redirection and assessment; continued community facilitation for PFHE group with workshops aimed to support student academic success and continued parental success (28 groups); coordinated 16 PFHE presentations from community agencies to foster academic and parent success; continued implementation of weekly individualized academic advisement sessions and monthly facilitation of C-STEP to monitor academic success of group (576). (Student Services)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
<p>1.13 Promote use of the research such as Education Advisory Board studies to identify and benchmark successes at other Colleges that can be emulated at FTCC. (1-6)</p>	<p>Institutional Effectiveness partnered with EMSI (Economic Modeling Specialists Incorporated) to produce GAP analyses for every curricular program of study; a study regarding the incremental budgetary decrease effects upon FTCC and the surrounding community; and an analysis of the current social and economic effects of FTCC upon the local community. Institutional Effectiveness also taught faculty and staff about EMSI Career Coach and its benefit for faculty, staff, students, and the community. Institutional Effectiveness partnered with EMSI to launch a labor market analytic tool that can help curricular programs, along with other College divisions, better understand the demand for their respective programs during the next 10 years and their current economic position with the surrounding community. (IE)</p> <p>Members of the Business Office communicated with sister Colleges on items such as Affordable Care Act, instant enrollment, Financial Aid no shows, and PCard processes to seek guidance and benchmark successes. (Business &amp; Finance)</p> <p>Provided evidence-based training opportunities sponsored by the NCCCS System on-site. Participated in monthly Directors meetings and regular information exchanges via email. Encouraged staff members to attend conferences such as NCAHEAD to gain knowledge of best practices. Participated in the Accelerated Transition conference. (Continuing Education)</p> <p>Conducted two EMS Advisory meetings annually to identify and benchmark</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	successes for the Paramedic program in Continuing Education. (Continuing Education)
1.14 Maintain memberships in relevant professional organizations and groups. (1-6)	<p>Various members of Institutional Effectiveness belong to the Association of Institutional Researchers, North Carolina Association of Institutional Researchers, Community College Professional Research Organization, College and University Professional Association for Human Resources. (IE)</p> <p>Human Resources personnel held memberships with CUPA-HR, Society of Human Resource Management (SHRM), Fayetteville Area SHRM and Community College Professional Researchers Organization (CCPRO). Individual memberships include Kiwanis Club, Partnership for Children, FTCCAEOP, NCAEOP, the American Heart Association. (IE)</p> <p>FTCC Foundation Executive Director completed Leadership Fayetteville through the Chamber of Commerce this period.(Foundation)</p> <p>The Director of Media Services is a graduate and active participant of the FTCC President's Leadership Institute and a FTCC Foundation Committee member promoting financial opportunities for FTCC Students.(Media Services)</p> <p>Technical Innovations and Applications Director is on the Executive Board of the NCCCS Virtual Learning Committee (VLC) and the North Carolina</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>Community College Association for Distance Learning.</p> <p>Encouraged staff to join memberships. Director of Facility Services-ACCFO. Grounds Department-Turfgrass Council of NC. (Plant Operations)</p> <p>Business Office memberships include: ACCBO, AICPA, IMA, NACUBO, NACS, NCACPA, NCAEOP</p> <p>Faculty (curriculum) hold professional memberships in NEA, NCTE, TCYA, NCADE, and NCCFA.</p> <p>Faculty members involved in: Society for Military History, American Sociological Association, American Psychological Association, UNC-Program in the Humanities, Cumberland County Library-Friends of the Library, Kappa Delta Pi-International Honor Society for Education, NC Association of Educators, Society for the Scientific Study of Religion (SSSR), American Historical Society, Board Member for Harnett Regional Theater, Cumberland County Arts Council, Fayetteville Society for Human Resources Management, DBSH Academy of Finance Board of Directors, NCACPA, NACCE, American Culinary Federation, American College of Healthcare Executives, Sandhills Health Executive Forum, National Association of Health Service Executives, ECU Healthcare Management Advisory Board, and Graduation Committee. Served as an ambassador of assessment.</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>Council of Colleges and Military Educators; Service members Opportunity Colleges. (Military Programs)</p> <p>Student Services active memberships include: NC AHEAD (Special Populations Counselor), NCAEOP and NASW (Senior Secretary for Special Populations) (CC) NC3SDPA membership. (Student Services)</p> <p>Serve on the Executive Boards of Faces in the Community, Inc. (as the FTCC representative) and Cumberland County CommuniCare, Inc. (and as Vice-Chair of the latter); serve on the Board of Directors of the Rotary Club of Fayetteville-Lafayette. (Success Center)</p> <p>Developed and/or maintained partnerships with community agencies/organizations to include: The Re-Store Warehouse, Rape Crisis Volunteers of Cumberland County, CERT: Community Emergency Response Training groups, the Dispute Resolutions Center, ICD/Goodyear, Fayetteville Center for Economic Empowerment and Development, Partnership for Children, 360ATraining.com, Ed2go, and Career Step, NCAHEAD, NCCAEA, NCAEOP, National Registry of EMT's and North Carolina EMS Educators Association, NCCCAEA, Fayetteville Regional Chamber Board of Directors, NC Safety and Health Council, NCCER Board, Board of Electrical Examiners, and Fiber Optics Association. (Continuing Education)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
<p>1.15 Promote faculty-staff engagement in public relations, community service, and College activities. (1, 2, 3, 5, 6)</p>	<p>HR/WFD/IE Staff attended relevant activities.</p> <p>FTCC Foundation has worked with Public Relation and Marketing and directly with media outlets to promote its events and activities. (Foundation)</p> <p>Marketing &amp; Public Relations Department Information Releases-</p> <ol style="list-style-type: none"> <li>1) Press Releases - 25 Postings</li> <li>2) Facebook Releases - 205 Postings               <ul style="list-style-type: none"> <li>- Likes increased from 1,430 to 3,541</li> </ul> </li> <li>3) Twitter Releases - 336 Postings               <ul style="list-style-type: none"> <li>- Followers increased from 21 to 222</li> <li>- Example/US Department of Veteran Affairs                   <ul style="list-style-type: none"> <li>* Response to FTCC VA Tweet/Credit for Prior Learning</li> <li>* US Dept of VA Affairs - 19,200 followers</li> <li>* Student Veterans of America - 6,300 followers</li> <li>* VFW Post 2866 - 400 followers</li> <li>* Total: Message Tweeted to 29,000+ followers</li> </ul> </li> </ul> </li> <li>4) LinkedIn               <ul style="list-style-type: none"> <li>- Company Page - 1,091 Followers</li> <li>- College Page - 6,667 Followers</li> </ul> </li> <li>5) Blog - 15 Postings               <ul style="list-style-type: none"> <li>- 18 Followers</li> </ul> </li> <li>6) Instagram               <ul style="list-style-type: none"> <li>- 21 Photos Posted</li> </ul> </li> </ol>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>- 23 Followers</p> <p>7) Google+ - 1,559 Views - 2 Followers</p> <p>8) YouTube (Media Services) - 71 Subscribers (Marketing &amp;Public Relations)</p> <p>FTCC Media Services produced a variety of media promoting faculty-staff public relations, community service and promoting college activities by delivering information on campus-wide digital signage, and in-house produced programming for the Fayetteville Cumberland Educational Television Channel or FCE-TV.</p> <p>Technical Innovations and Applications Director is a member of the Cape Fear Kiwanis Club.</p> <p>All staff members were encouraged to participate in service to their community and at college activities. (Print Shop)</p> <p>Staff members participated in community services and College activities (Plant Operations)</p> <p>Senior VP for Business &amp; Finance serves as the President designee for the</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>Partnership for Children Board and serves on the Finance Committee, Douglas Byrd Finance Academy Advisory Board, NCCCS Task Force member for Financial Aid and ACA, and ACCBO Nominating Committee chair. The Director of Student Accounts &amp; Fiscal Controls and one Accounting Technician are members of the PLI. The Procurement Manager is on the Military Unit Scholarship Fund Board. The Property Control Supervisor is on the FTCC Automotive Board.</p> <p>Advertised programs at monthly Army/Air Force Newcomers' meeting, placed ads on Billboards, in the Fayetteville Observer, Paraglide magazine, and Up &amp; Coming, spoke on the FTCC Radio show five times throughout the year, highlighted programs in the CE Tabloid and brochures, and hosted an information booth at Cape Fear Valley Hospital and other school sponsored events on seven separate occasions. (Continuing Education)</p> <p>Participated in Center for the Blind, Vocational Rehabilitation, Alliance, Catholic Charities, and Urban Ministries. (Continuing Education)</p> <p>Participated annually in paramedic competition, airport disaster events and Cape Fear Valley Hospital disaster event. (Continuing Education)</p> <p>Listened to student needs to redirect them to the appropriate class which they would benefit taking for a possible job. (Continuing Education)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>Time was provided for industry services staff members to participate in services and activities, (i.e. parent/teacher conferences, golf tournaments, etc.) (Continuing Education)</p> <p>Conducted health fair on campus in collaboration with other community agencies to serve over 700 students, faculty/staff, and community members. (Curriculum)</p> <p>Ongoing tours of the program areas and presentations at local schools. (Curriculum)</p> <p>Participated in FTCC's Fall Festival; Open Houses; High School Connections; Annual Club Tree Decorating Contest; Spring Fling; sponsored the upcoming 2014 edition of Unbound; partnered with New Century International Elementary School to hold interactive poetry workshops for 5th grade students to help with EOG scores in reading, literature, and poetry; The President's Leadership Institute (PLI); The Institute for Community Learning; Social Work Club; Psychology Club; FTCC Art Gallery; public performance of plays by the FTCC Fine Arts Department; Annual Graduation Ceremony; Cape Fear Kiwanis; Fayetteville Urban Ministry; Community Concerts; Lafayette Rotary; Up and Coming articles; FTCC Global Education Committee; Institute for Community Leadership; Arts Council of Fayetteville; Relay for Life; and Success Closet. (Curriculum)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>Provided presentations to local Kiwanis group. Supported the All American Marathon/Half Marathon, and 3M Hire Heros Program. (Military Programs)</p> <p>Career Counseling wrote two articles for Up and Coming Magazine; Parents for Higher Education (PFHE) completed two community food drives, sponsored eight FTCC students for Thanksgiving; supported one family with five children for Christmas; Members assisted Partnership for Children at Dogwood Festival and completed three fundraising campus events; Each C-STEP student completed 20 community service hours (23); Participated in UNC-CH Videography for C-STEP student at Chapel Hill; Planned and organized College Transfer Day (37 universities attending); two job fairs and publicized 15 additional College/university visits from representatives; Promoted use of C-STEP students in campus video. (Student Services)</p> <p>Spring Lake continued collaboration with FSU and Links, Inc. (Student Services)</p> <ul style="list-style-type: none"> <li>• Student Activities coordinated the following activities: 9/11 Observance: Held in the morning on main campus and noon-time concert was performed by the 82nd Airborne Chorus on main campus.</li> <li>• 9-17-13 - A public concert by Latin music group Tropicante - Main Campus.</li> <li>• 10-12-13: Faculty, staff and students participated in the American Heart Walk.</li> </ul>

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5. Meet or exceed the NCCCS Performance Measures goals.
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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<ul style="list-style-type: none"> <li>• Four blood drives held on behalf of the Cape Fear Valley Medical Center Blood Bank.</li> <li>• 11-13-13: "How's Your Sugar" Health Fair was held.</li> <li>• 11-15-13: A public concert was performed by Latin band Xperimento.</li> <li>• 11-20-13: A public concert was performed by Native American Larry Omaha.</li> <li>• 1-20-14: Faculty, staff and students participated in the MLK Day of Service. The SGA President, Dir. of Student Activities and Dean of Spring Lake Campus participated in the MLK Parade.</li> <li>• 4-10-14: The Scottish band/educational group "Saor Patrol" conducted two educated sessions and one public concert on main campus.</li> <li>• 4-23-14: Public Earth Day event held on SPLK campus</li> </ul> <p>Produced and hosted 24 "FTCC Community Spotlight" radio shows on the WIDU radio network (consisting of three regional AM stations) annually. Most guests have been College faculty or staff (with occasional guests from partner organizations, e.g., Cumberland County Schools). (Success Center)</p>
1.16 Encourage faculty and staff to complete higher levels of relevant education and/or degree completion. (1, 2)	Briefed all new employees on FTCC policies regarding education benefits. Assisted employees with obtaining higher degrees by utilizing the Merit Increase for Educational Achievement policy and Tuition Reimbursement policy. Also assisted employees with use of tuition free classes on the FTCC campus. (HR/WFD/IE)

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	<p>FTCC Foundation has one staff member taking additional accounting courses and encourages additional education and professional development through webinars, in-service classes, conferences, and seminars.</p> <p>Staff members are taking classes. (Plant Operations)</p> <p>One Senior Accounting Technician and one Accounting Technician are working on their BA. The Assistant Bookstore Director and one Financial Accountant are working on their MA. The Director of Disbursements is working on his DBA.</p> <p>In May 2014, Sydney Darden completed her Masters of Adult and Community College Education at NC State University. Master Degrees received by Tamieka Whitfield, Joy Melvin and Sakiyna Ragland. (Continuing Education)</p> <p>Taking professional development courses in new computer skills, therefore, always learning to better process the job load. Business Services faculty and staff participate in college professional development each year. The director met with the employees to encourage higher levels of relevant education and/or degree completion. (Continuing Education)</p> <p>Several faculty currently enrolled in higher degree programs to include doctoral degrees. (Curriculum)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>219 full-time and part-time instructors have completed the Excellence in Teaching course (EIT). (Curriculum)</p> <p>50 full-time and part-time instructors have completed the Certified Online Instructor (COI) Level 1 course, and 28 in the COI Level 2 course. (Curriculum)</p> <p>Faculty have completed the following: the President's Leadership Institute; Department Chairs Institute; CEU seminars/workshops for legal, dietitian, and CPA licenses. (Curriculum)</p> <p>A faculty member received 18 graduate hours in Geography and can now teach this discipline. (Curriculum)</p> <p>Two staff members completed their Master's degrees; one is currently pursuing a Doctorate. (Success Center)</p>
<p>1.17 Encourage Return to Industry Training. (1, 2)</p>	<p>Each VP encouraged participation in the Return to Industry program for his/her respective Division. The Return to Industry policy can be found in the Administrative Procedures Manual, I-8.9.</p> <p>Industry Services staff has revisited local industries to become more familiar</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	with new products and processes. (Continuing Education)
1.18 100% of new instructors will successfully complete the Excellence in Teaching course prior to teaching their first class. (1, 5, 6)	Placed information regarding the Excellence in Teaching course on the Professional Development website with a link to the modules. Continue in collaboration with the Senior VP for Academic and Student Services to promote attendance to the training.  All curriculum full- and part-time new hires must be enrolled or have completed EIT prior to employment. (Curriculum)
1.19 More clearly define and articulate expectations for the role of instructional leaders. (1, 5, 6)	HR/WFD/IE hosted the second cohort of President's Leadership Institute with 26 attendees working on second year projects.  Held quarterly New Instructor Orientation meetings to effectively train instructors, while also completing annual evaluations for feedback. (Continuing Education)  For college and division continuity, the English Division Program Coordinators and Division Chair produced an SOP of duties, roles, and expectations. (Curriculum)
1.20 Create an effective Instructional Leaders	HR/WFD/IE hosted the second cohort of President's Leadership Institute with

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course. (1, 5, 6)	26 attendees working on second year projects.
1.21 Standardize blackboard shells to ensure more active learning for students. (1, 5, 6)	<p>Technical Innovations and Applications created a standard Blackboard template for use in all online courses in the Fall of 2013 and designed a Course Review Sheet for supervisors to assess compliance.</p> <p>Continued to create Online EMS courses to stay competitive with other community colleges. (Continuing Education)</p> <p>Audited of 100% of online health and computer technology programs reveals compliance with template. (Curriculum)</p> <p>English Division began standardizing Blackboard shells and English course offering effective Fall 2013. All Blackboards standardized as of May 1, 2014. Math department is currently using a standardized Bb math shell. (Curriculum)</p>
1.22 Increase Co-op and intern work opportunities for students (1, 2, 3, 6)	<p>FTCC Foundation has shared internship and co-op opportunities with Systel and connected the contact with the department.</p> <p>The Office of Business &amp; Finance utilized the Workforce Development Summer Youth Program to hire a PT Records Clerk for Finance and a PT assistant for Property Control. The Business office hire an FTCC student from the Office Technology program as a PT Secretary.</p>

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	<p>Students are required to complete internships while attending courses to meet requirements for Phlebotomy, EMT-Basic, Paramedic, Certified Nursing Assistant I and II, Registered Medical Assistant, and fire fighter courses with local hospitals, EMS, and clinics within area. (Continuing Education)</p> <p>English Education Pre-Major with the addition of WBL credit submitted to and approved by Curriculum Committee. This is scheduled to be done in the AGE program in the Fall of 2014. (Curriculum)</p> <p>Worked with Cumberland County Paralegal Association in placing LEX students. (Curriculum)</p> <p>Networked with local employers to create additional Co-Op opportunities. (Curriculum)</p> <p>Class tours of local businesses were conducted (i.e. Culinary, HMT) Invited local professionals to attend functions to meet students (i.e. Culinary) (Curriculum)</p> <p>Career Counseling sent 30 referrals to the Co-Op office for possible internship opportunities. (Student Services)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
<p>1. 23 Provide a safe and secure learning environment. (6)</p>	<p>HR/WFD/IE updated their portion of the COOP Plan and evaluated its successful implementation processes.</p> <p>Public Safety and Security is committed to providing a safe and secure learning environment for all faculty, staff and students. Security staffing was increased by 9 FTE positions during this reporting period to increase patrol and service to the college community.</p> <p>Satisfaction survey results for 2013 are listed below: Security - 81.2%, Print Shop (Internal Survey) - 99.1%, Ground/Maintenance - 92.7%, Housekeeping - 87.7%</p> <p>Maintained a safe and secure learning environment as documented in Annual Crime Report. (Administrative Services)</p> <p>Provided a safe and secure learning environment by sidewalk improvement, cameras in parking lots, added lighting in parking lots, and removed plant material in parking lot for security.</p> <p>Purchased updated equipment for the Motorcycle classes and Culinary Arts classes to encourage learning in a clean and safe environment. (Continuing Education)</p> <p>Processed work orders within 24 hours of request in order to have repairs completed in a timely manner. (Continuing Education)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>Communicated regularly with campus security through quarterly classroom list assignments to ensure classrooms were secure. (Continuing Education)</p> <p>Provided hall monitors, security, and police officers. Instructors and staff follow proper procedures to maintain a safe and secure learning environment. (Continuing Education)</p> <p>Had behavioral contract in place for Barber program and panic buttons installed on Record Clerk computers in Barber program. (Continuing Education)</p> <p>All Small Business Center seminars and events were conducted (on and off premises) with adequate security. (Continuing Education)</p> <p>Had open door policy for students to voice their concerns and any problems. (Continuing Education)</p> <p>Inspected classes regularly to ensure clean environment with working equipment. (Curriculum)</p> <p>Students were informed about services, such as counseling, security, and ADA guidelines. (Curriculum)</p> <p>Students and instructors needs were met during evenings and weekends.</p>

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	<p>(Curriculum)</p> <p>Offered synchronous online classes. (Curriculum)</p> <p>Career Counseling assisted faculty through completion of 324 crisis intervention referrals and counseling sessions. (Student Services)</p> <p>Veterans Services established the All American Veterans Center, which will provide veteran students with a safe and secure environment. (Student Services)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
<p>2.1 Ensure that faculty and staff understands their individual responsibility to provide high quality customer service. (1-5)</p>	<p>Offered Customer Service professional development sessions throughout the fiscal year and encouraged attendance. Also, added customer service to the STAR concept for questions used in interviewing panels. (HR/WFD/IE)</p> <p>FTCC Foundation relied on strong customer service as a critical factor to donor stewardship and engagement. Additional measures will be added to work plans to stipulate each staff member's obligation to providing that service in a specific aspect of their roles. (Foundation)</p> <p>Marketing &amp; Public Relations Department</p> <ul style="list-style-type: none"> <li>• Department meetings focused on internal and external opportunities to provide high quality of customer service.</li> <li>• Positive and informative responses were received via Social Media inquiries, emails, and telephone calls.</li> <li>• Positive postings were left on FTCC Home Page. (Marketing)</li> </ul> <p>FTCC Audio Visual Services provided day-to-day technology and event support services, and event services in a friendly and timely manner. FTCC Media Production Staff covered campus events and provided same day digital photos on discs for use on Facebook, the FTCC Website, and at the Print Shop for publication, as well as links to videos promoting the College on YouTube and the FTCC Server. Media Staff exceeded all production deadlines for finished high quality video productions. (Media Services)</p>

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	<p>MIS has completed the merge for our IT resource tracking and help desk management software. Previously, this information was housed in two separate systems divided by administrative and instructional boundaries. (MIS)</p> <p>Print shop staff conducted bi-monthly meeting to discuss customer service. (Print Shop)</p> <p>All Public Safety and Security staff attended a customer service professional development class during this reporting period. (Public Safety &amp; Security)</p> <p>Provided Customer Service Training to staff members Reorganized security staffing to improve quality of service. (Public Safety &amp; Security)</p> <p>Provided professional development classes to improve employee knowledge</p> <p>Conducted office call training with new employees emphasizing customer service. (Administrative Services)</p> <p>Ensured that staff went to Customer Service Training. Gave Professional Development classes for departments. (Plant Operations)</p> <p>All Business and Finance employees have attended the Customer Service</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>Behavioral Styles and the Platinum Rule class as part of their Professional Development. (Business &amp; Finance)</p> <p>Met regularly with staff/faculty and provided weekly assignments to ensure all members understood expectations of the college. Staff and faculty attended Customer Service Training in CCR program and provided in-house training. Faculty and staff are required to provide high quality customer service with the department. (Continuing Education)</p> <p>Weekly meetings were conducted with Barbering instructors. Small Business Center encouraged faculty and staff to attend customer service training provided to the business community. Helped every student to achieve their goals by listening to their needs and showing them the classes that might benefit them. Practiced the Platinum Rule by "Treating others the way they want to be treated." (Continuing Education)</p> <p>Industry Services faculty and staff attended professional development workshops related to customer service. (Continuing Education)</p> <p>Beyond teaching and advisement, faculty provided workshops to address students' key academic areas, as well as providing scheduled hours for Academic Coaching. (Curriculum)</p> <p>Faculty utilized student retention tools, such as the Blackboard Retention</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>Center warning system, the S-22, mid-term grade reporting, and referrals to the Success Center and other campus support entities. This was done through departmental meetings, departmental seminars, individual conferences, and annual evaluations. (Curriculum)</p> <p>Modeled good customer service in an effort to demonstrate how it can be done. (Curriculum)</p> <p>Participated in FTCC sponsored customer service training. (Military Services)</p> <p>Conducted customer service professional development workshops at Ft.Bragg Center. (Military Services)</p> <p>62 Student Services staff completed MKT-223 Customer Service class. (Student Services)</p> <p>High School Connections Office included customer service question in recent hiring process to find a new Senior Secretary for the program. (Student Services)</p>
2.2 Provide well maintained and safe campuses demonstrating our pride in FTCC. (4)	Offered a Workplace Ergonomics and Office Safety professional development class and encouraged attendance. (HR/WFD/IE)

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>FTCC Foundation implemented methods for reducing the perception that cash or valuables are housed in our office are readily available to staff members so that employees feel more secure at their workstations. (Foundation)</p> <p>The print shop staff maintained a neat and safe work area at all times and whenever possible, we made changes to better suit the needs of the shop and the faculty and staff that visited the shop. (Print Shop)</p> <p>In support of providing a safe campus environment, the Public Safety and Security department established a 24-hour dispatch and video monitoring function to maximize security camera effectiveness and response to service request of the college community. (Public Safety &amp; Security)</p> <p>Conducted monthly walk through of facilities with contractors emphasizing high quality of maintenance. (Administrative Services)</p> <p>Demonstrated our pride by eliminating trip hazards on all walkways, pruning trees, HVAC controls, eliminating debris and continued to develop plant beds with new plant materials while maintaining the beauty of our campus. (Plant Operations)</p> <p>The Benefits Specialist worked directly with the OSHA Coordinator to make improvements to campus safety. (Business and Finance)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>The Business Office worked with Grounds and Maintenance to maintain budget for a safe and secure campus. (Business and Finance)</p> <p>Property Control disposed of chemicals no longer needed on campus. (Property Control)</p> <p>Submitted annual building evaluations to address classroom needs. (Continuing Education)</p> <p>Purchased updated equipment for various departments to encourage learning in a positive environment. (Continuing Education)</p> <p>Processed work orders within 24 hours of request in order to have repairs completed in a timely manner. (Continuing Education)</p> <p>Received positive evaluations from the students/faculty on classrooms and turn-around time for repairs. (Continuing Education)</p> <p>The grounds technicians and security were available when needed. (Continuing Education)</p> <p>Inspected classes regularly to ensure clean environment with working equipment. Every effort is made to ensure office areas are well-maintained and student accessible. (Curriculum)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
<p>2.3 Resolve customer needs with minimal referral to others. (3)</p>	<p>HR/WFD/IE staff resolved customer needs with minimal referral to others. (HR/WFE/IE)</p> <p>FTCC Foundation empowered staff to answer questions and provide materials as expediently as possible while the person was on the phone or in the office. This has been done through common files, shared computer drives, and one general e-mail for FTCC Foundation business so that staff have access. (Foundation)</p> <p>FTCC Media Services worked to meet and exceed customer expectations in a timely manner.</p> <p>All customer needs were funneled through the manager and then to the technician best suited for the task. (Print Shop)</p> <p>The Business Office used several outlets to resolve customer needs: use of Instant Messaging with co-workers around campus, robo calls were used to keep students informed, used mnemonic FASI to see FA notes, online transcript requests. Accounting Technician relocated to the Bookstore at the beginning of each semester, increased availability of online book orders, book rentals, and online payments for child care. Property Control used email to advertise surplus items, PC Card equipment, and quote threshold were</p>

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	<p>lowered as result. Payroll used Web Advisor to reprint W-2 forms. (Business and Finance)</p> <p>Held regular staff meetings and quarterly training sessions to cross-train all staff members to provide assistance for customers with less than one transferred call. Adhered to the institution's customer service procedures. (Continuing Education)</p> <p>Specific questions were asked and did not blindly transfer calls. Questions were asked to see what their needs were instead of transferring the call. (Continuing Education)</p> <p>Handled all walk-in customers as expedient as possible with few referrals. (Continuing Education)</p> <p>Health Admissions Center established serving the needs of health students in one area. (Curriculum)</p> <p>Students and instructors were encouraged to follow the chain-of-command in dealing with challenges, and every effort was made to resolve issues at the lowest level possible. Faculty assisted students with advising issues and other issues to prevent sending students to multiple locations. (Curriculum)</p> <p>To reduce referrals, Student Services started Friday afternoon cross-training</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>sessions to educate all areas within Student Services. (Student Services)</p> <p>Approximately 22,550 customers were assisted by One Stop staff. (Student Services)</p>
<p>2.4 Answer the phone within 3 rings. (1-5)</p>	<p>HR/WFD/IE staff answered ALL phones within 3 rings, regardless of whose phone is ringing. Staff quickly answered the phones of others who have stepped out or are otherwise unavailable. (HR/WFD/IE)</p> <p>FTCC Foundation incorporated this along with a call forwarding plan for when staff are away from the desk. (Foundation)</p> <p>Marketing &amp; Public Relations Department</p> <ul style="list-style-type: none"> <li>• Department meetings focused on internal and external opportunities to provide high quality of customer service.</li> <li>• Positive and informative responses were received via Social Media inquiries, emails, and telephone calls.</li> <li>• Positive postings on FTCC Home Page. (Marketing)</li> </ul> <p>FTCC Media Services responded immediately to requests via e-mail, phone calls, technical support, event support and documentation. (Media Services)</p>

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	<p>This has been implemented by our print shop staff. (Print Shop)</p> <p>The Public Safety and Security department answered all phone calls within 3 rings for all service requests while providing quality customer service to the campus community. (Public Safety &amp; Security)</p> <p>The Business Office answered the phones within three rings. (Business &amp; Finance)</p> <p>Customers were served well as employees answered calls immediately when present and returned all voice mails within a 24-hour period. (Continuing Education)</p> <p>All Industry Services staff maintained close proximity to phones and if unanswered, the phones rolled over to other staff members to answer. (Continuing Education)</p> <p>When faculty were in their office, they made themselves available to students and callers, regardless of whether or not it was during official office hour or divisional hour time. (Curriculum)</p> <p>New phone procedures were implemented through the FTCC call center. (Military Programs)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	4,003 phone calls (internal and external) were answered within 3 rings in the Career Counseling area. (Student Services)
2.5 Educate all employees on functions and activities of College departments to minimize referrals. (2)	<p>Institutional Effectiveness created Professional Development sessions that taught faculty and staff about data-driven change and where current statistical resources are located on the Institutional Effectiveness homepage (i. e. Planning Guide, IEP, Administrative Manual, etc.). Participants learned about the location of these resources and placed fewer calls to different departments looking for information. Updated the annual planning cycle and planning guide to ensure all activities were aware of annual activities and events regardless of the division that was leading the efforts. (HR/WFD/IE)</p> <p>FTCC Foundation sent out “All at Fayetteville” messages related to appropriate events that may incur questions. Also, the staff worked with financial aid and scholarships to establish a common application schedule (July-April with selections made by June) so students could be counseled on scholarship funding opportunities. (Foundation)</p> <p>Coordinated Professional Development classes for completing F-11, work orders, completed Professional Development classes, and used the Web Service Portal that has been established. (Plant Operations)</p> <p>The Benefits Specialist sent monthly Benefit emails to employees. The Bookstore sent emails with calendar and sales information. The Assistant AR</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>Manager provided a list of Business Office contacts and duties to various departments on campus.</p> <p>Implemented Instant Enrollment to provide students with the opportunity to register online. Encouraged interdepartmental communications to minimize referrals. All employees in the EMS area were educated on functions and activities of college departments to minimize referrals. (Continuing Education)</p> <p>Provided cross training within Business Services and throughout the Center for Business and Industry. (Continuing Education)</p> <p>New hires were given a general college orientation. (Continuing Education)</p> <p>Industry Services staff members were updated regarding activities held at the college. (Continuing Education)</p> <p>This is an objective for all new faculty on their E-32s, and these strategies are on the English faculty mentor checklist. Faculty are encouraged to update changes to department areas in their Blackboards. (Curriculum)</p> <p>Continual workshops and information sessions were conducted from and to other FTCC staff sections. (Military Programs)</p> <p>The library taught 91 orientations affecting approximately 50 faculty and 1,345</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>students. (Library)</p> <p>Presented Professional Development on Special Populations. (Student Services)</p>
<p>2.6 Incorporate advanced technology that can help to eliminate or reduce on-campus visits and lines. (1, 4, 5)</p>	<p>The Human Resources Office implemented the PeopleAdmin electronic application system to eliminate the need for applicants to come to office. (HR)</p> <p>Enhanced the College Social Media presence. (Marketing &amp; Public Relations)</p> <p>FTCC Media Services Production staff produced online educational media accessed from the website and stored on the FTCC media server. Media Services produced a variety of media including video, audio, photographs and interactive media accessible to instructors and students who request access. (Media Services)</p> <p>FTCC Media Services Production staff produced a series of student orientation videos including "FTCC Student Welcome," "FTCC Student Checklist," "FTCC Financial Aid," and "How to use WebAdvisor." (Media Services)</p> <p>MIS Programming staff completed the automation and linkages for the DocEFill</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>project to allow Financial Aid students to submit paperwork without coming to campus.(MIS)</p> <p>The Bookstore used Facebook to communicate information to students. The Business Office offered an online Q&amp;A for student questions. Transcript request forms and payments have been made available online. Students are now refunded electronically through Higher One. Continuing Education payments made available online using Instant Enrollment. (Business &amp; Finance)</p> <p>Installed five SMART boards and received training for approximately 10 CCR instructors on the new technology. (Continuing Education)</p> <p>Offered online registration for classes. (Continuing Education)</p> <p>Small Business Center had on-line registration for counseling and seminars. (Continuing Education)</p> <p>Checked Datatel to see if a class is full or has been canceled. Placed calls to notify students that calls are full. (Continuing Education)</p> <p>Health admissions moved the application process to online. (Curriculum)</p> <p>The library instituted a single sign on the system and a single search model to</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>eliminate the confusion involved with searching hundreds of databases with multiple passwords. (Library)</p> <p>Continued to provide off-campus and online Curriculum and Developmental Studies student access to SmarThinking, an online tutorial service available 24 hours per day, seven days a week. (Success Center)</p>
<p>2.7 Triage lines to move customers to appropriate College locations quickly. (3, 4)</p>	<p>The Bookstore used PT employees to assist students in line and when finding books. Business Office Management assisted students in line and on the phone during high traffic periods. (Business &amp; Finance)</p> <p>Small Business Center staff assessed the needs of callers to ensure the call was transferred to the appropriate contact person and department. SBC also maintained up- to-date directories. (Continuing Education)</p> <p>Asked student on the phone, what kind of payment they will be doing (credit card), so that they can go directly to the right building to register. (Continuing Educaion)</p> <p>During heavy registration times, the Admission's staff were equipped with netbooks and could maneuver through the lines to query student issues and direct to appropriate area. (Student Services)</p>
<p>2.8 Ensure signage is visible, adequate and accurately directing visitors to correct locations. (3, 4)</p>	<p>HR/WFD/IE had appropriate visible signage. (HR/WFD/IE)</p> <p>FTCC Foundation incorporated sign placement and balloon purchases for</p>

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	<p>events. When changes to regular meetings occurred, multiple e-mails with maps were provided to the associated individuals. (Foundation)</p> <p>Facility Services continued to keep within the guidelines of ADA signage. Upgraded signage due to moves and relocations. (Plant Operations)</p> <p>The Business Office added signage to the Spring Lake Cashier and Bookstore area. (Continuing Education)</p> <p>The building directory on Continuing Education Center - 1<sup>st</sup> floor was regularly updated. (Continuing Education)</p> <p>Signs were visible, adequate, and accurately directed visitors to correct locations. (Continuing Education)</p> <p>The Barbering program signage was placed roadside per State Board requirements. (Continuing Education)</p> <p>Classes were posted daily on the board at the Center for Business and Industry. (Continuing Education)</p> <p>Signs were displayed during New Student Orientations to assist students in locating this event. (Curriculum)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	Directory signs created for GCB; signs updated for outside regarding the All American Veterans Center. (Student Services)
2.9 Require all hiring managers to include one or more interview questions focused on customer service. (1-5)	<p>Institutional Effectiveness included interview questions related to customer service when hiring a part-time Senior Secretary in January 2014. (IE)</p> <p>The Human Resources office updated the FTCC Interview Guide (Form D-12) and the Interview Target/Question Rating Consensus Sheet (Form D-13) to include Customer Focus as a mandatory target. This will require choosing at least one interview question from the Customer Focus Target. (HR)</p> <p>FTCC Foundation initiated customer focus as part of their interview process since new Executive Director arrived in August 2012. (Foundation)</p> <p>MIS included customer service focused questions in the interview process throughout the 2013-2014 year. Customer service has always been a focus of the MIS Department. (MIS)</p> <p>Public Safety and Security required multiple customer service focused questions be used in the two hiring panels conducted during this reporting period. (Public Safety &amp; Security)</p> <p>All hiring managers included one or more questions regarding customer service. (Plant Operations)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>The Business Office ensured that all hiring managers included at least one customer service question in all interviews. (Business &amp; Finance)</p> <p>Interview questions by hiring manager included questions focused on customer service. All full-time staff attended DDI training and followed DDI guidelines when conducting interviews. Hiring procedures were in compliance with DDI. (Continuing Education)</p> <p>The library was very customer service focused. Our recent hire had three out of ten customer service focused questions. (Library)</p> <p>Customer service questions included in all hiring interviews for positions at the Fort Bragg Center. (Military Programs)</p>
<p>2.10 Create and implement incentive program to recognize employees that excel in providing customer service. (1-5)</p>	<p>The Human Resources office oversaw the nomination and selection process for Excellence in Teaching and President's Distinguished Staff awards for those who excelled in customer service and job performance. Winners received \$500 and a reserved parking space for one year. (Human Resources)</p> <p>Public Safety and Security established an Employee of the Quarter recognition program for the department starting July 2013. (Public Safety &amp; Security)</p> <p>Employees took Professional Development classes for Customer Service, so</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	that everyone can be of help in different ways. (Continuing Education)
2.11 Conduct annual surveys of faculty, staff and students to provide data related to the College climate and customer service/support. (4)	<p>Institutional Effectiveness administered the Faculty/Staff Survey in April 2014 that evaluated curricular and support departments on campus. The average satisfaction rate was 84.2%. (IE)</p> <p>The print shop sent out a survey card in Oct 2013 and 73% of the staff and faculty responded with a 99% above average to excellent grade. (Print Shop)</p> <p>The Business Office participated in the Annual College survey. There is a tag line added to the Business Office employee emails to offer a link for feedback on customer service. (Business &amp; Finance)</p> <p>Faculty and Staff in the Academic &amp; Student Services Division participated in the surveys sent out by the Institutional Effectiveness Office. (Curriculum)</p> <p>Conducted regular evaluations on courses, instructors, and staff members, responding to needs within a 24-hour period. (Continuing Education)</p> <p>Small Business Center conducted annual surveys to all attendees and clients to assess seminar content, counseling assessments, presenter knowledge, and customer satisfaction. (Continuing Education)</p>
2.12 Create and deliver professional development classes to educate employees on quality	The Human Resources Office offered two Customer Service Behavior Styles and the Platinum Rule professional development classes and encouraged

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
<p>customer services standards and expectations. (1-5)</p>	<p>attendance. (HR)</p> <p>All Workforce Development staff attended training regarding Integrated Services Delivery and Frontline Functions (The ISD Learning Map: Frontline Functions in the NC Integrated Services Delivery Model) (WFD)</p> <p>Media Staff provided SmartBoard and Camera Capture classes as professional development opportunities for instructors.</p> <p>All print shop staff members participated in the customer service classes provided this reporting year.</p> <p>The Public Safety and Security staff attended a customer service professional development class during this reporting period.</p> <p>Created professional development classes to educate employees on F-11, work orders, and room/vehicle reservations to meet higher standards. (Plant Operations)</p> <p>Faculty and staff participated in college sponsored Customer Service workshops. Professional development courses were created and delivered to educate employees on quality customer service standards and expectations. (Continuing Education)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>Math department created and administered a training session for select counselors about how to register DMA/DMS students. Four counselors attended. (Curriculum)</p> <p>FTCC Customer Service Training was conducted. (Curriculum)</p> <p>Roundtable discussions and information sessions on customer service conducted at the Fort Bragg Center. (Military Programs)</p>
<p>2.13 Create and develop two FTCC website portals. One website will be focused to students, ensuring it remains user-friendly and focused to student needs while the other website will be focused to internal faculty/staff use and required mandatory reporting elements under the Higher Education Act and other local, State and Federal legislation requirements. (1, 3)</p>	<p>Institutional Effectiveness created webpages, using the Department of Education web template, for Gainful Employment programs that included required disclosure information related to tuition/fees, graduation rates, median loan amounts, and linkages to the appropriate Standard Occupation Codes. Those webpages were placed within specific curricular websites per the Department of Education's Gainful Employment Amendment to the Higher Education Act's disclosure mandates.</p> <p>Institutional Effectiveness created a webpage, using the Department of Education web template, to post the net price calculator which uses institutional data to provide estimated net price information to current and prospective students and their families. This is also a requirement of the Higher Education Act.</p> <p>The Human Resources Office in conjunction with Institutional Effectiveness</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>created webpages specific to Human Resources and employment. The webpage is used as a portal to make important information relevant to faculty and staff available and with easy access.</p> <p>The Workforce Development website, which is accessible through the FTCC Office of Human Resources and Institutional Effectiveness pages, was continuously updated. Development of a stand-alone Workforce Development website was postponed due to the directive of the State Director, as the state will create template for all local workforce areas to follow.</p> <p>FTCC Foundation updated its portions as necessary and worked with website developer and credit card processor to assure ease of use, PCI compliance, and donor stewardship.</p> <p>FTCC Media Services provided assistance and technical support to the Webmaster, including video clips posted on the server, photographic support and logo creation.</p> <p>The FTCC Media Services Online Audio Visual Request Form was officially launched in January of 2013 and is now being used regularly now.</p> <p>FTCC Media Services, Facilities and MIS are working together to create a "Request for Service Portal" on the web to streamline service issues on campus, (i.e, replacing projector bulbs, computer updates and facility support.)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>Staff created Service Portal for MIS, Media Services, and Facility Services on non-operational equipment or emergencies. (Plant Operations)</p> <p>Small Business Center kept the Small Business Center website updated to inform the business community about seminars and events. (Continuing Education)</p> <p>The math department is in the process of completing their math website . (Curriculum)</p> <p>The library redesigned its website to ensure students receive the most pertinent information. (Library)</p> <p>A new Military Programs website, supporting students, will be operational no later than June 16, 2014. (Military Programs)</p> <p>Student Services developed and re-designed the webpage for easier student use. (Student Services)</p>
<p>2.14 Promote equal employment opportunities in all aspects of the hiring process. Ensure one DDI targeted selection STAR criteria evaluates customer service orientation of all prospective candidates. (2, 3, 5)</p>	<p>All employment ads have the Equal Opportunity Employment statement on them. All interviews are conducted using the DDI Targeted Selection process. Equal Employment and Affirmative Action statements are included in appropriate handbooks, manuals and guides. (HR/WFD/IE)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>The Director of Media Services is DDI trained, served on several hiring committees, hired three individuals on staff and encouraged Media Services staff to train in DDI.</p> <p>Public Safety and Security ensured that at least one DDI targeted selection STAR criteria evaluates the customer service orientation of employee candidates in the hiring process.</p> <p>DDI is being utilized with hiring procedures. (Plant Operations)</p> <p>The Business Office ensured that all hiring managers included at least one customer service question in all interviews. The interview committee included a diverse group of individuals.</p> <p>Conducted equal employment opportunities in hiring process using DDI targeted process. Department hiring processes follow college procedures. (Continuing Education)</p> <p>STAR criteria are used throughout the DDI Interviewing process. At least one customer service question is required for interviews. (Curriculum)</p> <p>One or more DDI customer service STAR criteria is included during each hiring interview. (Military Programs)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
<p>2.15 Include quality customer service and support as a measured item on annual performance appraisals. (5)</p>	<p>All appraisals included comments related to customer service support. (HR/WFD/IE)</p> <p>The Director of Media Services chose several customer service questions for the hiring process in our department. The Director included quality customer service in staff performance objectives.</p> <p>This will was done within on our 2014 print shop evaluations.</p> <p>All Public Safety and Security employees are measured on providing quality customer service and support during their annual performance appraisal.</p> <p>Business Office included quality customer service and support as a measured item on annual performance appraisals.</p> <p>Answered all phone calls and voice messages while also providing immediate response to customer requests within 24 hours. Customer service goal is included as a measured item on annual performance appraisals. (Continuing Education)</p> <p>Quality customer service is part of the Employee Performance Appraisal, however, it is not one of the critical measures. (Curriculum)</p> <p>All library employees are evaluated on customer service skills. (Library)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	Customer service is a measured item in each employee's annual appraisal. (Military Programs)
2.16 Provide adequate training to employees to ensure the Continuity of Operations (Safety) and Emergency Preparedness Plan can be implemented quickly and accurately in times of emergency. (2)	<p>The Human Resources office is working with the Security office to ensure that an Emergency Preparedness professional development session is made available. Additionally, the HR/WFD/IE portion of the COOP plan was updated this year.</p> <p>FTCC Foundation has taken the existing plan and established a call tree and incorporated a text messaging process to ensure staff are informed promptly and confirm receipt of communication. This was seen in action during the inclement weather days this past year The staff in the print shop had an open discussion about safety and emergency preparedness at our bi-monthly meetings</p> <p>An Emergency Operations Response Plan was created and approved for the campus. Professional development classes are being scheduled to provide training to all college employees.</p> <p>An emergency application for smartphones has been identified and is being implemented to provide immediate access to information assisting employees with relevant information on emergency procedures in accordance with the college plan.</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>Conducted Emergency Notification System Checks to familiarize personnel with system and test operations. (Administrative Services)</p> <p>Upgraded radios to communicate with Security and all Facility Services Departments. Fire Exit signs were placed at Cliffdale Plaza. Lighting and occupancy sensors were placed in the shelters at CBI/SLC. (Plant Operations)</p> <p>The Business Office reviewed and updated the COOP Plan annually.</p> <p>Training, workshops, and reviews of existing Continuity of Operations plans were conducted throughout the year to ensure compliance and readiness. (Military Programs)</p>

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***Institutional Goal # 3: Ensure fiscal responsibility, accountability and financial stability:***

1. Plan and prepare annual budgets that enable the College to be responsive to community needs.
2. Maximize strained resources by enhancing productivity and accountability.
3. Focus resources on the core mission of teaching by strategically budgeting funds in areas that result in the greatest return on investments.
4. Streamline operations with a focus on efficiencies.
5. Monitor current spending and forecast future funding requirements to sustain financial stability.
6. Institute a data driven decision process based through assessment of needs.

<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
<p>3.1 Submit accurate budget decision packages in a timely manner to support division operations and support an institutional goal related to the request for funding. Initial decision packages will be submitted annually in May. (1-6)</p>	<p>Administrative Assistant met with the VP after collecting the needs for HR and IE to discuss the necessity. After the decisions were made and approved by the VP the Administrative Assistant prepares the decision packages and forwarded them to the Senior VP for Business and Finance for final approval prior to the deadline.</p> <p>FTCC Foundation performed this for their portion of the College budget, as part of its FTCC Foundation fiscal operations, and as part of its separate annual nonprofit audit. A clean audit and timely submission of IRS Form 990 was provided.</p> <p>The Director of Media Services planned and prepared budget decision packages in a timely manner based on research, technical knowledge, and institutional goals.</p> <p>MIS has a very complex budget package which was completed and submitted prior to the due date.</p> <p>The print shop manager handled this assignment and reviews different equipment for its needs and costs.</p> <p>Prepared and submitted timely budget decision packages. (Administrative Services)</p>

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2. Maximize strained resources by enhancing productivity and accountability.
3. Focus resources on the core mission of teaching by strategically budgeting funds in areas that result in the greatest return on investments.
4. Streamline operations with a focus on efficiencies.
5. Monitor current spending and forecast future funding requirements to sustain financial stability.
6. Institute a data driven decision process based through assessment of needs.

<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>Utilized budget decision packets for support. (Plant Operations)</p> <p>The Business Office submitted budget decision packages as needed for the office.</p> <p>Submitted all equipment requests by the requested deadline. (Continuing Education)</p> <p>Prepared budget packages for computer equipment and new Tallywood location equipment. (Continuing Education)</p> <p>Career Counseling completed budgetary outline for C-STEP annually. (Student Services)</p>
<p>3.2 Ensure appropriate communication among affected areas. (1, 2, 4)</p>	<p>Administrative Assistant met regularly with the HR/WFD/IE VP to discuss any issues or needs within HR, WFD and IE offices. The Director of Institutional Effectiveness met periodically with staff members regarding their current technological needs, assessed their demands with quantifiable evidence, and made recommendations accordingly. The AVP for HR/WFD/IE and Career Center manager met weekly with the Workforce Solutions and Workforce Development Staff.</p> <p>FTCC Foundation provided Finance and Investment Committee meeting notices, invitations, and materials to Senior Vice President of Business and</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>Finance and the President of FTCC in addition to its board members. Timely and appropriate documentation occurred as needed for fiscal compliance with state and federal entities overseeing nonprofits.</p> <p>MIS has been more forward thinking with communication flow to the campus via the “All at Fayetteville” mass mailings to ensure that the campus is notified of outages and issues in a timely manner.</p> <p>Public Safety and Security added contract security services to the operations to provide better staffing flexibility in staffing to increase security coverage or reduce coverage based on service need and thus best provide cost savings for the college</p> <p>Established renovation and construction priorities to utilize limited resources. (Administrative Services)</p> <p>Purchased new radios for communication across campus departments. (Plant Operations)</p> <p>The Business Office held budget meetings, prepared calendars, and used phone and email correspondence to keep employees informed throughout the year. Web Advisor was used for budget access.</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>Conducted regular staff meetings and provided information via email and phone calls in a timely manner. Supported the development of a newsletter. (Continuing Education)</p> <p>Career Counseling submitted appropriate request of funding for C-STEP funds through appropriate chain of command. (Student Services)</p>
<p>3.3 Monitor monthly budget reports and submit a budget reconciliation mid-year. (2, 4, 5, 6)</p>	<p>Administrative Assistant to the VP prepared all expense requests, monitored and maintained the monthly budgets for HR and IE, and submitted mid-year budget reconciliations as required.</p> <p>Marketing &amp; Public Relations Department - Completed and submitted</p> <p>MIS has a very complex budget and continues to seek ways to better plan for unforeseen projects. Mid-Year budget revisions were minimal this year and were submitted in a timely manner.</p> <p>The Print Shop manager reviewed the monthly reports and made any recommendations as needed.</p> <p>Monthly budget reports were monitored and mid-year budget reconciliation were accomplished. (Plant Operations)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>Mid-year budget revisions are due in January each year. Monthly expenditure reports were done monthly and communicated to appropriate individuals. (Business Office)</p> <p>Monitored monthly expenditures and kept staff informed of budget status. (Continuing Education)</p> <p>Small Business Center submitted mid-year budget report to the System Office on or before deadline. (Continuing Education)</p> <p>The library consistently monitors its budget and products to ensure the highest quality for the money. (Library)</p> <p>The Academic &amp; Student Services Division monitors their individual budgets. Mid-year budget revisions are provided in January each year.</p>
<p>3.4 Consistently review the salary plan and hiring scale to keep salaries for staff and faculty comparable to market. (1-6)</p>	<p>The Compensation Committee met regularly throughout the year to evaluate changes to job descriptions and recommended adjustments to pay grades that reflect those changes. All recommendations were approved by the President.</p> <p>Additionally, the College has been working with an outside agency, Fox-Lawson, to conduct a compensation study to evaluate the College's competitiveness with the market.</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>The Office of Business and Finance, in conjunction with Benefit focus, prepared and distributed Total Compensation Packages for all current full-time employees who worked 1/1/13 through 12/1/13. The purpose of the Total Compensation Package is to enable employees to quantify the value of all benefits they receive by working for the College, which also enables them to make a better comparison of their salary/benefits package to those of similar positions in the market. A campus-wide compensation study was done this year. College salaries for County paid employees were compared to the County pay scale.</p> <p>Attended quarterly meetings throughout the state for Fire EMS, and Law Enforcement to compare hiring scale to stay comparable with the market. (Continuing Education)</p>
<p>3.5 Communicate with all levels of the College to stay abreast of the future needs of the community and forecast future funding needed to meet these needs. (1-6)</p>	<p>Institutional Effectiveness partnered with EMSI to gain such resources as Career Coach and EMSI Analytics. Faculty had the ability to determine growth rates regarding their respective programs of study and possible budgetary increases that could be supported by such data. Twenty-Three staff members were certified as Labor Market Analysts after completion of EMSI training.</p> <p>Foundation staff met with Veteran's Service center, Career Center, Culinary Arts, high school, Performing Arts, and Business program areas to discuss funding needs and opportunities.</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>MIS has a very complex budget and continues to seek ways to better plan for unforeseen projects. Mid-Year revisions were minimal this year and were submitted in a timely manner.</p> <p>Coordinated with all levels of the College to project future facility needs. (Administrative Services)</p> <p>Coordinated at all levels to project future construction budget needs. (Plant Operations)</p> <p>Budget decision packets forecasting future needs were analyzed and funded based upon availability. Effective July 1, 2013, the capitalized equipment threshold was changed from \$1,000 to \$5,000. Meetings concerning funding needs were held as new projects and needs were recognized. Communication was also done through emails and phone calls.</p> <p>The library annually surveyed the faculty for suggested curriculum support materials to which the library has purchased 99% of their suggested materials.</p> <p>Provided equipment requests within the requested time period. (Continuing Education)</p>
3.6 Standardize technology across the campus to reduce maintenance cost and maximize	MIS continued to produce and publish a minimum hardware configuration for PCs, Laptops, and printers for the campus. MIS also facilitated and

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
replacement parts. (2, 4)	<p>recommended replacement for those technology items that no longer met our minimum specification.</p> <p>The print shop has implemented a program to network all MFP units (copiers) campus wide so the vendors can collect data as needed and auto replenish all consumables</p> <p>The start of upgrades have been implemented to the emergency call boxes on campus as well as upgrading video cameras in strategic locations to better provide effective utilization of video surveillance on campus.</p> <p>Siemens Electronic control devices for heating/cooling systems were standardized to reduce costs and maximize operations. (Administrative Sevices)</p> <p>Siemens controls have been implemented as standard systems controls. Lighting upgrades have been added. (Plant Operations)</p> <p>Technological purchases were coordinated between subject matter experts in Media Services, Management Information Systems, Plant Operations, and the Purchasing Office in order to standardize technology when possible.</p>
3.7 Cascade technology when replacements are made to reduce cost. (2, 4)	MIS facilitated PC replacement plan that replaces lab PCs and moved older PCs to faculty offices. This approach has worked for the campus; however,

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>there is a new initiative that requires faculty to move to laptops in their offices. Not sure of the future of this cascade approach. Additionally, MIS is testing the use of Virtual Desktop technology which will reduce replacment costs for instructional labs over time when fully deployed.</p> <p>The Business Office cascaded technology within the division when new purchases are made. MIS guided the cascading of technology when technology was not needed or appropriate within the division.</p> <p>Purchased a SMART board and ELMO projector for CS/OE classes and provided training for employees. Transferred computers to other Continuing Education departments when newer computers have been purchased. (Continuing Education)</p> <p>Technology resources were cross-leveled between SLC, FTCC, and Fort Bragg offices/classrooms. (Military Programs)</p>
3.8 Communicate the College's needs to the FTCC Foundation. (2)	<p>FTCC Foundation learned that specific scholarships are not being awarded or are being pulled from students due to what was out-dated or restrictive wording in the criteria. The FTCC Foundation Board reviewed criteria and made changes that did not change the intent of the donor.</p> <p>Marketing &amp; Public Relations Department - Assisted Foundation with Marketing and Public Relations needs</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>Small Business Center worked with FTCC Foundation to seek funding for entrepreneurial activities, programs and training. (Continuing Education)</p> <p>The Veterans Services Office and FTCC Foundation has established an umbrella piece to help veterans and their dependants. (Student Services)</p>

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***Institutional Goal # 4: Focus on workforce preparedness to support economic development:***

1. Strengthen economic development in the service area.
2. Establish an effective job placement office.
3. Expand veterans support services.
4. Analyze Program Advisory Committee data and annual employer surveys to modify program/course offerings to meet employer needs.

<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
<p>4.1 Align curriculum and continuing education programs of instruction/course offerings with reported needs of employers, as reflected in the annual employer survey. (4)</p>	<p>In order to meet this goal, the Institutional Effectiveness Department administered the Annual Employer Survey in March 2014. 100% of employers would consider hiring more FTCC graduates.</p> <p>Provided a Credit for Prior Learning plan to allow Continuing Education students to receive credit for various Curriculum classes based on completion and passing industry certification exams. (Continuing Education)</p> <p>Submitted AMA classes for consideration to be counted toward curriculum credit in the FTCC curriculum Business area. (Continuing Education)</p> <p>Per employer request, curriculum EMS program implemented industry specific certifications, including PALS and ACLS into curriculum. (Curriculum)</p> <p>Request submitted for permission to assess the need for Medical Assisting program within curriculum. (Curriculum)</p> <p>Nursing Assistant Diploma approved for implementation Fall 2014, allowing students to receive financial aid for curriculum NA program. (Curriculum)</p> <p>EMS major curriculum review approved to be implemented Fall 2014. (Curriculum)</p> <p>Pilot for Pre-Health Academy at SLC implemented in Spring 2013. Preparations made for full implementation Fall 2014. (Curriculum)</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>Instructional Service Agreement with Johnston Community College adapted to move program to JCC to increase consistency/eliminate duplicate work. (Curriculum)</p> <p>ISA's for Funeral Service Education revised to support additional partner and provide consistency. (Curriculum)</p> <p>Used employer survey data to determine needs to help guide development of Writing Lab. (Curriculum)</p> <p>Mapped AMA courses taught in Continuing Education with curriculum courses. (Curriculum)</p>
<p>4.2 Enhance outreach to business/industry to understand and define existing and future workforce training needs. (1)</p>	<p>The OJT Coordinator has met with over 40 different businesses to discuss their personnel and training needs. When developing an On-the-Job Training contract, the skills gap is identified and a six-month training plan is developed for each individual participant and business.</p> <p>Utilized work study students to provide on the job training and experience in staff support areas.</p> <p>Provide maintenance system orientation to HVAC students on College systems (Administrative Services)</p> <p>Needs assessment surveys are being conducted for the following programs:</p> <ul style="list-style-type: none"> <li>• Cosmetology instructor</li> <li>• Esthetics</li> </ul>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<ul style="list-style-type: none"> <li>• Gunsmithing</li> <li>• Broadcasting &amp; Production Technology</li> <li>• Medical Assisting</li> <li>• Global Logistics &amp; Distribution Mgt Tech.</li> </ul> <p>Reached out to local businesses related to the types of classes Business Services offers via flyers, phone calls and face-to-face meetings. (Continuing Education)</p> <p>The Industry Services Director and Coordinator met regularly with area industry representatives. (Continuing Education)</p>
4.3 Expand the use of customized industry training funds. (1, 3, 4)	<p>As part of the On-the-Job Training process, the OJT Coordinator discussed the needs for specialized training for one job, multiple jobs or every job for the business. In several cases (Hercules Steel, McCune Technologies, and U-Teck), we have developed multiple OJT contracts. In addition, we worked closely with T.J. Haney to identify companies that needed customized training. We referred him to U-Teck, and he is currently providing customized training to that company. (HR/WFD/IE)</p> <p>Sought out high cost training opportunities with industries that have low number of employees. Routinely met with industries to find needs that could use Customized Training funds. (Continuing Education)</p>
4.4 Engage with the Economic Alliance in the recruitment, expansion and retention of	<p>Whenever the Economic Alliance had a prospective business that may locate in Cumberland County, Jim Lott and Edith Edmond met with the company to</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
businesses. (1, 4)	talk about the labor force, offered assistance on recruitment and hiring, and even offered their offices for interviewing prospective employees. (HR/WFD/IE)
4.5 Seek additional funding for the NC Military Business Center to better engage businesses winning government contracts and providing post-contract assistance. (1, 3)	<ul style="list-style-type: none"> <li>• Maintained a staff of 17 year-round personnel and three seasonal/part time personnel in 13 office locations across the state, from Franklin to Morehead City, including a State headquarters at FTCC and a new office in Cary</li> <li>• Assisted NC businesses in winning at least 126 federal contracts in CY2013, worth \$133.0 million to \$906.4 million</li> <li>• Assisted NC businesses in winning at least 30 federal contracts in CY2014 (as of 31 MAY 14), worth \$18.3 million to \$665.7 million</li> <li>• Assisted NC businesses in winning at least 1,915 contracts from 1 JAN 05 to 31 MAY 14 that were worth \$3.834 billion to \$12.844 billion, generated at least \$264 million in State corporate income tax and generated a 26:1 ROI on State investment in the NCMBC</li> <li>• NCMBC business development staff: <ul style="list-style-type: none"> <li>○ Made 1,121,576 connections of 1,822 federal contract opportunities to businesses in NC during CY2013</li> <li>○ Made 511,368 connections of 743 federal contract opportunities to businesses in NC during CY2014 (as of 31 MAY14)</li> <li>○ Made 6,760,746 connections of 17,531 federal contract opportunities to businesses in NC from 1 JAN 05 to 31 MAY 14</li> <li>○ Conducted approximately 3,000 counseling and one-on-one training sessions annually with businesses statewide</li> </ul> </li> <li>• NCMBC MatchForce.org: <ul style="list-style-type: none"> <li>○ Achieved 20,576 business and 40,359 individual users (25 JUN 14)</li> </ul> </li> </ul>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<ul style="list-style-type: none"> <li>○ Made 31,449,920 matches of 115,120 federal contract opportunities to businesses in NC during CY2013</li> <li>○ Made 185,655 matches of 6,470 job opportunities to individuals during CY2013</li> <li>● Conducted at least nine major statewide events during CY2013, with up to 800 attendees each, at venues from Winston-Salem to Wilmington. Several events were conducted with US Senators, other state agencies and public/private organizations, and are recognized as premier business development events for federal opportunities in NC</li> <li>● Conducted intermediate level Defense Contractor Academies in Charlotte (CPCC, OCT 13), Wilmington (CFCC, DEC 13) and Raleigh (MAR 14)</li> <li>● Initiated and conducted advanced level Proposal Development Workshops in Charlotte and Cary (CPCC, Wake Tech), MAR 14.</li> <li>● Prepared and recruited for DCAs in Fayetteville (FTCC, JUL 14), Charlotte and Wilmington (CPCC/CFCC, DEC 14)</li> <li>● Conducted numerous basic and intermediate level training in federal contracting at various locations across the state in support of SBCs, chambers of commerce, economic developers and other agencies</li> <li>● Maintained a world class website that is nationally recognized as a premier resource for market intelligence and federal contracting procedures</li> <li>● Communicated NCMBC events, federal contract awards, training and business development presentations and contracting technical information via social media, including NCMBC Facebook, Twitter, blog, SlideShare and an active NCMBC LinkedIn group ,</li> <li>● Provided subject matter expert testimony at the General Assembly, and</li> </ul>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	participated on/in State, regional and local Commissions, boards and panels to expand the State economy and grow jobs through federal contracting
4.6 Create career pathways for students and graduates to engage with employers to include defense contractors. (2, 3)	<p>We provided individual employability plans for each student or graduate that came to the Workforce Development Center. We have identified an individual (Lorria Troy) who will make presentations to the graduating seniors, orienting them to the services that the Workforce Development Center offers, including job search assistance, resume preparation, and tips on interviewing, and encouraging each one to visit the Workforce Development Center. In addition, our new automated system, NCWorks online, can be accessed by anyone. The system includes a large listing of job vacancies. (HR/WFD/IE)</p> <p>Created Basic Skills Plus Career Pathway for College and Career Readiness students. (Continuing Education)</p> <p>Small Business Center partnered/collaborated with NC Military Business Center to offer seminars to learn about the process of defense contracts for small business owners. (Continuing Education)</p> <p>The Pre-Major Associate in Arts degrees in Social Work and Psychology were created with the intended outcome of providing A.A. transfer students with a clearly defined education/career path. This is the same situation for our Associate in Fine Arts degrees that provide clear pathways in Visual Arts, Drama, Music, and General Fine Arts. The Advertising and Graphic Design A.A.S degree opportunities directly lead to employment upon graduation.</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>(Curriculum)</p> <p>Supported Pre-Health Academy at SLC. (Curriculum)</p> <p>Worked with Sandhills Consortium (Cumberland, Hoke, Moore, Robeson, Richmond County schools) to develop pathway for Logistics and Distribution Management. (Curriculum)</p> <p>Coordinated pathways to FSU for business students. (Curriculum)</p>
<p>4.7 Promote and solicit scholarship and funding opportunities that parallel employer needs and student curriculum. (1-4)</p>	<p>FTCC Foundation has engaged new and re-engaged existing scholarship donors within curriculum. Additionally, significant high school awards are being used as recruitment tools.</p> <p>Public Safety and Security partnered with cooperative education services to provide the opportunity for a criminal justice students to work within their field of study.</p> <p>Short- term loans were made available to assist students in paying tuition, fees, and books. A tuition payment plan is available for tuition and fees. (Business Office)</p> <p>Provided scholarships to students taking eight Distance Learning programs at least twice within the year. Offered scholarships to help fund opportunities of programs to meet employer needs and student curriculum needs for a variety</p>

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<b>Strategies</b>	<b>Accomplishments (July 1, 2013-June 30, 2014)</b>
	<p>of entry-level training classes and programs. (Continuing Education)</p> <p>Provided specifically designed HRD classes that included KeyTrain in preparation for the WorkKeys Test to achieve nationally recognized CRC for military Veterans participating in the Back-to-Work Grant and the Operation ReEntry Collaborative Grant. (Continuing Education)</p> <p>Grant funding for GlaxoSmithKline(GSK) converted to scholarships for STEM students. eleven scholarships were awarded. (Curriculum)</p>

# Fayetteville Technical Community College STRATEGIC PLAN 2013-2018

Current Version Originally Published  
Fall 2009

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Proponent: Vice President for Human Resources/  
Workforce Development and Institutional Effectiveness

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**Available online at:**

[http://www.faytechcc.edu/institutional\\_effectiveness/handbookmanualplans.aspx](http://www.faytechcc.edu/institutional_effectiveness/handbookmanualplans.aspx)

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Fayetteville Technical Community College is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award associate degrees, diplomas and certificates. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Fayetteville Technical Community College.

September 16, 2013

Dear Advocates of Fayetteville Technical Community College:

Fayetteville Technical Community College recently celebrated its 50<sup>th</sup>-year anniversary. In doing so, the administration, faculty, and staff of FTCC celebrated the hard work and commitment that resulted in 1981 certificates, diplomas and degrees being awarded. As we transition into the next fifty years of service, we look to the future with even more passion and enthusiasm by developing, implementing, and monitoring innovative ways to better serve our students and the business-and-industry segment of the world we serve.

The 2013-2018 Strategic Plan was developed with a more defined, focused scope, identifying key initiatives to explore, evaluate and accomplish. Initiatives will be assessed annually to respond to changes that could impact student success. We cannot put a price tag on the results of our successful efforts at Fayetteville Technical Community College, but we can enjoy the realization that through affordable, high-quality education available at FTCC, lives are made more productive, spirits and confidence levels grow, and individuals are better equipped with job skills for success in the workforce.

While there are good reasons to celebrate our past accomplishments, we must remain focused on future successes. Using the 2013-2018 Strategic Plan, we will build new relationships and strengthen existing ones, improve communications, share both individual and collective responsibility, and exhibit our care and pride toward one another in doing the tasks at hand. We will make the journey a success building on the momentum of everyone's strengths, talents, and abilities moving forward.

Sincerely,

J. Larry Keen, Ed. D.  
President

**FTCC Institutional Goals  
2013-2018**

- 1. Respond to student and community needs through measurable goals**
- 2. Establish a culture of quality customer service**
- 3. Ensure fiscal responsibility, accountability and financial stability**
- 4. Focus on workforce preparedness to support economic development**

**Institutional Goal: 1 Respond to student and community needs through measurable goals**

1. FTCC will increase graduation rates to 25% by 2018.
2. Increase headcount enrollment by **3%** annually
3. Increase gainful employment (employment in field of study) of students
4. Increase completion rates for Workforce Investment Act (WIA) training programs by 20%
5. Meet or exceed the NCCCS Performance Measures goals.
6. Achieve 90% satisfaction rate on all surveys and course evaluations.

**Strategies:**

- Promote student successes and College Best Practices with a targeted goal of 50+ information releases and/or presentations annually (2)
- Use the Educational TV channel to provide timely information/programming to the community (2)
- Partner with community organizations to connect students to potential employers (3)
- Engage stakeholders to develop and expand College funding opportunities melding community and student needs. (1, 2, 3)
- Align the FTCC Foundation, Inc. goals and outcomes to support the College. (2, 3)
- Streamlining initial processing of WIA participants to ensure more efficient transition into training programs. (2, 3, 4)
- Reduce the number of students testing into developmental classes. (1, 2)
- Administer student course evaluations to assess the satisfaction rates for course and programs of study. (1, 5, 6)
- Administer an annual non-returning student survey to assess the reasons for not continuing studies at FTCC. (1, 5, 6)
- Administer an annual graduate survey to assess satisfaction rates for courses and programs of study. (1, 5, 6)
- Improve assessment plans with documented evidence of outcomes. (1)

- Create and administer a professional development program to support academic quality for student success. (1-6)
- Promote use of the research such as Education Advisory Board studies to identify and benchmark successes at other Colleges that can be emulated at FTCC. (1-6)
- Maintain memberships in relevant professional organizations and groups. (1-6)
- Promote faculty-staff engagement in public relations, community service, and College activities. (1, 2, 3, 5, 6)
- Encourage faculty and staff to complete higher levels of relevant education and/or degree completion. (1, 2)
- Encourage Return to Industry Training. (1, 2)
- 100% of new instructors will successfully complete the Excellence in Teaching course prior to teaching their first class. (1, 5, 6)
- More clearly define and articulate expectations for the role of instructional leaders. (1, 5, 6)
- Create an effective Instructional Leaders course. (1, 5, 6)
- Standardize blackboard shells to ensure more active learning for students. (1, 5, 6)
- Increase Co-op and intern work opportunities for students (1, 2, 3, 6)
- Provide a safe and secure learning environment. (6)

## **Institutional Goal: 2 Establish a culture of quality customer service**

1. Success of our students is our number one priority
2. Competition for services requires that we maintain the highest standards and responsiveness to the needs of our customers and stakeholders.
3. Create a welcoming and service oriented culture delivering support with minimal referrals.
4. Achieve 90% satisfaction rate on customer service survey.
5. Consistency of service and information will be maintained across the College.

### **Strategies:**

- Ensure that faculty and staff understands their individual responsibility to provide high quality customer service. (1-5)
- Provide well maintained and safe campuses demonstrating our pride in FTCC. (4)
- Resolve customer needs with minimal referral to others. (3)
- Answer the phone within 3 rings. (1-5)
- Educate all employees on functions and activities of College departments to minimize referrals. (2)
- Incorporate advanced technology that can help to eliminate or reduce on-campus visits and lines. (1, 4, 5)
- Triage lines to move customers to appropriate College locations quickly. (3, 4)
- Ensure signage is visible, adequate and accurately directing visitors to correct locations. (3, 4)
- Require all hiring managers to include one or more interview questions focused on customer service. (1-5)
- Create and implement incentive program to recognize employees that excel in providing customer service. (1-5)
- Conduct annual surveys of faculty, staff and students to provide data related to the College climate and customer service/support. (4)
- Create and deliver professional development classes to educate employees on quality customer services standards and expectations. (1-5)

- Create and develop two FTCC website portals. One website will be focused to students, ensuring it remains user-friendly and focused to student needs while the other website will be focused to internal faculty/staff use and required mandatory reporting elements under the Higher Education Act and other local, State and Federal legislation requirements. (1, 3)
- Promote equal employment opportunities in all aspects of the hiring process. Ensure one DDI targeted selection STAR criteria evaluates customer service orientation of all prospective candidates. (2, 3, 5)
- Include quality customer service and support as a measured item on annual performance appraisals. (5)
- Provide adequate training to employees to ensure the Continuity of Operations (Safety) and Emergency Preparedness Plan can be implemented quickly and accurately in times of emergency. (2)

**Institutional Goal: 3 Ensure fiscal responsibility, accountability and financial stability**

1. Plan and prepare annual budgets that enable the College to be responsive to community needs.
2. Maximize strained resources by enhancing productivity and accountability.
3. Focus resources on the core mission of teaching by strategically budgeting funds in areas that result in the greatest return on investments.
4. Streamline operations with a focus on efficiencies.
5. Monitor current spending and forecast future funding requirements to sustain financial stability.
6. Institute a data driven decision process based through assessment of needs.

**Strategies:**

- Submit accurate budget decision packages in a timely manner to support division operations and support an institutional goal related to the request for funding. Initial decision packages will be submitted annually in May. (1-6)
- Ensure appropriate communication among affected areas. (1, 2, 4)
- Monitor monthly budget reports and submit a budget reconciliation mid-year. (2, 4, 5, 6)
- Consistently review the salary plan and hiring scale to keep salaries for staff and faculty comparable to market. (1-6)
- Communicate with all levels of the College to stay abreast of the future needs of the community and forecast future funding needed to meet these needs. (1-6)
- Standardize technology across the campus to reduce maintenance cost and maximize replacement parts. (2, 4)
- Cascade technology when replacements are made to reduce cost. (2, 4)
- Communicate the College's needs to the FTCC Foundation. (2)

**Institutional Goal: 4 Focus on workforce preparedness to support economic development**

1. Strengthen economic development in the service area.
2. Establish an effective job placement office.
3. Expand veterans support services.
4. Analyze Program Advisory Committee data and annual employer surveys to modify program/course offerings to meet employer needs.

**Strategies:**

- Align curriculum and continuing education programs of instruction/course offerings with reported needs of employers, as reflected in the annual employer survey. (4)
- Enhance outreach to business/industry to understand and define existing and future workforce training needs. (1)
- Expand the use of customized industry training funds. (1, 3, 4)
- Engage with the Economic Alliance in the recruitment, expansion and retention of businesses. (1, 4)
- Seek additional funding for the NC Military Business Center to better engage businesses winning government contracts and providing post-contract assistance. (1, 3)
- Create career pathways for students and graduates to engage with employers to include defense contractors. (2, 3)
- Promote and solicit scholarship and funding opportunities that parallel employer needs and student curriculum. (1-4)

Approved: September 16, 2013