

# *Fayetteville Technical Community College*

## **STRATEGIC PLAN 2014-2019**



### **Mission Statement**

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

**P.O. Box 35236  
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## FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE

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September 22, 2014

Dear Friends of Fayetteville Technical Community College:

Fayetteville Technical Community College recently celebrated its 52nd-year anniversary. In reaching this milestone, the administration, faculty, and staff of FTCC proudly reflected on the hard work and commitment that resulted in 3,736 certificates, diplomas, and degrees being awarded at our May graduation ceremony. As we transition into another year, we embrace the challenge with passion and enthusiasm by developing, implementing, and monitoring innovative ways to better serve our students and the business-and-industry segment. The past year resulted in several significant accomplishments including the opening of the All American Veterans Center and being recognized as 2<sup>nd</sup> in the nation for Best for Vets, 3<sup>rd</sup> in the nation as a Digital Community College for Technology Innovators, and 4<sup>th</sup> in the nation for fastest-growing community colleges. During a challenging time when many educational institutions experienced enrollment decline, FTCC experienced a 3.4 percent increase in enrollment. Our impact on the community as measured by Economic Modeling Specialist International (EMSI) in January 2014 reflected that FTCC and its students added \$530.3 million in income to the Cumberland County economy, representing approximately 2.8% of the County's Gross Regional Product.

The 2014-2019 Strategic Plan provides the pathway leading to innovative thinking, strategic direction, and key initiatives for the College. Those initiatives will be assessed annually to respond to changes which could impact student success. While there are good reasons to celebrate our past, we remain focused—and optimistic—about our future.

This journey for the College will build new relationships while strengthening existing ones, improve communications, and promote individual and shared responsibility. Building on the strength of everyone's unique talents, we embrace the opportunity to make the journey meaningful and productive.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Larry Keen", written over a white background.

J. Larry Keen, Ed.D.  
President

**FTCC Institutional Goals  
2014-2019**

- 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**

**Originally adopted by the FTCC Board of Trustee, September 16, 2013.  
Reaffirmed: September 15, 2014**

**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)
- Monitor contractor's performance providing Adult and Dislocated Worker Program and Youth Program services to residents of Cumberland County. (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 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. (1-6)
- 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:**

- 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)



**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 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)

*June 12, 2014 - Approved by Executive Council  
June 25, 2014 – Approved by the President  
August 18, 2014 – Will present to Board of Trustees*