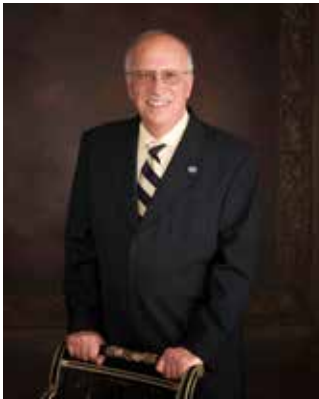


STRATEGIC PLAN 2016-20

THREE-YEAR ACCOMPLISHMENTS AND YEAR-FOUR GOALS

Changing Lives Strengthening Communities





Letter from Dennis King

When we developed a strategic plan to guide A-B Tech from 2016-19, I promised that it would help this already fine College improve upon itself. Almost four years later, I believe that is undoubtedly the case.

The plan addressed four priority areas:

1. Student Access and Success
2. Sustainability and Organizational Development
3. Technology Infrastructure and Systems
4. Communication and Engagement

Our strategic planning committee identified two to four goals and as many as five initiatives under each goal to assure the likelihood for success. We split the initiatives across the three years and tracked our success through monthly reports. Some of the highlights and outcomes include:

- New Mission, Vision and Values
- The RISE (Respect, Integrity & Support for Everyone) culture, branding, and program
- The SELF active shooter video and training for all students, the purchase of police body cams, and the full transition to a deputized police force
- Professional development for faculty and staff, new onboarding processes, implementation of flex time, and the purchase of new performance evaluation software, a leadership academy
- A simplified academic program review process, additional transfer pathways and online offerings
- Enhanced IT security and web accessibility measures
- Increased website traffic and targeted online advertising, as well as research and metrics leading to development of a new website

When I determined that I would retire in January 2020, we opted to extend the strategic plan for a fourth year so that my successor would be able to start with a new strategic plan. We plan to focus on completing or furthering several initiatives this year, including:

- Increasing the number of students who leave the College with an in-demand job-ready credential
- Evaluating faculty workload
- Continuing to improve employee onboarding
- Developing a diversity and inclusion plan
- Implementing a college-wide career services plan

As I leave the College, I am satisfied that this strategic planning process enabled us to improve A-B Tech for students and employees. I am grateful to everyone who participated in its development and execution, as well as those who supported our efforts.

Warm regards,

Dennis King

Priorities

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Student Access & Success

Initiative/Accomplishments

- 1.1.1. Prioritize and fully implement the existing three-year Strategic Enrollment Management Plan **(Completed)**
- Increased outreach to educational partners has resulted in an 8% increase in dual-enrolled students from 2016-17 to 2017-18
 - ◆ 16-17: 673 FTE-\$3,569,020 generated in FTE funding
 - ◆ 17-18: 870 FTE -\$4,611,000 generated in FTE funding
 - ◆ Fall 2019 – headcount increase of 18% to 2135 students
 - Leveraged student enrollment scholarships to increase access for minority scholars, High School Equivalency graduates, and other targeted groups- \$20,000 2016FA / \$15,000 2017FA / \$10,000 2017FA / \$10,000 2018SP/\$15,000 2019FA
 - Leveraged Finish Line Grant (State and institution-level) for student completion
 - Increased the capacity for enrollment growth – new, relevant programs – Massage Therapy offered by Continuing Education, 2017FA; Public Safety Administration program, Fall 2019; Finish What You Started GOT degree for adult completers, Fall 2019
 - Implemented new and improved version of iTV (ZOOM) distance learning
 - Guaranteed scheduling – new ‘G’ section identifier guarantees course will be taught
 - Secured UNCA and WCU guaranteed admissions for transfer students
 - Streamlined enrollment process to increase student access: New Student Orientation (NSO) waivers for students with prior degrees, visiting students and former dual enrolled students
 - Improved admission application to allow program of study choice for faster connection to program advisor and earlier financial aid eligibility
 - Changed Residency Determination System (RDS) process; with subsequent Legislative approval
 - Increased emphasis on Workforce Continuing Education programs resulted in a 6+% FTE increase in the 2018-2019 program year
 - Implemented the ‘One More Class’ initiative which encourages eligible students to take an additional class, thereby finishing earlier

Goal 1: Improve access, persistence, and completion for all student groups



Student Access & Success

Goal 1: Improve access, persistence, and completion for all student groups

Initiative/Accomplishments

- 1.1.2 Reduce representation and achievement gaps between majority and underrepresented student groups **(Ongoing)**
- Continued participation in Completion by Design (CBD)
 - ◆ Expanded CBD initiative by increasing the number of AA and AS transfer pathways to 31
 - ◆ Required gateway math and English in the first academic year for all programs
 - Tracked minority student participation in AA and AS pathways
 - ◆ Developing new tracking measures
 - ◆ 67 minority students identified in Fall 2016 cohort – 40 were in pathways
 - ◆ 70 minority students identified in Fall 2017 cohort – 34 were in pathways
 - ◆ Minorities enrolled in pathways outperformed minorities not in pathways
 - ◆ African American students increased from Fall 2018 to Fall 2019 to 5.3 % of the student body – an increase of 39 students
 - ◆ Hispanic students increased from Fall 2018 to Fall 2019 to 10.5 % of student body - an increase of 136 students
 - ◆ Students self-identifying with multiple races also slightly increased - 20 additional students from Fall 2018 to Fall 2019
 - ◆ Asian students increased by 23 students from Fall 2018 to Fall 2019
 - Developed new Barber Academy which has proved to be popular with African-American students

RISE

Respect • Integrity • Support for Everyone

Initiative/Accomplishments

R.I.S.E.

- 1.1.3. Fully articulate and enculturate a distinctive student success and institutional service model/culture [RISE] **(Completed)**
- Appointed RISE Committee Chairperson
 - Dedicated Professional Development Day to this topic with presentations from the President and staff of the College of Central Florida, which has successfully initiated a similar program
 - Conducted Senior Management retreat on 6 October on the topic
 - Convened approximately 400 faculty and staff members on Professional Development Day to provide input on the important characteristics of a service culture
 - Developed a service culture statement: *'A-B Tech commits to fostering an inclusive and welcoming culture of respect, integrity and support for all.'*
 - Identified the following RISE initiatives for 2018-19:
 - ◆ Market and brand the RISE project through the use of banners, website, #RISEabtech campaign, and a new College mascot
 - ◆ Award significant contributions to the RISE project through participation in Culinary lunches for RISE award finalists
 - ◆ Conduct a full review of the hiring/onboarding/PEP processes with a focus on the College's mission, values, and culture statement
 - ◆ Highlight different campus services via a Campus Services Spotlight once each semester so employees and students have a better understanding of campus services
 - ◆ Provide RISE shirts in a variety of styles and sizes for employees and students
 - Separate RISE initiatives adopted by Instructional Services, Student Services and Human Resources within their respective departments



Student Access & Success

Goal 1: Improve access, persistence, and completion for all student groups

Initiative/Accomplishments

- 1.1.4 Develop and employ a comprehensive, College-wide career services program, including advising, planning, and placement (**Ongoing**)
- Developed and presented full plan to the Executive Leadership Team
 - Task Force has completed the comprehensive Career Service website and is making plans to move into office space in Simpson Building to create a physical comprehensive Career Services Center. Both the Online and In-person Career Services will provide all students with assistance with career assessment, job placement, internship/work based learning, and apprenticeships
 - Developed and submitted a Career Coach grant application for Madison County High School
- 1.1.5. Develop and implement an Americans with Disabilities Act (ADA) compliance/ accessibility plan (**Completed**)
- Published three year Accessibility Plan
 - Completed first four milestones: Campus Awareness, Microsoft Word Training, Microsoft PowerPoint & Excel Training, Accessible Procurement Procedure
 - Board of Trustees approved a web accessibility policy & College commitment statement
 - Constructed a software procurement plan to include accessibility
 - Moved responsibility for instructional materials to Learning and Design
 - Developed a new Standard Operating Procedure to evaluate instructional material accessibility in Moodle
 - Learning and Design upgraded Moodle and purchased Ally to help continued assessment of accessibility for Instructional Services. Staff documents have been determined to be in line with accessibility standards



Initiative/Accomplishments

- 1.2.1. Increase the availability of online programs of study **(Completed)**
- Made eight programs available 100% online (2018-19)
 - ◆ Associate of Arts
 - ◆ AAS in Business Administration: General Business Administration
 - ◆ AAS in Fire Protection Technology
 - ◆ Business Administration Diploma
 - ◆ Human Services & Substance Abuse Studies Certificate
 - ◆ Human Services & Youth Studies Certificate
 - ◆ Early Childhood Certificate
 - ◆ Fire Protection Technology Certificate
- 1.2.2. Identify and implement new career and technical education programs of study and workforce development reflecting community economic development initiatives **(Completed)**
- Implemented a revised procedure for implementing new programs mid-fall 2017
 - Developed a five-Year Plan for new program implementation
 - Implemented new and updated Workforce Continuing Education course offerings in all business and industry sectors. Examples include expanded social media marketing courses, entry and mid-level hospitality certifications, and new skilled trades courses in electrical, masonry and plumbing
 - Expanded community partnerships to offer Workforce Continuing Education courses at new locations across the service area. Examples include the Culinary program at Craggy Correctional Center, Hospitality Skills/ ServSafe Certification at Black Mountain Substance Abuse Treatment Center, Career Lab course at NCWorks Career Center, and expanded Job Club course at the Arthur R. Edington Education and Career Center
 - Explored and implemented AAS Public Service Administration and AAS General Education
 - Assigned pre-Allied Health students to the new AAS General Education
 - Converted AAS General Occupational Technology to a “completion degree”

Goal 2: Ensure academic program relevance and sustainability



Student Access & Success

Goal 2: Ensure academic program relevance and sustainability

Initiative/Accomplishments

- 1.2.3 Develop and implement a process to evaluate and ensure the continued viability and sustainability of academic programs **(Completed)**
- Created a new Program Review report format
 - Created a user-friendly method of accessing College data pertinent to Program Review
 - Moved two curriculum programs, Clinical Massage and Central Sterile Processing, to workforce/continuing education to better meet community demand and respond to public demand for quick credentials

- 1.2.4. Develop, expand and implement transfer instructional pathways **(Completed)**
- **31 Associate in Arts and Associate in Science pathways were developed for 2018-19:**

Associate in Arts

- Business & Accounting
- Communication'
- Creative Arts
- Criminal Justice
- Education
- English
- Foreign Language
- General
- History
- Information Systems
- Music
- Philosophy
- Political Science
- Psychology
- Social Work
- Sociology

Associate in Science

- Biology
- Chemistry
- Computer Science
- General
- Mathematics
- Physics
- Pre-Dental
- Pre-Engineering
- Pre-Health
- Pre-Medical
- Pre-Pharmacy
- Pre-Physical Therapy
- Pre-Physician's Assistant
- Pre-Veterinarian

- Tested and implemented an improved procedure for awarding curriculum credit for continuing education courses. Piloted this in Machining, expanding out to other departments
- Awarded regional NCWorks Certified Career Pathways in the sectors of Advanced Manufacturing, Hospitality & Tourism, and Healthcare
- Development of pathways revealed curriculum scheduling obstacles which adversely influence retention in AAS programs that will be addressed in Fall 2017



Sustainability & Organizational Development

Initiative/Accomplishments

2.1.1 Improve employee recruiting, hiring, onboarding, and offboarding processes **(Ongoing)**

- Conducted a full review of the hiring/onboarding/PEP processes with a focus on the College's mission, values, and culture statement
 - ◆ Implemented six-month New Hire Supervisor Success Series
 - ◆ Created enhanced Hiring Committee Member training
 - ◆ Implemented new, more intuitive employee evaluation system
 - ◆ Expanded and automated Exit Interview designed to obtain more feedback
 - ◆ Created Recruitment Video
 - ◆ Created a New Hire Introductory Checklist
 - ◆ Created a new applicant-friendly position job posting form

2.1.2. Develop and implement a College Diversity and Inclusion Plan **(Ongoing)**

- Convened a cross-divisional committee of 18 members
- Crafted a diversity statement – *“A-B Tech values and respects each person as an individual and is committed to providing a welcoming, supportive, and inclusive environment”*
- Chose to use the "Global Diversity & Inclusion Benchmarks" by The Diversity Collegium as a guide for determining strategies and measure progress aimed at fostering inclusion
- Updated the Trustees to highlight employment actions and activities related to diversity and inclusion
- Appointed a Special Assistant to the President for Inclusion and added Employment Recruiter position in Human Resources, focusing efforts on diversity recruitment and serves on full-time interview committees to ensure equitable hiring practices
- Advertised employment opportunities with local agencies and various diversity-related publications
- Trained faculty and staff who participate on hiring committees on diversity principles
- Disseminated employment opportunities to Historically Black Colleges and Universities (HBCU's) in North Carolina and the Southeast for full-time faculty and professional positions

Goal 1: Strengthen processes, systems and supports to advance faculty and staff success and excellence and reduce employee turnover



Sustainability & Organizational Development

Goal 1: Strengthen processes, systems and supports to advance faculty and staff success and excellence and reduce employee turnover

Initiative/Accomplishments

2.1.2 Cont.

- HR staff participates as one of the founding members of the Western North Carolina Diversity Engagement Coalition (WNC DEC). Professional development, mentoring, and networking activities offered to support multicultural individuals, and resumes are shared among the member organizations to promote hiring opportunities
- Interview skills class is taught at the main campus and other partner locations; such as, Green Opportunities, WNC DEC, Goodwill, and Western Carolina Rescue Ministries
- College sponsors Martin Luther King, Jr. Prayer Breakfast
- Established a Diversity and Inclusion committee. Activities and events foster awareness and understanding of diversity issues through interactive learning opportunities for faculty, staff, students and the public
- Co-hosts the annual Stand Against Racism event

2.1.3 Evaluate faculty workload and compensation policies and procedures **(Completed)**

- Eliminated summer teaching for department chairs
- Increased adjunct pay
- Conducted Department Chair Retreat to discuss workload
- Established a new, more equitable compensation scale for department chairs

2.1.4. Enhance employee use of flex time and alternative work schedules **(Completed)**

- Completed research and identified best practices related to the use of flextime and alternative work schedules
 - ◆ Enhanced recruitment, increased engagement and productivity, and increased job satisfaction
- Established a Staff Alternative Work Schedule
- Established a Faculty Alternative Work Schedule

2.1.5. Develop a sustainable professional development funding mechanism for faculty and staff **(Completed)**

- Implemented the Ferguson Endowment for Faculty Development
- Implemented the Foundation mini-grant program for Staff Professional Development



Initiative/Accomplishments

- 2.2.1. Develop and implement a Business Continuity Plan (**Ongoing**)
- Located and reviewed existing components of a continuity plan that are already in place
 - Conducted a Business Interruption Impact Study and secured an increase in Business Interruption Coverage during our insurance renewal for FY 2018
 - Conducted a campus tour with Facilities crew to identify critical campus shut-off valves and switches
 - Conducted a Cyber Liability assessment and secured an increase in coverage during our insurance renewal for FY 2019

Goal 2: Develop a systematic approach to organizational operations and succession planning

- 2.3.1. Enhance campus safety and security through improved monitoring and communications (**Completed**)
- Created a new, professional and centrally located Police Station
 - Secured a new campus police radio system that is tied into the City and County, rather than a stand-alone system
 - Used the fall 2016 Professional Development Day to conduct mock emergency exercises involving the Business Office and Campus Police
 - Created a Police Lieutenant position for evening supervision
 - Conducted monthly tests of the College's emergency warning system
 - Provided additional funds for security operations
 - Developed an active shooter video (S.E.L.F.) and required it to be shown at the first session of every class every semester
 - Revised and issued a new online Emergency Management Guide and posted new Emergency Procedures in every public-facing room on our campuses
 - Designed and instituted a Building Captain Academy
 - Installed and configured a new Emergency Operations Center (EOC) room and equipment in the Police Department
 - Updated LYNX software to the latest revision adding the capability to allow monthly input by user to test their program function and update their physical location
 - Added a card swipe system to the Magnolia Building exterior doors and to all lodge room doors

Goal 3: Enhance campus infrastructure safety and security



Sustainability & Organizational Development

Goal 3: Enhance campus infrastructure safety and security

Initiative/Accomplishments

2.3.1. Cont.

- Added a security camera to the Magnolia Parking lot for added security of lodge guests and faculty / staff
- Added card swipe and programmable capability to the upper gate at the Woodfin Site
- Added cameras to the exterior of Dogwood
- Added body cameras and supporting systems for each police officer
- Added Narcan for each officer

2.3.3. Enhance vehicular and pedestrian traffic flow **(Completed)**

- Installed traffic light and crosswalks at Victoria and Fernihurst
- Closed two sub-code and inaccessible cross walks between Simpson and Bailey and Simpson and Rhododendron, while promoting use of the pedestrian overpass and marked cross walk
- Expanded parking at Ferguson AHW and adjusted traffic flow at three areas to improve vehicular and pedestrian safety
- Installed numerous speed bumps on College roads

Goal 4: Expand opportunities to increase connections and giving for unfunded needs and priorities

2.4.1. Conduct an assessment of the advancement function of the College **(Completed)**

- Conducted two assessments to determine what is and is not working, and what needs to happen to improve the total operation
- Hired a consultant to take the two assessments to create a three-year fundraising plan

2.4.2. Develop and implement a three-year College Advancement Plan **(Completed)**

- A three-year College Advancement plan was developed and presented to the Foundation Board in July 2017
- Advancement priorities include:
 - ◆ Starting an annual giving program that can build a major gifts program over the next three years
 - ◆ Implementing a planned giving program
 - ◆ Restructuring event sponsorships into one annual corporate solicitation
 - ◆ Streamlining scholarship giving and awards into one program



Technology Infrastructure & Systems

Initiative/Accomplishments

- 3.1.1. Develop an IT services model that defines expectations and deliverables and establishes a framework for project management, budgeting, life-cycle management and feedback from the campus community (Ongoing)
 - IT Services Management phases and organizational model defined
 - Technology leadership team created
- 3.1.2. Connect with the campus community by identifying an IT liaison for each functional unit (Ongoing)
 - Three units are active
- 3.1.3. Acquire and/or develop IT management tools to better support student lifecycle management (Ongoing)
 - Adopted Ad Astra Strategic Scheduling Evaluation and Degree Velocity software
- 3.2.1. Develop an overarching model for College data operations (Ongoing)
 - Integration Hub project initiated

Goal 1: Enhance information technology (IT) systems effectiveness and efficiency



Communication & Engagement

Goal 1: Enhance student connections to regional jobs

Initiative/Accomplishments

- 4.1.1. Work with local businesses and industry to expand work-based learning opportunities (work-place shadowing, internships, pre-apprenticeships, registered apprenticeships, etc.) **(Completed)**
- Added Work Based Learning (WBL) courses to Computer Integrated Machining, Air Conditioning Heating and Repair, and Computer Aided Drafting, allowing students the opportunity to earn credit while working in their chosen field of study (measurable learning objectives are part of this process)
 - Added new programs for registered Pre-Apprenticeship where hours count towards Apprenticeship if pursued by a student in the future: Electrical Wiring Certificate, Building Instrumentation & Control Certificate, and PC and Network Maintenance Certificate
 - Continued offering direct placement assistance with internships, WBL, and pre-apprenticeship for students in Engineering & Applied Technologies and Advanced Manufacturing Workforce Continuing Education programs
 - Added numerous industry partnerships were added to our comprehensive list this year in multiple sectors providing more opportunities for our students to “earn while they learn”
 - College was selected to administer regional ApprenticeshipNC grant program designed to build and implement a regional model for apprenticeship in WNC with employers
 - College was recognized by the Mountain Area Workforce Development Board as a leader in pre-apprenticeship training programs for the region
- 4.1.2. Enhance graduate and post-enrollment job placement tracking **(Completed)**
- Contracted with Economic Modeling Specialists Inc. (EMSI) to conduct a follow-up analysis of all students enrolled or graduated from 2005-2019. Obtained follow-up information for approximately 8,700 non-graduates and 4,900 graduates. This information will be used in the College’s academic program review process
- 4.1.3. Increase the number of students leaving the College with an in-demand, job-ready credential **(Ongoing)**
- Explored and implemented AAS Public Service Administration and AAS General Education
 - Converted AAS General Occupational Technology to a “completion degree” designed to help students with credits from multiple programs to earn a degree without starting over



Initiative/Accomplishments

- Completion by Design (CBD) initiatives have been implemented to encourage students to take more hours each semester and persist to completion. These initiatives include: **(Completed)**
 - 1 Implemented Guided Pathways for transfer degrees, which led to a 7% increase of transfer students graduating in two-years
 - 2 Implemented Guaranteed Scheduling initiative that reduced the number of canceled sections by 64%
 - 3 Implemented and expanded CBD Committee
 - 4 Implemented Limit to Plan Advising
 - 5 Implemented the "One More Class," which led to 65 students taking an additional class with a net gain of 6 FTE and \$17,000
 - 6 Used excess fees for scholarships for students with financial problems who are close to graduating

Goal 1: Enhance student connections to regional jobs

- 4.2.1. Work with local workforce and economic development partners to ensure that business outreach efforts are focused on economic priorities **(Completed)**
 - Participated in local, regional, and state working groups focused on identifying economic priorities and connecting with employers
 - Engaged the Partners for Industry group as the lead on monitoring and achieving the goals to become a nationally recognized WorkReady Community
 - Responded to critical economic development requests to successfully deliver customized training
- 4.2.2. Facilitate workforce and economic development opportunities **(Completed)**
 - Implemented new and updated Workforce Continuing Education course offerings in all business and industry sectors
 - Expanded community partnerships to offer Workforce Continuing Education courses at new locations across the service area
 - Hosted the Western Women's Business Conference
 - Responded to critical economic development requests that highlight the College's ability to successfully deliver customized training

Goal 2: Support the development of new and existing businesses



Drupal

Communication & Engagement

Goal 2: Support the development of new and existing businesses

Initiative/Accomplishments

- 4.2.3 Increase connectivity and services to businesses and industry **(Completed)**
- Responded to critical economic development requests that highlight the College's ability to successfully deliver customized training
 - Engaged in the largest number of customized training program projects in the western region; expended the largest amount of training funds for businesses and industry in the western region
 - Created and implemented a "block training" model for delivering critical skills content to companies regardless of the number of employees participating

Goal 3: Enhance the College's branding and marketing

- 4.3.1. Further develop and implement an integrated communications and marketing plan designed to guide accessible, targeted, timely, and compelling messaging that will impact awareness, enrollment, support, and advocacy for the College **(Completed)**
- Integrated strategic communications plan developed in 2013 was updated to reflect enhanced messaging, new programs in curriculum and continuing education, and advocacy for strategic programs, communications and community relations goals
- 4.3.2. Enhance the use of the website to provide information related to the College's comprehensive programs and services **(Completed)**
- Determined that two key goals for enhancing website use were: 1) to improve website accessibility and conduct website accessibility training for all staff with permissions to use the website; and, 2) to increase targeted, qualified traffic to the website
- Website Accessibility
 - ♦ Purchased and implemented SiteImprove software to monitor the website
 - ♦ Hired a part-time website employee to assist with ongoing accessibility monitoring, fixes, and training
 - ♦ Trained 180 employees who have website content management accounts in website-specific accessibility
 - ♦ Operationalized accessibility training by combining it with monthly content management system (CMS) training for all new website content managers



Initiative/Accomplishments

- Increase Qualified Traffic
 - Increased website traffic. Highlights include:
 - ◆ Total Website Visits: 1,334,680 in 2016-17; 1,308,782* in 2017-18; 1,402,892 in 2018-19; 68,212 increase
 - ◆ New Users: 439,477 in 2016-17, 421,002* in 2017-18; 460,744 in 2018-19; 21,267 increase
 - ◆ Impressions from Paid Search/Social Media: 1,229,501 in 2016-17; 5,505,525; 10,852,073 in 2018-19; 9,622,572 increase
- Increase Qualified Traffic
 - Increased engagement
 - ◆ Engagement from Paid Search/Social Media: 73,139 in 2016-17; 258,633 in 2017-18; 289,764 in 2018-19; 216,625 increase
 - ◆ Traffic from Paid Search/Social Media: 22,465 in 2016-17; 27,942 in 2017-18; 47,087 in 2018-19; 24,622 increase
 - ◆ Mobile Traffic: 220,743 in 2016-17; 213,889* in 2017-18; 270,744 in 2018-19; 50,001 increase

* In 2017-18, some numbers may be off due to algorithm changes by Google that impacted two months of analytics.

4.3.3. Align the College's integrated communications and marketing plan with the new student success model [RISE] **(Completed)**

- Branded and marketed the RISE project through the use of RISE messaging, print materials, banners, website, #RISEabtech campaign, and a new College mascot

Goal 3: Enhance the College's branding and marketing



Communication & Engagement

Goal 4: Improve College-wide communication with employees

Initiative/Accomplishments

- 4.4.1. Enhance cross-departmental collaboration and communication **(Completed)**
 - Began newsletters from Student Services, Business and Operations, HR, Instructional Services and the President
 - Expanded the use of *Tech Talk* to cover more topics of interest to employees.
 - Reinstated the President's Council

- 4.4.2. Increase the frequency of College listening sessions **(Completed)**
 - Conducted two open sessions in September to discuss *Great Colleges to Work For*® employee survey results
 - Conducted campus-wide and divisional sessions throughout 2018-19 to discuss the results of the *Ruffalo Noel Levitz Student Satisfaction Inventory*
 - Conducted regular Coffee & Tea with the VP for conversations with the Vice President, Instructional Services and others
 - Conducted staff focus groups and met with the Staff Association to collect feedback on Alternative Work Schedules for Staff
 - Met with the Faculty Association and convened a special committee to solicit input on Alternative Work Schedules for Faculty
 - Met with group of Administrative Assistants to solicit feedback on updating monthly time and leave reporting forms

- 4.4.3. Improve the College's mechanisms for information sharing **(Completed)**
 - Established new committee structure
 - President began weekly phone messages



19-20 Strategic Plan

- 1.1.2. Reduce representation and achievement gaps between majority and underrepresented student groups
- 1.1.4. Develop and employ a comprehensive, College-wide career services program, including advising, planning and placement
- 2.1.1. Improve employee recruiting, hiring, onboarding, and offboarding processes
- 2.1.2. Develop and implement a College Diversity and Inclusion Plan
- 2.1.3. Evaluate faculty workload policies and procedures
- 2.2.1. Develop and implement a Business Continuity Plan
 - 2.2.3. Expand cross-training opportunities for employees
 - 2.2.4. Enhance employees' project management skills
- 2.3.1. Enhance campus safety and security through improved monitoring and communications
- 3.1.3. Acquire and/or develop IT management tools to better support student lifecycle management
- 3.2.1. Develop an overarching model for College data operations
 - 3.2.2. Implement the newly-developed data model campus-wide
 - 3.2.3. Implement a data analytics system
- 4.1.3. Increase the number of students leaving the College with an in-demand, job-ready credential

Asheville-Buncombe 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 Asheville-Buncombe Technical Community College.

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