RECOGNIZING RESULTS
Goals Met From 2014 Program And Unit Action Plans

Office of Planning, Research, & Institutional Effectiveness
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Allied Health

Related Strategic Direction: A3- Expand course offerings where a community need exists.

Goal: Develop Patient Care Coordinator course / Medical Assistant class.

Strategies to Reach That Goal: Research community need, obtain VP approval to move forward and offer this class.

Actual Results: This goal was achieved.

Corporate & Customized Training

Related Strategic Direction: G5- Actively respond to the training needs of business and industry.

Goal: Meet the educational needs of students by providing skills and/or credentials that leads to job attainment, continued education; and/or job success.

Strategies to Reach That Goal: 1-Assess the student’s satisfaction/ success with training provided via focus groups, surveys. Pre & post evaluations (where applicable), and/or direct feedback. 2-Track MINIMUM 50% of 2013-14 students who satisfactorily complete to determine aligned job market success such as job attainment in credentialed field, job advancement in credentialed field or continued education/training in initial credentialed field.

Actual Results: Post evaluations are conducted 100% of classes; Students on scale of 1 (very dissatisfied to 5 very satisfied) have ranked the classes at 4.5.

Corporate & Customized Training

Related Strategic Direction: G5- Actively respond to the training needs of business and industry.

Goal: Provide training that meets the needs of employers.

Strategies To Reach That Goal: 1-Assessment of employers’ satisfaction with training of incumbents, new hires, BRCC students via focus groups (Employer Advisory Boards), surveys, pre & post evaluations (where applicable), and/or direct feedback. 2-Track 100% of training delivered specifically to employer trainee groups.
**Actual Results:** Ability to meet employer’s skill demands with a rating of 4 (satisfied) or 5 (highly satisfied) on a scale of 1-5. Employers submitted rating of 4.5

**Corporate & Customized Training**

**Related Strategic Direction:** G4 - Expand the opportunities for students to attain industry-recognized credentials.

**Goal:** Develop and grow 4 new workforce offerings in applied technology.

**Strategies to Reach That Goal:** 1- Collaborate with specific industry representatives to discover industry needs/trends via focused group meetings. 2- Assess course/program logistics such as: location, materials, equipment, certifications, instructor qualifications, etc. 3- Implement 1-2 new offerings per semester.

**Actual Results:** Developed: 1-truck driving program in association with Alliance; 2-Continental Machining Program; 3-Industrial Maintenance Program.

**Emergency Services**

**Related Strategic Direction:** G7 - Establish benchmarks to measure job placement and increased wage earnings of our students and set goals for improvement.

**Goal:** To determine benchmark data for job placement/increased wage earnings of BRCC’s Emergency Services students.

**Strategies to Reach That Goal:** Track successful completers from our fire and rescue academy. We will track to see how many of these completers are employed within 1 year of the completion of the academy.

**Actual Results:** We were able to track this data. 7 out of 8 graduates were employed.

**Environmental Health & Safety Institute**

**Related Strategic Direction:** C3 - Expand the use of the new and emerging technologies to engage a diverse population.

**Goal:** To implement a system to gather information about each NC Community College that will allow EHSI to provide a higher level of customer service as determined by the rate of satisfaction in customer surveys.

**Strategies to Reach That Goal:** EHSI will develop a database using email, spreadsheets, and questionnaires that will organize information including
hazardous material storage and laboratory locations on campuses and centers, contact information for all locations, as well as anticipated and requested services.

**Actual Results:** The new database was initially rolled out in August 2014 and was able to gather much of the information we were hoping to glean; however, the potential of the database has yet to be fully realized.

**Outreach and Personal Enrichment**

**Related Strategic Direction:** G7 - Establish benchmarks to measure job placement and increased wage earnings of our students and set goals for improvement.

**Goal:** To evaluate Craft Beer Academy completion and employment rates.

**Strategies to Reach That Goal:** Determine the number of Craft Beer Academy completers who are working in the field as a result of our 2013-2014 course offering.

**Actual Results:** 364 non-duplicated students in the Craft Beer Academy from inception through December 2014. 160 non-duplicated students in 2014 alone. We contacted 36 students from the Academy directly and were able to identify 12 as currently working in the Craft Beer Academy.

**Small Business Center**

**Related Strategic Direction:** G5 - Actively respond to the training needs of business and industry.

**Strategies to Reach That Goal:** 1-Schedule more seminars based on local need in both counties 2-Work with existing partners and add new partners to market the events.

**Goal:** Increase the number of SBC seminar offerings and attendees in Henderson and Transylvania County. SBC seminars 140, SBC seminar attendees 2500

**Actual Results:** SBC seminar Projected Results of 150+, SBC seminar attendees Projected Results of 2200-2500

**Small Business Center**

**Related Strategic Direction:** G5 - Actively respond to the training needs of business and industry.

**Goal:** Increase the number of SBC seminar offerings and attendees in Henderson and Transylvania County. SBC seminars 140, SBC seminar attendees 2500

**Strategies to Reach That Goal:** 1- Schedule more seminars based on local need in both counties. 2- Work with existing partners and add new partners to market the events.
**Actual Results:** SBC seminars - projected results 150+, SBC seminar – projected results 2200-2500

**Small Business Center**

**Related Strategic Direction:** G7 - Establish benchmarks to measure job placement and increased wage earnings of our students and set goals for improvement.

**Goal:** Increase the number of new jobs and job sustained by small business community in Henderson and Transylvania County. Goal is 60.

**Strategies to Reach That Goal:** 1-Place a higher focus on businesses that have the potential to open and create one or more jobs. 2-Place a higher focus on businesses that need assistance to sustain jobs.

**Actual Results:** Projected Results 60
DIVISION OF FINANCE
Administrative Services

**Related Strategic Direction:** Directly related to Unit Assessment Plan

**Goal:** The goal of this action plan is to enhance customer service by updating the College’s Purchasing Manual.

**Strategies to Reach That Goal:** The Director of Finance will rewrite the College’s Purchasing Manual.

**Actual Results:** The College’s Purchasing Manual has been updated and posted on SharePoint.

**Student Accounts**

**Related Strategic Direction:** Directly related to Unit Assessment Plan

**Goal:** Develop Student Accounts web page

**Strategies to Reach That Goal:** Submit detailed frequently asked questions link and links to other relevant information for students regarding payments for IT Webmaster to incorporate onto BRCC web page.

**Actual Results:** A student accounts webpage now exists containing Frequently Asked Questions, tuition payment plan information, Blue Ridge Access Card information, Fulfillment of Financial Obligations, Tax Information for Students, Tuition Refund Policy and Ways to Pay. Also, a ticker exists to “Help us Evaluate this Webpage”. The webpage will be updated on a regular basis. Feedback from the 2016 Student Satisfaction Survey as well as feedback from the “Help us Evaluate this Webpage” will be taken into consideration to ensure the webpage is meeting the needs of our students.
DIVISION OF GENERAL ADMINISTRATION

Event Planning

Related Strategic Direction: C6- Promote the College as a venue for regional conferences and events.

Goal: To grow event instances and revenue associated with facility use for community events and conferences – Goal is to be a primary resource/venue for regional conferences and events.

Strategies To Reach That Goal: Strategic networking and community involvement to further develop business leads to include: 1) Participation in activities specific to Henderson County business development (Chamber of Commerce groups, Economic Development groups) and 2) Targeted outreach to specific areas of Henderson County and Transylvania County (Mills River/Fletcher/Brevard business and networking groups).

Actual Results: Plan is still underway and goals have been partially met. In 2014-2015, the main focus was #1 – Henderson County business development activities. I did participate with local Chamber and business networking groups and will continue to do so I 2015-2016. At this time no significant increases in revenue have been noted although a few new community events have been added to the schedule or are scheduled for the next fiscal year. The Balsam Range concert was a sellout and brought attendees from across the region – Henderson, Transylvania, Buncombe and Haywood counties mainly, with additional attendees from Upstate SC and the Charlotte area.

Facilities

Related Strategic Direction: D2- Foster a work environment that focuses on the health and well-being of its employees.

Goal: Re-organize the Facilities department to improve efficiency, effectiveness, customer service and maximize the funds provided to that department.

Strategies to Reach That Goal: A timeline has been created that includes creation of a plan, approval of that plan and a process for implementation. Possible strategies include putting out an RFP for custodial services and eliminating sub-contracting jobs.

Actual Results: The College did enter into a contract with a third-party custodial service provider, IH Services. The existing custodial staff were transitioned into
new positions as plant operations personnel. Plant operations personnel did do some of the work that was outsourced in the past such as painting and general construction which resulted in a reduction of cost for the capital project.

Information Technologies  
**Related Strategic Direction:** C3- Expand the use of the new and emerging technologies to engage a diverse population.

**Goal:** To fully implement the Ellucian Portal product. This product will enhance our students’ interaction with the Colleague system. The goals are:
1. To enhance the user experience
2. To enhance our ability to communicate with our students
3. To provide access to electronic forms
4. To allow student organizations an area to collaborate and reach out to other students.

**Strategies to Reach That Goal:** The following are the strategic steps BRCC will follow to implement the new system.  
1. Work with Ellucian to complete and test implementation 
2. Establish an implementation team to develop customizations and governance 
3. Develop training plans for faculty and staff on the use of the system 
4. Develop training plans for students 
5. Develop a communications campaign to advise students 

**Actual Results:** This action plan has been partially completed. All required Ellucian Portal technical infrastructure has been implemented and is functional. Employees have been able to access the system since December 2014 to provide feedback.

Information Technologies  
**Related Strategic Direction:** F1- Promote effective and comprehensive advising.

**Goal:** To fully implement the Ellucian product Student Self Services. This product will enhance our students’ ability to develop and maintain academic plans for their entire scholastic career. These plans will also be used by advisors to advise students and to monitor their progress.

**Strategies to Reach That Goal:** BRCC will participate with the State Office and nine other colleges as part of a pilot to create an installation, implementation and training plan for the other colleges in the system to follow.
**Actual Results:** This goal has been partially met. The Student Self Service platform is currently functioning in our test environment. As of May 2015, we are still in the process of applying recent software updates and implementing the updated version of the Self Service platform in our production Colleague environment.

**Learning Technologies**

**Related Strategic Direction:** C1- Increase awareness of the College's programs and services to potential students, parents, and the community.

**Goal:** Utilization of BRCC media resources to support marketing of BRCC educational and cultural programs.

**Strategies to Reach That Goal:** Work with marketing and public relations department to focus our resources in directions of interest and augment their marketing efforts.

**Actual Results:** This goal was met. We worked on a committee to steer the production of several marketing videos by an outside vendor. The six student spotlights are posted on the Meet our Students page, the Advanced Manufacturing program promo on the Advanced Manufacturing, Engineering, Brewing & Construction page, and the School promo on the Why BRCC page.

**Learning Technologies**

**Related Strategic Direction:** E4- Utilize technology to enhance instructional delivery.

**Goal:** Increase utilization of BRCC media resources to support online instruction.

**Strategies to Reach That Goal:** The strategies to reach the goal involve working with a pilot group of instructors to develop ways to utilize video to enhance on-line courses. Processes to develop video, satisfying ADA requirements and incorporating the video into courses will be developed along with training materials.

**Actual Results:** This goal was met. Videos for 3 classes were created in the 2014-15 year. The goal to increase this number by 50% was met. Four fully developed videos were created for the ACA 115 and 122 courses numbering a total of 26 sections for Spring 2015. Further, 6 videos were created for the CE Henderson Co History and Heritage class that ran for 2 semesters. 9 Con-Ed beer videos from previous year now also used in BDF 125 and BDF 110.
Learning Technologies

**Related Strategic Direction:** C1- Increase awareness of the College’s programs and services to potential students, parents, and the community.

**Goal:** Further develop new promotional website content and implement modern web technologies to achieve increased community awareness of College programs and services. Specific goals of this action plan include:

1. Develop marketing content that utilizes modern web technologies
2. Increase the number of visitors to the college’s website
3. Increase the length of time users are spending on the site
4. Enhance the user experience
5. Increase the diversity of computer devices utilizing the website
6. Enhance our ability for web content managers to maintain web content

**Strategies to Reach That Goal:** The strategies will be developed in conjunction with the Web Development Committee. The following strategies have been identified:

1. Implement new promotional content to be used throughout the College website highlighting College program and service offerings and other topics determined by the College’s Marketing and Web Committee.
2. Utilize the Google Analytics application to monitor increased usage of the College website: establish a baseline and look at trends and patterns of visitors and the devices they use to view the College website. Measure number of visits, number of unique visitors, number of pages visited, duration of visits, bounce rate and pages most visited.

**Actual results:** These goals were partially met. Marketing content was developed through the use of Drupal CMS and managed through the use of the SharePoint Website Request form. In addition, informational updates were made. 142 Request forms were completed by the Webmaster which is 99% of those assigned in the time frame of this Action Plan. The user experience was enhanced through the continued use of responsive design techniques as indicated by continued growth of use of mobile devices. The new website received an improved satisfaction level in “ease of use and navigation” from the previous website. The satisfaction level from the Employee Survey has not met 3.0 and was instead 2.73. However, the Student Survey results met the goal at 3.09. There has been continued growth -- just under 7% in the time frame of this Action Plan -- in the use of mobile devices when viewing the BRCC website.
Learning Technologies

**Related Strategic Direction:** E1- Employ the most effective instructional methodologies and best practices.

**Goal:** Increase the utilization of Moodle Rooms learning management technology tools and features to support instruction based on Best Practices and enhance administrative support.

**Strategies to Reach That Goal:** The overall strategy is to take advantage of the research into the functionality of the system that are currently not being used. Our goal is to increase online and face-to-face training for diverse learners by providing customized training, increased communication on new technologies, techniques and best practices, and the creation of support materials (tutorials, screencasts, newsletters, etc.)

**Actual Results:** This goal was met. 91% (up from 90.4% previous year) were Extremely + Satisfied. The 2014 Employee Survey showed 100% respondents (not including N/A's) showed “administration and support of Moodle” to be Very Satisfied+Satisfied for an average rating of 3.35. Measure 2 was exceeded in over 18 training sessions were provided including tutorials for all online instructors in the Moodle Swap Meet for faculty course.

Marketing & Communications

**Related Strategic Direction:** C7- Increase the College’s involvement in community activities and events.

**Goal:** Increase the number of community activities and events.

**Strategies to Reach That Goal:**
1. Identify a group of faculty and staff to represent the College at community activities and events.
2. Provide training for the group (i.e., broad-based program knowledge, effective trade show techniques, display set up, etc.)
3. Provide College wear for the group to build the image of the College.
4. Equip group with effective and dynamic display materials (i.e., handouts, multimedia interfaces, and display boards/graphics) for participation in the activities and events.
**Actual Results:** This goal was partially met due to partial funding. Tents were purchased as well as some display materials. We are measuring number of events, and this data will be available next year.

**Media Technology**

**Related Strategic Direction:** E4- Utilize technology to enhance instructional delivery.

**Goal:** Increase the number of document cameras and interactive projectors in classrooms.

**Strategies to Reach That Goal:**
1. Establish a three year plan for implementation.
2. Work with faculty to determine appropriate classrooms for installation.
3. Prioritize the installation according to available budget.

**Actual Results:** Installed 4 close-throw interactive projectors in the following areas: ESL classroom in Continuing Education building, Continuing Education Machinist computer lab in Spearman Building, General classroom in General Studies Building, and Chemistry classroom in Arts and Science Building. Installed 1 document camera in the General classroom in Patton.

**Planning, Research and IE**

**Related Strategic Direction:** I would like to supply the College improved access to data in order to support many of the strategic directions upon which the College is currently focused.

**Goal:** To become the College’s primary resource for accessing and reporting needed data.

**Strategies To Reach That Goal:** Research avenues to becoming proficient in Colleague, Informer and SAS. Depending on what that research bears out, participate in the most cost effective AND productive approach. Might include webinar training, self-directed learning, visits to other Colleges, bringing SME to campus, and/or off campus training.

1. Colleague Classes: There are currently no scheduled trainings for Colleague at the System Office.
2. Research the possibility of having Beard or another SME come train me on Colleague.
3. Attend Informer trainings as offered.
4. Attend SAS trainings as offered.
**Actual Results:** This goal was partially met. A 3-day Informer class was completed and a one-day SAS training was completed.
DIVISION OF INSTRUCTION

Accounting

Related Strategic Direction: F3- Increase retention, completion, and goal attainment.

Goal: To maintain or increase retention levels for Fall to Fall and Spring to Spring measurements. The current College-wide levels are 49.3% (Fall to Fall) and 71.7% (Fall to Spring). Accounting goals are 75% (Fall to Fall) and 85% (Fall to Spring).

Strategies to Reach That Goal: As part of the Business & Services Career department, Accounting will participate in an annual Advising Fair addressing student goals, mapping to complete programs of study, and preparedness for future employment. Establish a Moodle support site for all Accounting programs’ students.

Actual Results: We held the Advising Fair in October of 2014 and it was a great success. The Accounting Program had over 20 attendees receiving advising at the fair. The Accounting department also established a Moodle support site for all its students. This site is used to house advising information and push out emails to students regarding advising and registration at BRCC.

Alternative Transportation Technology

Related Strategic Direction: G5- Actively respond to the training needs of business and industry.

Goal: To continue to lead the state in emerging technology and to increase enrollment.

Strategies to Reach That Goal:

1. Request a classroom that is dedicated for the LDD and ATT program in the SPRM building.
2. Purchase equipment necessary to teach all disciplines of ATT.
3. Train instructors to the most current technologies.

Actual Results: All intended program outcomes have improved and been met except outcome #3 which only missed by a small margin. No major purchases or equipment acquisitions were made this year. The CE enrollment has increased every year since inception.

Associate in Art and Associate in Science

Related Strategic Direction: F5- Prepare students for successful transition to four-year colleges and universities.

Goal: Increase success of students who transfer to 4 year colleges and universities.

Strategies to Reach That Goal:
1. Full-time faculty will create a Moodle shell containing outcomes, objectives, resources, assignments, and rubrics. The shell will be shared with all full and part-time faculty in an effort to create a more consistent experience across all sections of ENG 111.

2. Math faculty will implement the use of My Labs Plus online learning software, adding additional at-home, online, adaptive exercises and a practice quiz.

3. The ACA 122 will be redesigned as a retention tool. A common read will be added to the course and course material will be standardized including the creation of a Moodle shell for all instructors to use. Advisors will be encouraged to register students for ACA 122 in their first semester.

**Actual Results:** All strategies were implemented. Transfer data for these students is not yet available.

**AFA Fine Art**

**Related Strategic Direction:** C2- Convey the quality and value of a Blue Ridge Community College education.

**Goal:** 1. To provide students with a portfolio to compete in the art world. 2. To have the option to transfer to a private, state, or local college with a full or partial scholarship.

**Strategies to Reach That Goal:** Community outreach and education; Make the public more informed of what the AFA actually offers; Increase the facility space and quality of equipment; Invite former successful students to talk to AFA students at BRCC; Focus curriculum on skills and industry standards; Focus on the quality of portfolios for college transfer; Foster and facilitate a community for art students.

**Actual Results:** Several Students received full or partial scholarships to UNC Greensboro, Greensboro University, Eastern Tennessee State University, and Savannah College of art and design, Maryland Institute of Collage of Art, Western North Carolina, and UNC Asheville. Total scholarships reached over 100k. Five student shows were held in 2014-2015. We hosted the Western North Carolina Art Teachers Association for a one day professional development seminar. Received 4K Donation from Arts Advocates for the purchase of new equipment and 1K Donation BRCC for food and awards

**AFA-Music**

**Related Strategic Direction:** F5- Prepare students for successful transition to four-year colleges and universities.

**Goal:** The successful retention of students enrolled in the program.
Strategies to Reach That Goal: Increased (more regular and proactive) advising and encouragement of students enrolled in the program.

Actual Results: Fall to Spring Retention Data: 83.3%; Fall 13 to Fall 14 Retention Data: 71.4% Strategy seems to be effective thus far.

Automotive Light Duty Diesel
Related Strategic Directions: G5- Actively respond to the training needs of business and industry.

Goal: To build the LDD program and to recruit new students.

Strategies to Reach That Goal: Facilities improvement. More space is needed to house this program. Currently there is no classroom for this program. Professional development for new technology for instructors involved with this program.

Actual Results: All Intended Program Outcomes were met except for outcome 4, retention. Training equipment is necessary to attract and retain students and to compete with other colleges with similar diesel programs.

Automotive Systems Technology
Related Strategic Direction: F3- Increase retention, completion, and goal attainment.

Goal: Attain assessment percentage goals, increase enrollment, and increase retention.

Strategies to Reach That Goal: 1. Updating testing equipment to current technology will help students attain assessment percentage goals and increase enrollment. 2. Professional development for new technology for instructors involved with this program.

Actual Results: Improvements made on all Intended Program Outcomes relating to testing or tasks by 10% or better in some outcomes. Intended Program Outcome #5 Retention decreased this year not meeting the goal of raising retention 5%. The program has used these tools purchased during recruitment and it seems to have had a positive impact since the recent purchases of pc based scan tools at both campuses. The level of training using these new purchases has been higher and instructor training has been effective. This Action Plan has also helped the Automotive Program attain another NATEF recertification.

Brewing, Distillation, and Fermentation
Related Strategic Direction: C1- Increase awareness of the College’s programs and services to potential students, parents, and the community.
Goal: Increase awareness of the new BDF program by creating a program-specific marketing plan.

Strategies to Reach That Goal: Create a BDF program-specific brochure and promotional materials to use as recruiting tools.

Actual Results: Enrollment increased more than 10% from the 2013-14 academic year to the 2014-15 academic year.

Business and Service Careers Department
Related Strategic Direction: F3- Increase retention, completion, and goal attainment.

Goal: To maintain or increase retention levels for Fall to Fall and Spring to Spring measurements.

Strategies to Reach That Goal: The entire Business & Services Career department shared a common action plan to hold an Advising Fair that would serve to address student goals, mapping to complete programs of study, and preparedness for future employment.

Actual Results: Fall 2013 to Fall 2014 retention increased to 49.2% for the department. Fall to Spring retention maintained at 70%. The advising fair was a success and is being continued and expanded throughout the college.

Computer Integrated Machining
Related Strategic Direction: C5- Promote the College as a training resource and G3- Upgrade classroom and lab equipment to meet industry standards.

Goal: Become a Nation Institute of Metalworking Skill (NIMS) credentialing facility.

Strategies to Reach That Goal: Purchase of pre-identified equipment, and make lab improvement, that meet standards for NIMS credentialing in machining.

Actual Results: 85% of necessary equipment has been purchased, received and installed including Two (2) Haas VF-2 Milling Centers, Six (6) Haas TL-1 Turning Centers, Four (4) Haas TM-1 Milling Centers, One (1) Haas ST-20 Turning Center, and Eight (8) Select 1630G Manual Lathes w/ DRO.

Early Childhood Education
Related Strategic Direction: F3- Increase retention, completion, and goal attainment.

Goal: 1. Improve student performance on Program Outcomes 1, 2, 3, 4, 5, and 6. 2. Improve the average student score on the Family Involvement Plan key assessment, which is in program outcomes 1, 2, and 4, to be 90% or higher. 3. Improve the average student score on the Lesson Plan Unit key assessment, which is in program
outcomes 1, 2, 3, 4, 5 and 6, to be 85% or higher. 4. Improve the average student score on the Integrated Technology Lesson Plans, which is in program outcomes 3, 4, and 5 to be 85% or higher.

**Strategies To Reach That Goal:** Laptop Cart and 12 laptops accessible to the Early Childhood classroom in Patton 214 in order to employ the best instructional technologies. We have requested to have computers or a computer laptop cart in Patton 214.

**Actual Results:** Instead of computers, we received 10 iPads with an iPad cart for our students to be able to access online programs and tools. This has allowed our instructors to assist students during class time.

**Electronics Engineering Technology**

**Related Strategic Direction:** G3- Upgrade classroom and lab equipment to meet industry standards.

**Goal of This Action Plan:** The goal of this plan is to develop and upgrade classroom and laboratory equipment to train students using effective & current industrial standard equipment.

**Strategies to Reach That Goal:** Acquire electrical, electronic and controls equipment required to train students adequately to perform effectively as technicians.

**Actual Results:** Goal partially met. Some Arduino and PLC equipment was purchased.

**Environmental Science Technology**

**Related Strategic Direction:** G6- Increase opportunities for career exploration and progression for students.

**Goal:** Add two new community partners to the Environmental Science program each year. These partners will provide presentations to students outlining their work for the community.

**Strategies to Reach That Goal:** Currently we work with the Environmental and Conservation Organization (ECO) of Hendersonville to monitor streams in the county. The ECO offers a one-day class on bio monitoring of the streams and then student volunteers are asked to determine the health of a local stream or river. In this way students meet local environmentalists while being exposed to methods that are difficult to teach in a college setting. We hope to expand our program by traveling to local private and governmental industries in the Henderson County area that conduct environmental services. Examples include field trips to water treatment, wastewater treatment, and landfill facilities.
Actual Results: This year we visited both Sierra Nevada Brewery, Pisgah Forest Ranger Station, and BIZ611 (Mountain True Environmental Activities). The goal was exceeded for 2014.

Fire Protection & Emergency Medical Science
Related Strategic Direction: E4- Utilize technology to enhance instructional delivery.

Goal: Upgrade our simulation lab to accomplish State and National guidelines for Paramedic education.

Strategies to Reach That Goal: Replace VitalSim control modules with SimPad control modules for our medium-fidelity ALS Simulator manikins.

Actual Results: This goal was partially met. We were able to purchase one sim pad this year.

Horticulture Technology
Related Strategic Direction: G6- Increase opportunities for career exploration and progression for students.

Goal: Horticulture has become increasingly specialized. Students need quality opportunities to explore these areas of specialization. The goal is to build the knowledge base of faculty in the horticulture technology curriculum.

Strategies to Reach That Goal: 1. Hire adjuncts proficient in a particular area of horticulture that matches the program’s newly created pathways. (D1) 2. Increase professional development & training opportunities for faculty (D3, D4) 3. Involve advisory committee members as guest speakers and increase field trips to those with businesses. (E3)

Actual Results: This goal was partially met. Potential adjuncts have been identified in the following areas of horticulture: horticulture therapy, irrigation, specialty crops, viticulture, golf course management, turf grass management. Three adjuncts have taught courses in horticulture therapy, irrigation, and specialty crops. As the need arises, other adjuncts will be hired to teach additional courses. Field trips to industry have also been utilized.

Library
Related Strategic Direction: F3- Increase retention, completion, and goal attainment.

Goal: Improve library holdings in STEM areas.
**Strategies to Reach That Goal:** Update the STEM program library holdings to reflect current information regarding the disciplines and incorporate new formats in the library collection as appropriate.

**Actual Results:** This goal was attained.

**Mechanical Engineering Technology**

**Related Strategic Direction:** B3- Partner with colleges and universities to enhance seamless articulation and transfer opportunities.

**Goal:** The goal of this plan is to offer courses and training that will allow the program to apply for ABET accreditation and partner with other colleges and universities such as WCU.

**Strategies To Reach That Goal:** Streamline and update course offerings to satisfy ABET requirements. Work with UNC system to apply and secure ABET accreditation. Upgrade course requirements and laboratory equipment.

**Actual Results:** Goal partially met. Attended 2 ABET conferences- Pittsburg and Atlanta. Completed 2 of the 3 required training classes to become an ABET Ideal Scholar.

**Mechanical Engineering Technology**

**Related Strategic Direction:** D3- Increase professional development and training opportunities for all employees.

**Goal:** The goal of this plan is to enhance the faculty development in terms of training and professional development to meet challenges of program improvements.

**Strategies to Reach That Goal:** Attend conferences and workshops related to ABET accreditation. Advanced training in equipment related to hydraulics/pneumatics and mechanical systems. Training in software programs such as Lab View.

**Actual Results:** Goal Met. ABB and AutoCAD training was completed. ABET travel was provided by WCU.

**Mechatronics**

**Related Strategic Direction:** D1- Recruit and retain highly qualified faculty and staff with external credentials pertinent to their areas of expertise.

**Goal:** Create a pool of qualified adjunct instructors that can teach in the Mechatronics Engineering Technology curriculum. This pool would provide additional instructors to cover courses for all locations and the creation of an afternoon/evening semester by semester night program.
**Strategies to Reach That Goal:** 1) Continue posting job openings for adjuncts with specific skill sets. 2) Actively recruit talent from our local industry partners. 3) Devise a semester by semester plan of graduation for the afternoon/night program.

**Actual Results:** Goal partially met. Two qualified adjunct engineering instructors were found. The engineering technology instructor posting will remain as the demand for afternoon and evening classes’ increases.

**Mechatronics**

**Related Strategic Direction:** F1 - Promote effective and comprehensive advising.

**Goal:** Create and retain advising documents for all students enrolled in Mechatronics, Mechanical and Electrical Engineering Technology majors.

**Strategies to Reach That Goal:** 1) Create a standardized method for collecting advising outcomes. Store this information in a centralized and secure location so all engineering instructors have access during advising and registration. 2) Require all developmental courses be completed the first semester. 3) Advise all students of hybrid and online requirements. 4) Explore the usage of standardized forms.

**Actual Results:** Goal Met. Binder system was created to collect all advising information and notes. An advising contract has been created to let new students know their responsibilities. Advising documents are shared on the secure H: drive. The number of completers for certificate, diploma and AAS degrees has doubled.

**Mechatronics**

**Related Strategic Direction:** G3 - Upgrade classroom and lab equipment to meet industry standards.

**Goal:** Purchase needed equipment for shop.

**Strategies To Reach That Goal:** 1) Purchase 2 back-up Siemens EDU trainer units for MPS line 2) Purchase 5 additional Siemens PLC Trainers with conveyors 3) Purchase 1 Hand Held Alloy Analyzer.

**Actual Results:** Goal partially met. One backup Siemens trainer was purchased. One more is still needed. 6 Siemens trainers with conveyors were purchased.

**Nursing**

**Related Strategic Direction:** E4 - Utilize technology to enhance instructional delivery.

**Goal:** Implementation of simulation learning experiences into each clinical nursing course. The type of simulation will be congruent to the clinical goals for the specific course.
**Strategies to Reach That Goal:** Faculty will develop a template for the reporting of data. Each course coordinator will develop specific simulation scenarios, based on clinical goals for their course. During the semester they will provide input/data regarding the type of experience; summary feedback of the experience and student perception of the experience. Since our manikins are low fidelity, the faculty will develop a plan for upgrading the equipment/manikins for the lab. Seek grants for the cost of the lab improvements (range 300,000 to 400,000). The grant will also need to incorporate an electronic medical records program for students to document point to care measures based on the scenario.

**Actual Results:** This goal was partially met. Three pediatric scenarios were developed and utilized for each group that would have been assigned to Mission. Each case was completed by 3 groups (18 students). An extensive amount of time was spent searching for supplies for the case...thus if case boxes were developed more time could be designated to the actual case. The members of the group need to have more guidance for their roles/responsibilities. Three other unfolding case studies were developed in other courses to augment lecture and also used for clinical make up for snow/inclement weather days. Work completed at home and in-class discuss of the process.

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**School Age Education**

**Related Strategic Direction:** F3- Increase retention, completion, and goal attainment.

**Goal:** 1) Improve student performance on Program Outcomes 1, 2, 3, 4, 5, and 6. 2) Improve the average student score on the Family Involvement Plan key assessment, which is in program outcomes 1, 2, and 4, to be 90% or higher. 3) Improve the average student score on the Lesson Plan Unit key assessment, which is in program outcomes 1, 2, 3, 4, 5 and 6, to be 85% or higher. 4) Improve the average student score on the Integrated Technology Lesson Plans, which is in program outcomes 3, 4, and 5 to be 85% or higher.

**Strategies To Reach That Goal:** Laptop Cart and 12 laptops accessible to the School Age Program classroom in Patton 214 in order to employ the best instructional technologies. We have requested to have computers or a computer laptop cart in Patton 214.

**Actual Results:** Instead of computers, we received 10 iPads with an iPad cart for our students to be able to access online programs and tools. This has allowed our instructors to assist students during class time.
Surgical Technology

**Related Strategic Direction:** B4- Align with business and industry to leverage resources and equipment.

**Goal:** Obtain additional clinical contracts for the diploma and degree students within the next two years to enhance their learning of various surgical specialties.

**Strategies to Reach That Goal:** The program director will visit various hospitals in the surrounding area to meet with the operating room managers to obtain additional clinical affiliate agreements for both diploma and degree students.

**Actual Results:** One additional clinical slot was obtained at Rockcliff Oral & Maxillofacial. Additional slots are still being worked on. The maximum enrollment capacity has been dropped from twenty (20) to eighteen (18).
DIVISION OF STUDENT SERVICES

Financial Aid

**Related Strategic Direction:** C1- Increase awareness of the College's programs and services to potential students, parents, and the community. D1 – Increase professional development and training opportunities for all employees.

**Goal:** To increase staff knowledge base and improve staff communication skills.

**Strategies To Reach That Goal:** 1) hold staff training on dealing with difficult people, 2) review of communications basics, 3) utilize use of role play to enhance desired outcomes, and 4) periodically survey student visitors regarding staff knowledge and courteousness.

**Actual Results:** Goal was met. 85.2% of respondents reported they Agreed or Strongly Agreed that FA staff was professional and courteous and 88.0% of respondents reported they Agreed or Strongly Agreed that FA was knowledgeable and helpful.

Recruiting

**Related Strategic Direction:** A1- Provide flexible course scheduling options. Expand course offerings where a community need exists.

**Goal:** Offer transfer classes either online or at times convenient to high school students that begin on a late start schedule aligning with the high school calendar.

**Strategies to Reach That Goal:** Work with Deans, Allison Carter and David Davis, to develop several late start transfer classes which begin on the first day of the high school calendar for both fall and spring semesters.

**Actual Results:** This goal was met. Fall 2014 - Blue Ridge offered two online classes with a late start date to align with HCPS. The two classes were PSY 150, General Psychology and ART 111 Art Appreciation. Psychology was the most popular class with 13 high school students enrolled for fall. Art Appreciation only had 9 high school students. Non-high school students were also enrolled in these classes. During fall I worked with IT to place a Moodle alert on these classes. I received an email if student grades dropped below 80 percent. I was then able to talk with the student to find out what was going on. The alert worked well, only 1 high school student did not pass. Psychology online was requested a second time for spring semester for high school students with 12 enrolled.

Registrar

**Related Strategic Direction:** F3- Increase retention, completion, and goal attainment. F1-Promote effective and comprehensive advising
Goal: To electronically process application and admissions documents as efficiently as possible while serving as a resource to our students. Advisors could have capability to access external transcripts instead of phoning registrar’s office to pull paper file.

Strategies to Reach That Goal: Implement document imaging system to allow scanning of incoming transcripts. This implementation would be ground work for moving toward an electronics records system.

Actual Results: November update: Softdocs has been purchased and installed in the Registrar’s office. All incoming admissions documents are being scanned as they are received. Returning student records are being scanned as they are being processed. Counseling staff has begun to use Etrieve to access college transcripts for the evaluation process.
OFFICE OF THE PRESIDENT

Educational Foundation

**Related Strategic Direction:** B5- Maximize funding opportunities through grants, foundations, and private support.

**Goal:** Blue Ridge Community College Educational Foundation directors will actively participate in strategic planning on an on-going basis.

**Strategies to Reach That Goal:** Participating in training workshop/retreat for the Foundation.

**Actual Results (To Be Completed May 2015):** This goal was met. The Board of Directors participated in the Blue Ridge Community College Comprehensive Marketing Plan focus group discussion. The Blue Ridge Community College Board of Trustees retreated in 2014-15; therefore, the Blue Ridge Community College Educational Foundation Board of Directors will retreat in 2015-16.