

# Fayetteville Technical Community College

## Detailed Assessment Report 2015-2016 Budgets and Financial Systems

As of: 8/01/2016 01:13 PM EST

### Mission / Purpose

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To provide professional and courteous financial services and to assure fiscal responsibility, proper management and security of the College's 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

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#### **O/O 1: Continuity of Operations Updates**

The Office of Business and Finance will complete a thorough review, documentation update, and testing of its Continuity of Operations Plan (COOP).

#### Relevant Associations:

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

3 Ensure fiscal responsibility, accountability and financial stability.

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

##### **FTCC**

33 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.

#### Related Measures

##### **M 1: Continuity of Operations Plan Updates**

What: The Director of Student Accounts and Fiscal Controls will lead the process of updating the Continuity of Operations Plan (COOP) for the Office of Business and Finance.

Why: The Director of MIS has asked each department/division within the College to ensure a thorough update of the COOP as it pertains to their functions.

How: An action plan was written at the end of the 2015 assessment cycle in order to ensure that this objective is met during the current assessment cycle. A timeline of events was established for the current assessment cycle. The Director of Student Accounts and Fiscal Controls will research examples of COOPs and make a recommendation to the Senior Vice President (SVP) and Associate Vice President (AVP) for Business and Finance for presentation and testing methods. All leaders within Business and Finance, including the SVP and AVP for Business and Finance, Director of Disbursements, Director of Student Accounts and Fiscal Controls, Procurement and Special Projects Manager, State, County, and Grants Funds Manager, Payroll and Benefits Supervisor, and Accounts Receivable Manager, will be responsible for updating the plan as it pertains to their individual areas. The entire Office of Business and Finance is subject to be involved in the testing of the plan. The SVP and AVP for Business and Finance will review the plan and the testing of the plan to assess the effectiveness of the process, once all is complete. This objective will have been successfully met if the COOP documentation is updated and the plan is tested before June 30, 2016.

When: By June 2016

Who: SVP for Business and Finance and AVP for Business and Finance

Source of Evidence: Administrative measure - other

#### **Target:**

This outcome/objective will have been successfully met if the Business Office's Continuity of Operations plan is thoroughly documented, tested, reviewed and approved by June 2016.

#### **Reporting Finding (2015-2016) - Target: Met**

The Office of Business and Finance has successfully met this objective. The Business Office's Continuity of Operations Plan (COOP) has been thoroughly documented, tested, reviewed, and approved. The Director of Student Accounts and Fiscal Controls (Director) finalized the COOP for the Office of Business and Finance. It is a comprehensive plan that covers each critical function of the Office of Business and Finance. In addition, the Director and Associate VP for Business and Finance created a plan to test the COOP and to document that testing. Business Office employees were selected, with no prior warning, to participate in the testing of the COOP. On May 12, 2016, processes were tested related to payroll and cashing/student accounting. Employees were prevented from entering their offices on this day. They were taken to an alternate location to work and they were provided the critical equipment/supplies identified on the COOP for the functions being tested. They were provided access to the College ERP system and Internet, based on the assumption that the College's MIS department could make these available in the event of an actual emergency. Vital records identified on the COOP for the functions being tested were not provided. In order to obtain vital records, employees had to rely on what was available on their individual "J" drives, which can only be accessed by the employee, but is backed up on a daily basis by the College's MIS department. The testing was a great success. It provided Business and Finance management with the comfort of knowing that we were capable of completing critical processes, such as payroll and student accounting, in the event of an emergency. It also made employees more aware of items that they needed to add to their scanned documentation on their J drives and things they could prepare and put in alternate locations in order to make things easier during the event of an actual emergency. Employees are following up on these things as a result of the testing. The final COOP will be shared with all employees in Business and Finance

and updates/surprise testing will continue moving forward.

#### **Connected Documents**

[COOP Testing for Cashiering and Student Accounts - May 12, 2016](#)

[COOP Testing Payroll - May 2016](#)

#### **Reporting Finding (2014-2015) - Target: Partially Met**

The Office of Business and Finance has partially met the intended outcome of this objective. The Director of Student Accounts and Fiscal Controls selected a new, more user friendly, format to document the COOP plan for our office. The new format was shared, along with the documentation of our prior COOP plan, with each supervisor, manager, director, and VP, in order for those individuals to provide updated information and documentation for our revised plan. These updates were returned to the Director of Student Accounts and Fiscal Controls to compile into our new COOP plan documentation. The Director of Student Accounts and Fiscal Controls has finalized the updated COOP plan documentation for the majority of the departments in Business and Finance and it has been reviewed by the AVP for Business and Finance. There is one department in Business and Finance that continues to provide information at this time, which is needed to finalize the project. In addition, the Director of Student Accounts and Fiscal Controls is also working to implement the new PCI compliance standards for the College, which will ultimately impact the final COOP plan for Business and Finance. The COOP document in progress is very useable in its current state and would be vital in the event of a disaster. We will continue to finalize and test the COOP plan in the next assessment cycle.

#### **Connected Document**

[Documentation of COOP Status](#)

### **O/O 2: Updated Job Manuals**

Each employee in the Office of Business and Finance is responsible for creating and/or updating a job description manual, which should include descriptions and examples/screen shots of "how to" perform the various tasks assigned to each person.

#### **Relevant Associations:**

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

- 3 Ensure fiscal responsibility, accountability and financial stability.

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

FTCC

- 20 Ensure that faculty and staff understands their individual responsibility to provide high quality customer service.

#### **Related Measures**

##### **M 2: Updated Job Descriptions**

What: Each employee within the Office of Business and Finance will be required to either create or update a job description manual, which includes a detailed description and examples/screen shots of each of the critical functions that are assigned to each position within our office. Supervisors made this an objective for each of their direct reports during the June 2015 annual employee evaluation. The supervisors will review and evaluate their employees during the June 2016 evaluation cycle.

Why: The Senior VP for Business and Finance (SVP) and Associate VP for Business and Finance (AVP) want to ensure continuity of operations at the highest level of customer service at all times. It is believed that these manuals are critical for the preparation of an employee's absence, either planned or unplanned. The objective was made part of each employee's performance evaluation objectives in order to ensure that everyone understands the importance of the project and to ensure that the project is completed.

How: Each employee will be evaluated during the 2016 performance evaluation cycle to ensure that their manual is complete.

When: Data collection will occur in June 2016.

Who: Each supervisor within the Office of Business and Finance will analyze the results for each of the direct reports and all information will be reported to the AVP and SVP.

Source of Evidence: Evaluations

#### **Target:**

This outcome/objective will have been successfully met if each person working in the Office of Business and Finance has an up-to-date job manual that includes detailed descriptions and instructions for each critical job function, including examples and screen shots, by June 2016.

#### **Reporting Finding (2015-2016) - Target: Met**

This objective has been successfully met. Each person in the Office of Business and Finance completed an up-to-date job manual that includes detailed descriptions and instructions for each critical job function, including examples and screen shots. Each job manual was reviewed and approved by the applicable supervisor on or before June 7, 2016.

#### **Connected Document**

[Evidence of Completed Job Manuals](#)

### **O/O 3: Financial Statements**

The Office of Business and Finance will complete its annual financial statements, including our portion of the state's Consolidated Annual Financial Report (CAFR), which is submitted to the Office of the State Controller, and the proforma financial statement exhibits, notes to the financial statements, statement of cash flows, management's discussion and analysis, and required supplementary information, which is due to the Office of the State Auditor, with no material errors or omissions that would result in an audit finding.

#### **Relevant Associations:**

## **Institutional Goals Associations**

3 Ensure fiscal responsibility, accountability and financial stability.

## **Strategic Objectives Associations**

FTCC

35 Ensure appropriate communication among affected areas.

## **Related Measures**

### **M 3: Financial Statements**

**What:** The Associate VP for Business and Finance (AVP) will oversee the annual financial reporting process for the fiscal year ended June 30, 2015. A calendar will be created, which will be break down each step of the process that is required to completed the CAFR, exhibits, notes, discussion and analysis, and required supplementary information, along with the responsible party and the date each piece of the project is due. The AVP will review work completed by everyone else. All work completed by the AVP will be reviewed by the Senior VP for Business and Finance (SVP). The SVP will also complete an overall review of all documentation at the summary level before it is submitted to the Office of the State Controller and the Office of the State Auditor.

**Why:** The annual financial reporting process includes hundreds of journal entries, multiple analyses of data, and the preparation of several schedules and reports. The calendar process, which identifies responsible parties and sets due dates throughout the process, helps keep the entire process on track and enables the AVP to easily monitor the progress of the project. The review process that has been established ensures the accuracy of the final product.

**How:** The Office of Business and Finance's financial statements will be audited by the Office of the State Auditor for the fiscal year June 30, 2015.

**When:** We will have the results of the audit in the spring of 2016.

**Who:** The results of the audit will be shared with the AVP, SVP, President, and Board of Trustees of the College.

Source of Evidence: External report

#### **Target:**

This outcome/objective will have been successfully met if the Office of Business and Finance receives an "unqualified" opinion in the report issued by the Office of the State Auditor on our 2015 financial statements.

#### **Reporting Finding (2015-2016) - Target: Met**

On February 15, 2016, the North Carolina Office of the State Auditor issued its "Independent Auditor's Report" on the College's financial statements for fiscal year-ended June 30, 2015. There were no audit findings in this report. The College received an "unqualified" audit opinion. In addition, the Office of the State Auditor issued an "Independent Auditor's Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards". Per this report, the audit did not identify any deficiencies in internal control that were considered to be material weaknesses and the results of tests disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards.

The Office of Business and Finance fully met our objective.

#### **Connected Document**

[FTCC Financial Statement Audit Report for Fiscal Year Ended June 30, 2015](#)

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

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### **Action Plan to Increase Number of Part-Time Employees on Direct Deposit**

In order to increase the number of part-time employees who sign up for direct deposit during the next assessment cycle, the Office of Business and Finance will send an email to "All at Fayetteville" to remind everyone of the criteria that makes part-time employees eligible for direct deposit. An email will be sent at the beginning of the next assessment period and again, half-way through the next assessment period. In addition, the Office of Business and Finance will decrease the required continuous employment period from nine months to six months for part-time employees to be eligible for direct deposit. Our target objective for the upcoming assessment period will be reduced from 65 to 50 additions to part-time direct deposit. At this point in time we have 176 part-time employees on direct deposit. Adding 50 new part-time employees to direct deposit in the upcoming assessment period will meet our target objective of approximately one-third of the part-time payroll being on direct deposit.

**Established in Cycle:** 2009-2010

**Implementation Status:** Finished

**Priority:** High

**Implementation Description:** This action plan will be implemented by using increase email notification to FTCC employees and by reducing the requirements that make part-time employees eligible for direct deposit.

**Projected Completion Date:** 04/2011

**Responsible Person/Group:** Robin Deaver, Controller Linda Harrell, Senior Accounts Technician

**Additional Resources:** None

### **Direct Deposit for Reimbursements & Other Payments Action Plan**

The Senior VP for Business and Finance, Associate VP for Business and Finance, and Director of Disbursements will continue to work with North Carolina Community College Systems Office (SO) to determine how soon the SO will be able to approve electronic payments to vendors and employees paid from State funds. If they are unable to resolve the issues within the Ellucian system during the first half of the next fiscal year, a meeting will be held to determine whether the Business Office wants to push forward by making these payments from our Institutional Funds checking account, and then writing checks from the State Funds checking account to reimburse Institutional funds. This is not the preferred method, but would still allow the Business Office to accomplish this objective, if the current problems are not resolved within a reasonable amount of time. Once this decision is made, the Cash Management Plan will be updated to reflect the current processes.

**Established in Cycle:** 2013-2014

**Implementation Status:** Finished

**Priority:** High

**Implementation Description:** As stated in the Description, implementation will occur by electronic payment to state paid vendors and employees, either directly from the State Funds checking account, or from the Institutional Funds checking account with a subsequent reimbursement from State funds to Institutional funds.

**Projected Completion Date:** 06/2015

**Responsible Person/Group:** Senior VP for Business and Finance, Associate VP for Business and Finance, Director of Disbursements

**Additional Resources:** N/A

#### **Continuation of Operations Plan**

The Office of Business and Finance will continue to work on our COOP plan by finalizing the plan and documentation for one department that is still in progress at this time. The final plan will be reviewed by the SVP and AVP and tested this fall term.

**Established in Cycle:** 2014-2015

**Implementation Status:** Finished

**Priority:** High

**Implementation Description:** Documentation will be collected to finalize the plan for the Office of Business and Finance. The plan will be tested this fall term.

**Projected Completion Date:** 12/2015

**Responsible Person/Group:** Betty Smith, SVP; Robin Deaver, AVP; Debbie Todd, Director of Student Accounts and Fiscal Controls

**Additional Resources:** none

#### **Electronic Payments Implementation**

The Office of Business and Finance will continue to work toward offering direct deposit to employees for reimbursements and to vendors for payments. We will attend the ACCBO conference in May 2015 and sit in on the session that addresses the state's progress with electronic payments. We will continue to volunteer to test the process for the state. Once the Systems Office makes implementation available state-wide, we will implement immediately. We have already determined how the process works in Colleague for institutional funds, so the process should not be difficult for us once the state is ready.

**Established in Cycle:** 2014-2015

**Implementation Status:** Finished

**Priority:** High

**Implementation Description:** We will test and implement the electronic state funds payments process once the process is approved by the NC Community College Systems Office.

**Projected Completion Date:** 06/2016

**Responsible Person/Group:** Betty Smith, SVP for Business and Finance; Robin Deaver AVP for Business and Finance; Charles Smith, Director of Disbursements

**Additional Resources:** no additional internal resources needed

## **Analysis Questions and Analysis Answers**

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

This year we were able to focus on some important things that can easily get swept aside and forgotten because we have so many day-to-day commitments that take priority. We were able to complete our Continuity of Operations Plan (COOP). It is well documented and has been successfully tested. Employees at various levels in Business and Finance were involved in the process and have taken ownership as a result. In addition to COOP, every employee in Business and Finance completed a thorough job description to include screen shots of their daily processes and/or scanned documents to serve as examples of how to complete various job duties. Having met these two objectives during this assessment cycle has put our office in a great position in the event of any emergency or termination of employment of any individual working in our office. Having met these two objectives gives us great peace of mind moving forward.

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

No significant weaknesses were identified in this year's assessment cycle. We can continue to test various functions documented on the Continuity of Operations Plan and continue to update our job descriptions as things change, but these are expected needs rather than weaknesses.

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

We learned the importance of keeping our job manuals updated on an annual basis. We also learned the best way to test our Continuity of Operations Plan (COOP). We originally planned to test it by bringing individuals into a room, telling them about a fictitious emergency, and then have them explain to us how their areas would be impacted. We decided against this because we did not think it would have the same impact as a real test. In the end, we surprised employees in business and finance by meeting them outside their offices one morning and telling them they could not enter. We told them we were testing our COOP and that we had set up workstations for them with all systems and supplies that are included on the COOP for the areas being tested. We would not allow them any access to critical files listed on the COOP in order to see if they had electronic files available. This method of testing really made the test situation feel real. We learned that we will continue to use this process moving forward.

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

We will make the updating of job manuals and annual requirement. We will also continue testing different parts of our Continuity of Operations Plan, as described, in future years.

## **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)**

Strategic Plan (2015-2020) and other related documents

**Connected Document**

[Strategic Plan 2015-2020](#)

Process Tested:	Bank Deposit, Daily Close Out Analysis, Certificate of Deposit
Date:	05/12/16
Equipment needed but not available:	Had sufficient equipment for processes.
Supplies needed but not available:	Stamp not available – manually able to write account number on checks which resolved this issue, however we will get extra stamps for alternate locations.  First Citizens Security bag. Able to go with security to open FTCC security bag which resolved issue, however, we will get extra First Citizens security bags for alternate locations.
Records needed but not available:	All files were on the J drive so we were able to access all records/reports that the head cashier would use in the morning close out process and the submission of the deposit to the state and the bank deposit.  The cash counts were not available. Paula balanced all funds to Datatel prior to submitting the state deposit transmittal and bank deposit. Going forward all cash counts done the prior day for all cashiers will be stored on the L drive in the CASHIERS folder.
Point at which no longer able to proceed with process:	Able to successfully complete the tested processes.
Impact of not completing process:	Able to successfully complete the tested processes.
Alternate location to store items needed:	Tony Rand Student Center, Cashier's Office Spring Lake Campus, Cashier's Office

Paula Cochran  
Staff Member – Print Name

Paula Cochran  
Signature

5-19-16  
Date

Holly Silvey  
Supervisor + Print Name

Holly Silvey  
Signature

5/19/16  
Date

Process Tested:	May 12, 2016 <i>Full Time Payroll Processing</i> <i>DRJ</i>
Date:	May 19, 2016
Equipment needed but not available:	If building would not have been accessible, then we would have needed a check printer to print the checks.
Supplies needed but not available:	Check stock was not available. MICR ink could be purchased if needed, has a short shelf life so will not store any off-site.
Records needed but not available:	Live Excel worksheet for master payroll was not on "L" drive; however Linda was able to tweak another report to get the data she needed. Some Informer Reports were not available (reports beginning with "I"). Unsure why these reports did not show up. Disability Form 703Bs not available on "L" drive, however Linda has a spreadsheet where she tracks this information that could be used to obtain this information. Brenda's disability spreadsheet needs to show who is subject to FICA, Medicare, Retirement and the GL codes for each employee on disability. Linda knew this information but if Linda was not available we might not have had this information. Projected timesheets could be obtained from mail inbox. Need to add master total each month to Payroll Bible to have numbers to balance payroll back to. Able to use emails for Form "Es" and resignations for month. Annette's Security OT Report needs to be on "J" or "L" drive. Need a "Benefit Bible" and needs to include PPBAs. Need miscellaneous worksheets such as child support and garnishments added to "J" or "L" drives. Need to enter last check # and Advice number in Payroll Bible each month. Need password hints and web links for Core Banking and FCB on "J" drive.
Point at which no longer able to proceed with process:	N/A, would have been able to print payroll with information we had access to but time prevented completing the entire process.
Impact of not completing process:	N/A – If time permitted to complete, 100% accuracy would not have been assured due to not having balancing information for prior month. Also need additional information referred to above in the "records needed" section of this page.

Alternate location to store items needed:	Spring Lake
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Linda Harrell  
Staff Member – Print Name

Linda Harrell  
Signature

5/19/16.  
Date

Charles Smith  
Supervisor – Print Name

Charles Smith  
Signature

5-19-16  
Date

2/2/2015 11:10:45 AM

Robin,

Attached is the COOP update for Business and Finance. I have also attached the previous update from 2013 for comparison. I am still waiting for the critical functions from XXXXX and from XXXXX. I will incorporate theirs when received. Until then, I wanted to share with you what I have completed for your feedback. I still have some tweaking to do on the critical functions charts for the columns where it is breaking words into the next line.

Thanks.

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Debbie

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| Employee       | Supervisor  | Supervisor Signature Indicates Approved Job Description on File | Date   |
|----------------|-------------|-----------------------------------------------------------------|--------|
| Robin Deaver   | Betty Smith | <i>Betty Smith</i>                                              | 6/6/16 |
| Amy Samperton  | Betty Smith | <i>Betty Smith</i>                                              | 6/6/16 |
| Ginny Griffith | Betty Smith | <i>Betty Smith</i>                                              | 6/6/16 |

| Employee        | Supervisor    | Supervisor Signature Indicates Approved Job Description on File | Date   |
|-----------------|---------------|-----------------------------------------------------------------|--------|
| Michelle Hall   | Robin Deaver  | <i>Robin Deaver</i>                                             | 6/7/16 |
| Dawn Johnson    | Michelle Hall | <i>Michelle Hall</i>                                            | 6/7/16 |
| Elizabeth Yocum | Dawn Johnson  | <i>Michelle Hall for Dawn Johnson</i>                           | 6/7/16 |

| Employee      | Supervisor    | Supervisor Signature | Indicates Approved Job Description on File | Date    |
|---------------|---------------|----------------------|--------------------------------------------|---------|
| Penny Tew     | Amy Samperton | <i>AW</i>            |                                            | 5.24.16 |
| Felipa Dozier | Penny Tew     | <i>PT</i>            |                                            | 5/24/16 |
| Mona Watkins  | Penny Tew     | <i>PT</i>            |                                            | 5/24/16 |

| Employee        | Supervisor    | Supervisor Signature Indicates Approved Job Description on File | Date   |
|-----------------|---------------|-----------------------------------------------------------------|--------|
| Debbie Todd     | Robin Deaver  | <i>Robin Deaver</i>                                             | 6/7/16 |
| Holly Silvey    | Debbie Todd   | <i>Robin R. Dodd</i>                                            | 6/7/16 |
| Gloria Jordan   | Holly Silvey  | <i>Holly Silvey</i>                                             | 6/2/16 |
| Paula Cochran   | Holly Silvey  | <i>Holly Silvey</i>                                             | 6/2/16 |
| Christy Horne   | Holly Silvey  | <i>Holly Silvey</i>                                             | 6/2/16 |
| Quanda Woodard  | Gloria Jordan | <i>Gloria Jordan</i>                                            | 6-1-16 |
| Jamese Cameron  | Holly Silvey  | <i>Holly Silvey</i>                                             | 6/3/16 |
| JR Callison     | Holly Silvey  | <i>Holly Silvey</i>                                             | 6/3/16 |
| Faith McGee     | Debbie Todd   | <i>Robin R. Dodd</i>                                            | 6/7/16 |
| Crystal Kendall | Debbie Todd   | <i>Robin R. Dodd</i>                                            | 6/7/16 |
| Terri Dodd      | Gloria Jordan | <i>Gloria Jordan</i>                                            | 6-1-16 |
| Tameka Brown    | Holly Silvey  | <i>Holly Silvey</i>                                             | 6/1/16 |
| Peggy Thornton  | Holly Silvey  | <i>Holly Silvey</i>                                             | 6/3/16 |

| Employee           | Supervisor    | Supervisor Signature Indicates Approved Job Description on File | Date   |
|--------------------|---------------|-----------------------------------------------------------------|--------|
| Charles Smith      | Robin Deaver  | <i>Robin Deaver</i>                                             | 6-7-16 |
| Linda Harrell      | Charles Smith | <i>Chm sm</i>                                                   | 6-7-16 |
| Brenda Nightingale | Linda Harrell | <i>Linda Harrell</i>                                            | 6-7-16 |
| Judy Hollingsworth | Linda Harrell | <i>Linda Harrell</i>                                            | 6-7-16 |
| Annette Renegar    | Linda Harrell | <i>Linda Harrell</i>                                            | 6-7-16 |
| Yvonne Driver      | Linda Harrell | <i>Linda Harrell</i>                                            | 6-7-16 |
| Todd Dunn          | Charles Smith | <i>Chm sm</i>                                                   | 6-7-16 |
| Alina Boenitz      | Todd Dunn     | <i>Todd Dunn</i>                                                | 6-7-16 |
| Mihaela Turnbough  | Todd Dunn     | <i>Todd Dunn</i>                                                | 6-7-16 |
| Kym Gibbs          | Charles Smith | <i>Chm sm</i> → we combines all duties into one manual.         | 6-7-16 |
| Nicky Huey         | Charles Smith | <i>Chm sm</i>                                                   | 6-7-16 |
| Jane Freeman       | Charles Smith | <i>Chm sm</i>                                                   | 6-7-16 |

# *Fayetteville Technical Community College*

## **STRATEGIC PLAN 2015-2020**



**“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)**



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## FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE

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P.O. BOX 35236 • FAYETTEVILLE, NORTH CAROLINA 28303-0236

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September 21, 2015

Dear Friends of Fayetteville Technical Community College:

Fayetteville Technical Community College (FTCC) weaves a multifaceted pattern of positive influence that is far reaching and widely encompassing throughout the greater communities we serve. FTCC's uniqueness is reflected in a number of ways ranging from the educational perspective that opens its doors to all who seek hope, opportunity, and a brighter tomorrow via intellectual growth and job success by offering meaningful educational opportunities which changes lives for the better. Manifestation of this goal is reflected in the most recent college commencement in which we graduated our largest class of 1,985 students who launched their lives to more positive outcomes and possibilities.

FTCC is one of the largest employers in Cumberland County, which provides an outstanding place to work in an atmosphere that bolsters beauty, diversity, encouragement, and respect. In addition, FTCC's graduates and staff engage in our communities, across the nation, and internationally by contributing their skills, talents, volunteer time, and leadership skills through many avenues which fuels economic prosperity and service. The spiraling effect of all these combined characteristics is impressive and certainly something to celebrate. However, in our quest to resist the status quo and to continue to pursue greater excellence, we re-examine ourselves and how we serve others, setting our sights for more impressive achievement and higher benchmarks for successful service.

The 2015-2020 Strategic Plan centers on institutional goals which universally revolve around four primary areas: establishment of measurable goals in response to meeting student and community needs; establishment of a culture reflecting quality customer service; sustainability of excellent fiscal responsibility, accountability, and stability; and continued support of economic development through a greater focus on workforce preparedness. We approach these institutional goals with passion, enthusiasm, and expectation of a greater awareness of ourselves as a structured unit—openly recognizing our strengths and shortcomings—and responding by developing, implementing, and monitoring our executions to measure results.

The outcome of our efforts will, in turn, result in greater service to our students and others whom we serve through our College mission. Embracing teamwork with positive interactions which build on the strengths of each individual's talents will position us to achieve success and will enhance the educational experience to make it more meaningful and productive.

I welcome you to the next phase of our journey and thank you for your continued enthusiasm, support and engagement!

Sincerely,

A handwritten signature in cursive script, reading "J. Larry Keen".

J. Larry Keen, Ed.D.  
President

**FTCC Institutional Goals  
2015-2020**

- 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 Goals were originally adopted by the FTCC Board of Trustees, on September 16, 2013 and reaffirmed the goals on September 21, 2015.**

**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. Meet or exceed the NCCCS Performance Measures goals.
5. 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)
- 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,)
- Administer an annual non-returning student survey to assess the reasons for not continuing studies at FTCC. (1, 5,)
- Administer an annual graduate survey to assess satisfaction rates for courses and programs of study. (1, 5,)
- Improve assessment plans with documented evidence of outcomes. (1)
- Create and administer a professional development program to support academic quality for student success. (1-5)

- Promote the use of research such as Economic Modeling Specialists International (EMSI) studies to identify and benchmark successes at FTCC as well as other colleges that could be replicated. (1-5)
- Maintain memberships in relevant professional organizations and groups. (1-5)
- Promote faculty-staff engagement in public relations, community service, and College activities. (1, 2, 3, 5)
- 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)
- More clearly define and articulate expectations for the role of instructional leaders. (1, 5)
- Create an effective Instructional Leaders course. (1, 5)
- Standardize blackboard shells to ensure more active learning for students. (1, 5)
- Increase Work-Based Learning and intern work opportunities for students (1, 2, 3)
- Provide a safe and secure learning environment. (5)

## **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:**

- Explore the development of an Excellence in Service (EIS) course. (1-5)
- Ensure that faculty and staff understand 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 accurate 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)
- Continue to refine the two FTCC website portals. One website is focused for students, ensuring it remains user-friendly and focused to student needs while the other website is focused for 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)
- Create an effective grant and external funding program. (3)

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

1. Strengthen economic development in the College's service area.
2. Establish an effective job placement office.
3. Expand veterans support services.
4. Analyze Academic Programs 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)
- Expand student use of Career Coach and Internship.com during the admissions, registration and advising processes. (1)
- Analyze Academic Advisory Committee data, retention and graduation trends by program, GAP studies, Labor Market information by program area, and annual employer surveys. (1-5)
- 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)
- Continue enhancements to support services and academic programs to meet the changing needs of the military and veteran students. (3)

*Approved FTCC Board of Trustees on September 21, 2015*