



STATE ACCOUNTABILITY REPORT

**2012-2013**





STATE ACCOUNTABILITY REPORT

**2012-2013**



Dr. Marshall (Sonny) White, Jr., President  
September 2013

---

*Contact Information* Dorcas A. Kitchings • Assessment, Research and Planning • PO Box 2408, Columbia, SC 29202 • (803) 822-3584

Accountability Report Transmittal Form

|   |  |
|---|--|
| Organization Name                       | Midlands Technical College                 |
| Date of Submission                      | September 16, 2013                         |
| Organization Director                   | Dr. Marshall (Sonny) White, Jr., President |
| Organization Contact Person             | Ms. Dorcas A. Kitchings                    |
| Organization Contact's Telephone Number | (803) 822-3584                             |

# 2012-13 Accountability Report

## EXECUTIVE SUMMARY –

### 1. Organization’s stated purpose, mission, vision and values

Midlands Technical College is the product of a rich and unique history. In 1974, three separate career-oriented institutions merged to form Midlands Technical College (MTC), a comprehensive two-year college providing career and transfer education. MTC is now part of the South Carolina Technical College System. One of South Carolina’s largest two-year colleges, Midlands Technical College enrolls approximately 18,000 students seeking to develop career skills or transfer to a four-year institution. With the latest technology and a diverse learning environment, the college makes higher education affordable, convenient and readily accessible. Midlands Technical College prides itself on excellence in curriculum, staffing, equipment and service to its students and the community.

MTC is comprised of six campuses, including the Beltline, Airport, Harbison, Batesburg-Leesville, Fairfield and the Northeast Campus located adjacent to the Carolina Research Park; the college also has a location at Fort Jackson.

The Enterprise Campus at Midlands Technical College, part of the MTC Northeast property, presents an innovative opportunity for enhancing economic vitality by recruiting and retaining regional business expansions through public-private partnerships.

The Enterprise Campus consists of more than 100 developable acres that will benefit growing new companies by accelerating their development. The MTC Center of Excellence for Technology is the anchor facility on the Enterprise Campus. This 50,000-square-foot facility is one of the Southeast’s largest and most advanced metalworking training facilities.

#### Statement of Values

Midlands Technical College contributes to the community by helping individuals reach their full potential through affirmation of the following values:

##### **Commitment to Students.**

Belief in providing a learner-centered environment offering quality instruction, resources and services and presenting challenging opportunities for the continued growth and development of its students. The college assists students in clarifying their lifelong goals, fostering entrepreneurship, developing interpersonal skills and maximizing their potential.

##### **Commitment to Excellence in Education.**

Belief in offering the highest quality academic programs and support services through a variety of delivery methods that reflect the relevant education required for future success. The college builds a community of learners and prepares students for the work environment or further education.

##### **Commitment to Integrity.**

Belief in ethical behavior by all members of the college community. The college fosters and promotes integrity, honesty, fairness and mutual respect among faculty, staff, students and all others associated with the college.

##### **Commitment to Economic Vitality and Quality of Life.**

Belief in preparing students for successful careers by providing a seamless curricula bridging secondary education, higher education and lifelong learning. The college partners with business, education and government to enhance the growth and prosperity of the community.

##### **Commitment to Access and Diversity.**

Belief in providing access to programs and services to students who comprise the cultural, economic and demographic diversity of the community.

##### **Commitment to Faculty and Staff.**

Belief in the importance of attracting and retaining an excellent and diverse faculty and staff who collectively create a positive learning environment. The college provides professional development opportunities and demonstrates its commitment to the college community by providing resources to carry out the mission of the college.

##### **Commitment to a Quality Campus Environment.**

Belief in the importance of creating an inviting and secure environment for the college community. The college values clear communications, open exchange of ideas, involvement in decision-making, and respect for all individuals.

##### **Commitment to the Management and Diversification of Resources.**

Belief in the effective use of college resources to provide quality education and services for the students and community and in being accountable to constituents. The college seeks to diversify its financial support through the pursuit of new and innovative resources.

##### **Commitment to Innovation and Renewal.**

Belief in the spirit of creativity and discovery in all college endeavors. The college is open to innovation, adaptation and positive change for the benefit of all its constituencies.

The college's Northeast Campus was approved by the Southern Association of Colleges and Schools (SACS) in December 2011 to offer more than 50 percent of several credit programs. Midlands Technical College completed construction of a new \$28.1 million state-of-the-art Engineering Technology and Sciences wing of the MTC Center of Excellence for Technology. The 82,000-square-foot building is a state-of-the-art classroom and lab facility designed to prepare students for careers in regional technology based industries. Programs offered at the facility include the MTC Nuclear Systems Technology program, Fuel Cell Technician program, and Engineering Transfer. The new facility will also provide essential capacity for education and training in the skilled crafts, an essential driver of workforce development. Also housed in the building is a comprehensive Student Assessment Center that will provide placement and admission testing, advanced placement validation, testing for distance education courses and course testing for faculty who register their exams with the center. Nearby is a Student Services Office that provides general college information, assistance with student enrollment and help with financial resources for college.

The college currently provides a variety of educational opportunities that support its mission of human resource development in support of economic growth. The MTC Corporate and Continuing Education Division provides continuing education opportunities to more than 30,000 individuals annually, and is one of the largest two-year college providers of noncredit professional upgrade training in the state. MTC's accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools was reaffirmed in June 2010.

## **2. Major achievements from the past year**

MTC had a very successful year. Major achievements include:

- Midlands Technical College completed construction of the Engineering Technology and Sciences wing of the MTC Center of Excellence for Technology, located on MTC's Northeast Campus. The building is a state-of-the-art classroom and lab facility designed to prepare students for careers in regional technology based industries. Programs offered at the facility include the MTC Nuclear Systems Technology program, Fuel Cell Technician program, and Engineering Transfer. The new facility will also provide essential capacity for education and training in the skilled crafts, an essential driver of workforce development.
- College and community officials cut the ribbon for the new Midlands Technical College/Fairfield Central Success Center, located within Fairfield Central High School. The Success Center is an innovative, collaborative initiative of Midlands Technical College and Fairfield Central High School, in partnership with SCANA Corporation and The School District of Fairfield County. The Center places a college presence within the high school. The Center offers college planning and preparation assistance, information on jobs of the future, and in-school computerized college entrance testing. Additional services include career search and financial aid workshops, daily parent outreach for targeted students, curriculum guides and support for faculty and staff, and MTC preparation materials and outreach.
- Midlands Technical College (MTC) was awarded \$5 million from the US Department of Labor (DOL), Employment and Training Administration, to fund the college's Growing Resources for Information Technology (GRIT) program. The program is designed to build a training infrastructure to high-growth, high-demand information technology (IT) occupations for unemployed veterans, minorities, women and others through a technical skills program that includes on-the-job training for all participants. MTC was one of only 43 awardees in the country

to receive a grant through this highly competitive process. The \$5 million awarded to MTC was the maximum dollar amount awarded by the DOL to any college in the country.

- The Midlands Technical College Foundation offered \$100,000 in new scholarships for Midlands Technical College's Corporate and Continuing Education QuickJobs programs. The scholarships are providing tuition assistance for unemployed or underemployed residents of Lexington, Richland and Fairfield counties. QuickJobs programs prepare participants for high-demand careers in as short a time possible, often in less than three months. The classes are designed to offer skills training that results in industry-recognized credentials, and provide the critical training needed to move directly into employment. Most recently, the MTC Foundation received a \$50,000 grant from the Bank of America Charitable Foundation. The funds will be also be used for tuition assistance for unemployed or underemployed Midlands residents in MTC's QuickJobs programs.
- A new QuickJobs scholarship fund was established in the Midlands Technical College Foundation by Janice Park Rivers, in memory of her son, Blair Park Rivers. The Blair Park Rivers QuickJobs Scholarship Fund will provide scholarship support in the college's Corporate and Continuing Education division for students in the Cardiac Care Technician, Certified Nursing Assistant, and Phlebotomist QuickJobs programs.
- Midlands Technical College hosted several open houses for potential students and the community. A spring open house was held in February on the Airport Campus, and additional open houses were held in March at the Batesburg-Leesville and Fairfield campuses. At each of the events, participants received free assistance completing and filing the Free Application for Federal Student Aid (FAFSA), took guided tours of the campuses, and met college faculty and staff.
- Randall "Mack" Jackson was elected chair of the Midlands Technical College Commission. Other officers elected by the Midlands Technical College Commission are Robert P. Wilkins, Jr., vice chair; George P. (Garry) Powers, treasurer; and Pamela S. Harrison, secretary. The Midlands Technical College Commission, the college's board of trustees, is comprised of 12 community leaders from Richland and Lexington counties who are appointed by the governor upon the recommendation of their respective legislative delegations. Also serving on the MTC board of trustees is a liaison from Fairfield County who is appointed by the Commission.
- Midlands Technical College held its first Visioning Summit, which allowed MTC employees to hear and discuss ideas for the future of the college in a manner never done before. Held at the Columbia Metropolitan Convention Center, the summit was open to any full-time college faculty or staff member. The event featured a keynote speaker and panelists from many areas of business, workforce, and higher education.
- Midlands Technical College President Dr. Marshall (Sonny) White, Jr., and MTC Vice President for Student Development Services Sandi Oliver were each honored with awards from the national Phi Theta Kappa Honor Society, an organization that recognizes and encourages scholarship among two-year college students across the country and abroad. White was one of 21 college presidents/campus CEOs to receive the 2013 Shirley B. Gordon Award of Distinction. Oliver was one of 25 college administrators to be honored with the 2013 Distinguished College Administrator Award.

**3. Key strategic goals for the present and future years (this supports the organization's budget request)**

For the 2013-14 year, the college has established the following three goals: (1) Access (Pipeline); (2) Learning Experience; and (3) Student, Business and Community Success. Thirteen Priority Initiatives were established to measure success on achieving these goals. They include: Optimize the student pipeline to meet student, business and community needs; Rebrand and reposition MTC as first choice college; Provide resources for student access; Ensure institutional and programmatic accreditation; Deliver programs and services that meet customer needs; Enhance college infrastructure to ensure a positive campus environment; Provide a student-centered teaching and learning experience; Cultivate and support an exceptional, diverse faculty and staff; Ensure the MTC experience reflects the college's brand; Increase student success, retention and goal attainment; Collaborate with all education partners; Partner with business and industry to provide workforce solutions; and Support the economic development of the community.

The college is developing its 2012-13 Operational Plan based on these goals.

**4. Your key strategic challenges (e.g. educational, operational, human resource, financial, and community-related strategic challenges)**

**Challenges:** MTC faces a number of challenges as it implements the plans and strategies needed to move toward accomplishing its mission. These barriers include:

- Low graduation rate in K-12
- Inadequate pipeline of individuals prepared to fill available jobs
- Adults who need training through career preparation options including QuickJobs
- Affordability
- Limited need-based funding
- Very limited funding for non-credit courses
- Retirement of a significant number of faculty and staff
- Decreased state funding
- Increased competition from non-traditional education providers
- Rapid technological advances

**5. How the accountability report is used to improve organizational performance (describe the process and improvements achieved through the accountability report preparation and self-assessment process)**

This report was reviewed by the college's senior administrators and compiles significant information documenting the college's progress toward accomplishing its mission and sustaining its overall health. This information was useful to the college as it developed its current Strategic Plan.

## **Section II – Organizational Profile**

### **1. Your organization’s main educational programs, offerings and services and the primary methods by which these are delivered**

Midlands Technical College offers more than 100 associate degree, diploma and certificate programs in Arts and Sciences, Business, Engineering Technology, Health Sciences, Industrial Technology, Information Systems Technology, Nursing and Public Service. An estimated 70 percent of credit courses are in the career program area. A strong college transfer program has evolved to allow students the opportunity to take the first two years of a baccalaureate degree and transfer to one of the state’s four-year institutions.

Through its Corporate and Continuing Education programs, the college provides professional and career training and development through catalog and customized courses to individuals from area businesses, industries and governmental and health agencies. The college also offers self-supporting, noncredit activities for personal enhancement.

MTC offers developmental programs and services to enrolled and prospective students and alumni to increase their success and enhance their potential for personal, educational and professional growth. The college increases student access to higher education through special recruitment, counseling and evaluation services. The college promotes the economic vitality of the region by providing workforce training for new and expanding industries, and technology transfer to developing companies. The college actively seeks to promote business growth and increase regional prosperity.

### **2. Your key student segments, stakeholder groups, and market segments, as appropriate, and their key requirements/expectations**

Students attending credit courses at MTC primarily reside in the service area of Richland (49%) and Lexington (34%) counties. Slightly more than half (55%) enroll at the Airport Campus; the majority are white (54%); 55 percent attend on a part-time basis; the average age is 26 years; and 60 percent are female. The profile of students enrolled in the college’s designed-to-transfer programs differs slightly from the general student profile. Of the transfer students, the majority are white (57%); 61 percent attend on a full-time basis; the average age is 23 years; and 51 percent are male. The college’s Corporate and Continuing Education division provides professional and career training and development through catalog and customized courses to approximately 30,000 individuals from area businesses, industries, and governmental and health agencies. The college also offers self-supporting, noncredit activities for personal enhancement.

Other stakeholders include local employers who hire the college’s graduates, four-year colleges to which MTC students transfer, parents and families of students, local county councils and other forms of government that provide financial support, residents of the MTC service area, and alumni of the college.

Students and their parents expect rigorous courses and a high-quality academic program designed to allow them to effectively transfer to a senior institution or to obtain employment in their field. They expect to receive high-quality support services (advising, counseling, tutoring, etc.), and to have a personalized academic experience and access to the latest available technology. Employers expect to



have highly qualified, skilled applicants available to meet their needs. Governmental entities expect accountability for the resources invested and for the college to contribute to the economic growth and vitality of the region.

**3. Your operating locations**

MTC is located in the Central Midlands of South Carolina, and is comprised of six campuses including the Beltline, Airport, Harbison, Batesburg-Leesville, Fairfield and the Northeast Campus located adjacent to the Carolina Research Park.



**4. The number of employees you have, segmented by faculty and staff or other appropriate categories**

Midlands Technical College employed 1278 persons in its workforce in Fall 2012. The college employed 585 full-time and 693 part-time faculty and staff members. A more specific breakout of college employees is provided in the table below.

| <b>MTC Employee Overview – Fall 2012</b> |                         |                    |
|--|-------------------------|--------------------|
| <b>Employee Categories</b>               | <b>No. of Employees</b> | <b>Percentages</b> |
| <b>Full-Time Faculty</b>                 | <b>225</b>              | <b>33%</b>         |
| <b>Adjunct Faculty</b>                   | <b>467</b>              | <b>67%</b>         |
| <b>Total Faculty</b>                     | <b>692</b>              | <b>100%</b>        |
| <b>Full-time Classified</b>              | <b>360</b>              | <b>61%</b>         |
| <b>Temporary Staff</b>                   | <b>226</b>              | <b>39%</b>         |
| <b>Total Staff</b>                       | <b>586</b>              | <b>100%</b>        |

Source: IPEDS Human Resources Report

**5. The regulatory environment under which your organization operates**

MTC is one of 16 colleges in the South Carolina Technical College System. The State Board for Technical and Comprehensive Education, an agency of the State of South Carolina, governs the system. The college’s governing board, the MTC Commission, is appointed by the Governor of South Carolina; the college’s president reports to the MTC Commission. Additionally, the college operates under the regulatory authority of, and is in compliance with, the requirements of numerous regional, state and federal agencies. These include but are not limited to the Southern Association of Colleges and Schools (SACS), the SC Commission on Higher Education (CHE), the State Budget and Control Board, the Office of Human Resources, the US Department of Education and other federal agencies.

The college also operates under the regulatory authority of, and is in compliance with, the criteria established by several accrediting agencies for its health science, nursing, engineering technology and business programs. These agencies are: American Bar Association; National Court Reporters Association; American Society of Health-System Pharmacists; Association of Collegiate Business Schools and Programs; Commission on Dental Accreditation of the American Dental Association; Commission on Accreditation in Physical Therapy Education, Council on Accreditation of Allied Health Education Programs; Council on Education of the American Health Information Management

Association; Committee on Accreditation for Respiratory Care; Accreditation Review Committee on Education in Surgical Technology; American Association of Medical Assistants; Council for Standards in Human Services Education; Joint Review Committee on Educational Programs in Nuclear Medicine Technology; Joint Review Committee on Education in Radiologic Technology; National Accrediting Agency for Clinical Laboratory Sciences; National Automotive Technicians Education Foundation; National League for Nursing Accrediting Commission; Printing Industries of America; South Carolina Board of Nursing; and Technology Accreditation Commission of the Accreditation Board for Engineering and Technology.

**6. Your governance system (the reporting relationships between your governance board/policy making body and your senior leaders, as appropriate)**

The college’s governing board, the MTC Commission, is comprised of 12 voting members who are appointed by the governor upon recommendation of a majority of the legislative delegation of the nominee’s respective county. The Commission supervises and annually evaluates the performance of the college’s president. The proportion of Commission members from Richland or Lexington counties is determined by the populations of the counties served as reported in the most recent census.

**7. Your key suppliers and partners**

More than 84 percent of students enrolled in courses at MTC live in the college’s service area. Key partners include local secondary school districts, other four-year colleges to which MTC students transfer, local civic/community agencies and leaders, state agencies, the MTC Foundation, and business partners. A partial list of business partners include:

| <i>Key Partners</i>         |   |
|-----------------------------|---|
| Apprenticeship SC           | Midlands Education and Business Alliance (MEBA) |
| BlueCross BlueShield        | Midlands Workforce Development Board            |
| Central SC Alliance         | Oracle  |
| Colonial Life               | Palmetto Health                                 |
| Columbia Urban League       | Project Management Institute (PMI)              |
| Cisco                       | Providence Hospital                             |
| Dorn VA Hospital            | Pure Power                                      |
| Electric Co-ops of SC       | ReadySC   |
| EngenuitySC                 | Regional Education Center                       |
| Fairfield County            | Richland County                                 |
| Fairfield School District   | Richland School District 1                      |
| FN Manufacturing            | Richland School District 2                      |
| Ft. Jackson                 | Lexington/Richland School District 5            |
| HAAS                        | SCANA/SCE&G                                     |
| Lexington County            | Westinghouse                                    |
| Lexington Medical Center    | SC Research Authority (SCRA)                    |
| Lexington School District 2 | The Ritedose Corporation                        |
| Lexington School District 3 | Trane   |
| Lexington School District 4 | Trulite, Inc.                                   |
| Michelin                    | University of South Carolina                    |

**8. Your key competitors (other educational systems that directly compete for the same type of studies, research grants, etc.)**

The college faces competitive challenges in three main areas: students, human resources and fiscal resources. MTC faces competition for students from for-profit institutions and those providers of educational programs via the Internet. These institutions may not be held to the quality standards imposed on the college or provide assurances of quality through regional accrediting bodies. Within the public higher education arena, MTC embraces its role as partner with other institutions of higher education to which its students transfer. MTC is the largest source of transfer students to USC and consistently has students transferring to all senior institutions within the state of South Carolina.

MTC competes directly with senior institutions for quality liberal arts faculty and competes with both higher education institutions and business and industry for qualified technical education faculty. This is particularly true in the areas of nursing, health science and engineering technology where industry salaries exceed those offered by a public higher education institution. The faculty resource needs of secondary education and the availability of applicants impacts the college's ability to recruit and retain qualified adjunct faculty.

Limited resources from the South Carolina General Assembly increases the level of fiscal competition posed by other public senior institutions as well as other state agencies. MTC's proximity to the USC Columbia main campus directly impacts the college's ability to solicit support for its endowment and efforts to obtain private capital acquisitions. The shrinking pool of dollars available through federal Title III and Title IV grants has vastly increased the level of national competition for these funds.

**9. Your principal factors that determine your competitive success (the key changes that are taking place that significantly impact your competitive situation)**

MTC's vision is to be an innovative leader that creates effective learning environments, enhances individual success, promotes economic vitality and provides opportunities for lifelong education. The college has embraced the learner-centered concept to achieve this vision and to educate the region's future workforce. This will require increased efficiency in the use of our own resources as well as partnerships and collaborations with business, industry, community and civic organizations and other institutions of higher education. Success will depend on:

- Identifying future workforce needs
- Securing the educational and technological resources to meet these needs
- Developing and maintaining a creative, entrepreneurial culture that can meet the dynamic demands of a global competitive market place
- Creating innovative learning environments that will meet the needs of the individual student
- Maintaining and enhancing the already strong support by the service area counties.

## 10. Your performance improvement systems

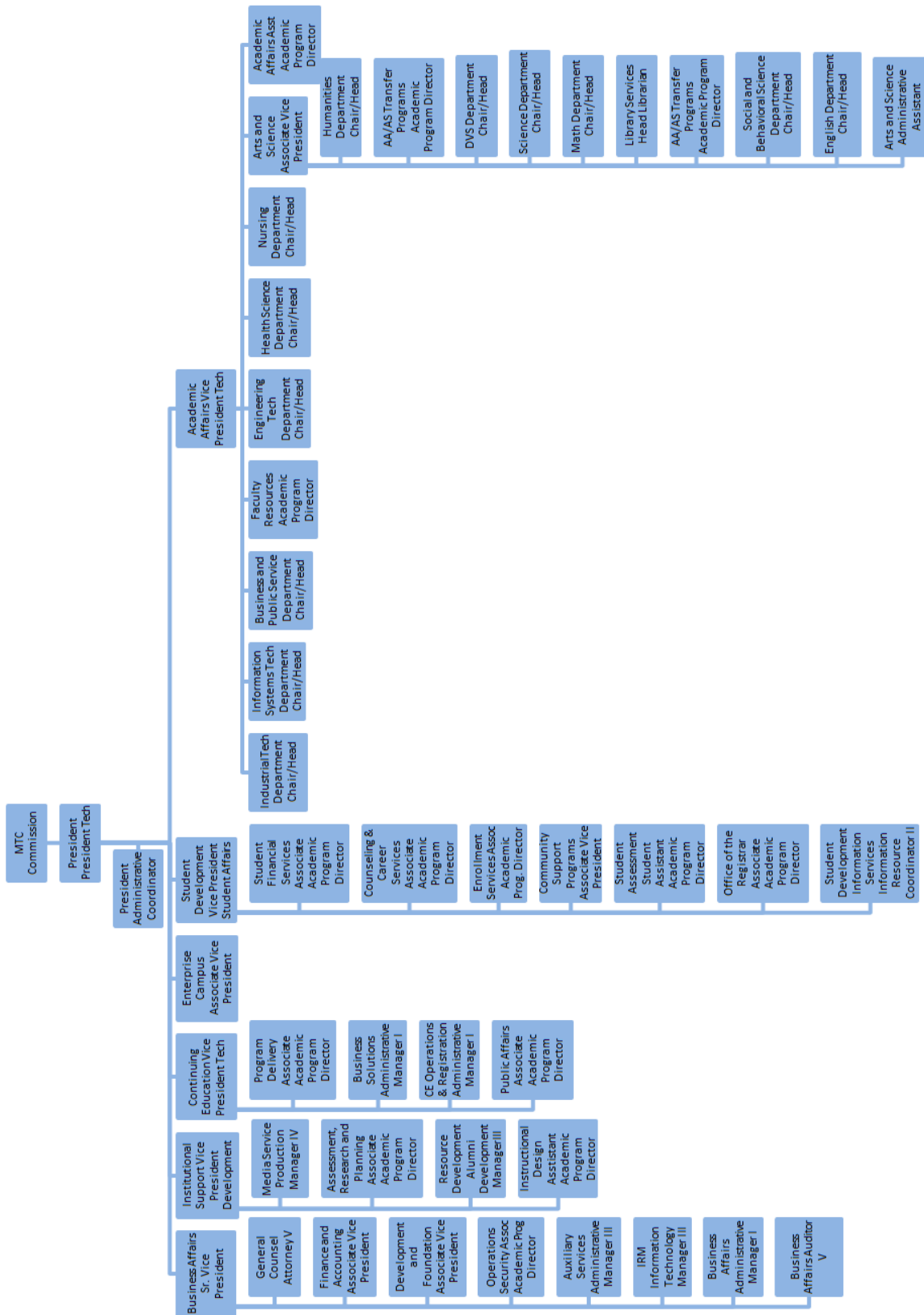
With the implementation of its institutional effectiveness and strategic planning models in 1984, the college developed systematic and on-going performance review systems across the institution. These systems are reviewed on a planned cycle and comprise both internally developed models and state-mandated processes.

Additionally, the college has implemented a process to identify, evaluate and improve both student learning and administrative outcomes. MTC's Academic Affairs division is leading the student learning segment of this project and all college faculty members are involved in developing program/course outcomes, competencies and measures; analyzing the data collected; implementing appropriate changes; and determining the impact of these changes on student learning.

Each of the college's Vice Presidents is responsible for identifying and measuring administrative outcomes. These outcomes are measured against an established benchmark and are included in the various aspects of the institution's planning system including the Critical Success Factors and Institutional Priorities.

| <b>Institutional Units</b>               | <b>Performance Management System</b>  |
|--|---|
| Academic Programs                        | Academic Program Review<br>Student Learning Outcomes  |
| Faculty                                  | Faculty Performance Review System (FPMS)  |
| Administrative Divisions and Departments | Administrative Program Review<br>Administrative Support Services, Academic and Student Support Services and Community/Public Service Outcomes |
| Classified Employees                     | Employee Performance Review System (EPMS)   |
| Strategic Planning Process               | Strategic Planning Council  |
| Critical Success Factors                 | Institutional Effectiveness Committee   |
| President                                | Annual Evaluation by the MTC Commission<br>State Salary Agency Head Board   |
| Vice Presidents                          | Employee Performance Review System (EPMS)   |

# 11. Your organizational structure



## 12. Your Expenditures/Appropriations Chart:

### Accountability Report Appropriations/Expenditures Chart

#### Base Budget Expenditures and Appropriations

| Major Budget Categories       | FY 11-12 Actual Expenditures |                      | FY 12-13 Actual Expenditures |                      | FY 13-14 Appropriations Act |                      |
|-------------------------------|------------------------------|----------------------|------------------------------|----------------------|-----------------------------|----------------------|
|                               | Total Funds                  | General Funds        | Total Funds                  | General Funds        | Total Funds                 | General Funds        |
| Personal Service              | \$ 39,716,598                | \$ 8,545,170         | \$ 42,387,896                | \$ 8,601,064         | \$ 42,387,896               | \$ 8,836,970         |
| Other Operating               | \$ 21,011,889                | \$ 2,356,456         | \$ 19,321,931                | \$ 1,883,462         | \$ 25,877,613               |                      |
| Special Items                 |                              | \$ 370,943           |                              | \$ 370,943           |                             |                      |
| Permanent Improvements        |                              |                      |                              |                      |                             |                      |
| Case Services                 |                              |                      |                              |                      |                             |                      |
| Distributions to Subdivisions |                              |                      |                              |                      |                             |                      |
| Fringe Benefits               | \$ 10,686,002                | \$ 7,357,337         | \$ 12,580,924                | \$ 10,054,962        | \$ 12,580,924               | \$ 4,158,574         |
| Non-recurring                 |                              |                      |                              |                      |                             |                      |
| <b>Total</b>                  | <b>\$ 71,414,489</b>         | <b>\$ 18,629,906</b> | <b>\$ 74,290,751</b>         | <b>\$ 20,910,431</b> | <b>\$ 80,846,433</b>        | <b>\$ 12,995,544</b> |

#### Other Expenditures

| Sources of Funds      | FY 10-11 Actual Expenditures | FY 11-12 Actual Expenditures |
|-----------------------|------------------------------|------------------------------|
| Supplemental Bills    |                              |                              |
| Capital Reserve Funds |                              |                              |
| Bonds                 | \$ 9,030,945                 | \$ 6,555,282                 |

**13. Your Major Program Areas Chart:**

**Major Program Areas**

| <b>Program Number and Title</b>         | <b>Major Program Area Purpose (Brief)</b>   | <b>FY 11-12 Budget Expenditures</b>  | <b>FY 12-13 Budget Expenditures</b>  | <b>Key Cross References for Financial Results*</b> |
|---|---|--|--|--|
| II. A., B., & E. Instructional Programs | The technical colleges provide opportunities for individuals to acquire the knowledge and skills necessary for employment, transfer to senior colleges and universities, or graduation with an Associate Degree, Diploma, or Certificate. | <b>State:</b> 27,660,851 39%<br><b>Federal:</b> 29,732,283 42%<br><b>Other:</b> 14,021,356 20%<br><b>Total:</b> 71,414,489 100%<br><b>% of Total Budget:</b> | <b>State:</b> 27,465,713 37%<br><b>Federal:</b> 28,974,844 39%<br><b>Other:</b> 17,850,194 24%<br><b>Total:</b> 74,290,751 100%<br><b>% of Total Budget:</b> |  |
|   |   | <b>State:</b><br><b>Federal:</b><br><b>Other:</b><br><b>Total:</b><br><b>% of Total Budget:</b>  | <b>State:</b><br><b>Federal:</b><br><b>Other:</b><br><b>Total:</b><br><b>% of Total Budget:</b>  |  |
|   |   | <b>State:</b><br><b>Federal:</b><br><b>Other:</b><br><b>Total:</b><br><b>% of Total Budget:</b>  | <b>State:</b><br><b>Federal:</b><br><b>Other:</b><br><b>Total:</b><br><b>% of Total Budget:</b>  |  |
|   |   | <b>State:</b><br><b>Federal:</b><br><b>Other:</b><br><b>Total:</b><br><b>% of Total Budget:</b>  | <b>State:</b><br><b>Federal:</b><br><b>Other:</b><br><b>Total:</b><br><b>% of Total Budget:</b>  |  |
|   |   | <b>State:</b><br><b>Federal:</b><br><b>Other:</b><br><b>Total:</b><br><b>% of Total Budget:</b>  | <b>State:</b><br><b>Federal:</b><br><b>Other:</b><br><b>Total:</b><br><b>% of Total Budget:</b>  |  |

**Below: List any programs not included above and show the remainder of expenditures by source of funds.**

|                                   |                                  |                                |
|-----------------------------------|----------------------------------|--------------------------------|
| <b>Remainder of Expenditures:</b> | <b>State:</b> 27,660,851 39%     | <b>State:</b> 27,465,713 37%   |
|                                   | <b>Federal:</b> 29,732,283 42%   | <b>Federal:</b> 28,974,844 39% |
|                                   | <b>Other:</b> 14,021,356 20%     | <b>Other:</b> 17,850,194 24%   |
|                                   | <b>Total:</b> 71,414,489.22 100% | <b>Total:</b> 74,290,751 100%  |
|                                   | <b>% of Total Budget:</b>        | <b>% of Total Budget:</b>      |

\* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

## Category 1 – Senior Leadership, Governance, and Social Responsibility

- 1. How do senior leaders develop and deploy their organization’s vision and values throughout the leadership system, to the workforce, to key suppliers and partners, and to students and stakeholders, as appropriate? How do their personal actions reflect a commitment to the organizational values?**

The college’s strategic planning process uses a team approach in the creation of its mission, vision and values statements. While the strategic planning process is led by the administration, it solicits the views of the college’s various constituent groups and includes numerous individuals in the activities needed to develop the strategic plan. These activities include the collection and analysis of information by environmental scanning committees, SWOT analysis, focus group meetings, a strategic planning council and the development of a ten-year futuring document.

All of these planning activities involve a cross-section of college constituent groups (faculty, students, staff, and Commission members) in the development of the college’s strategic direction through their participation in committees, focus groups and satisfaction surveys.

To further support the planning process, each Vice President develops division and departmental mission statements that support the college’s mission. The creation of these mission statements results in a better understanding of the role each division, unit and individual plays in incrementally moving the college closer to accomplishing its mission and vision at all levels of the institution.

The result of this collective effort is the reaffirmation of the college’s statements of mission, vision and values and the development of college-wide goals and priority initiatives. These documents are used to support the development of an annual *Operational Plan* that highlights the action items to be accomplished by the college and a *Report Card* that details the college’s success in achieving its mission.

- 2. How do senior leaders create a sustainable organization with a focus on action to accomplish the organization’s mission, strategic objectives, improve performance, and attain your vision?**

The college publishes an annual *Operational Plan* that establishes the work agenda for a given academic year. The plan includes the major activities proposed by each of the college’s six divisions, the Critical Success Factors (performance measures), and performance funding and Institutional Effectiveness reporting requirements for the year. Results of the accomplishments are compiled, a review of data related to the performance measures is conducted and action plans for addressing deficiencies and moving forward on other college priorities are developed for inclusion in the next year’s operational plan.

In the past six years, the college has also used its long-range strategic goals to identify thirteen *Priority Initiatives* were established to measure success on achieving these goals. For each priority, the college has developed a list of measurement criteria it will use to evaluate its success in accomplishing the priority. These priorities are presented to all workforce (faculty and staff) members during the Fall Inservice program, the official kick-off of the new academic year.



**3. How do senior leaders personally promote and support an organizational environment that fosters and requires: legal and ethical behavior; and, fiscal, legal, and regulatory accountability? How are these monitored?**

MTC's President reports to the MTC Commission, which uses a policy governance format to ensure all major issues are reviewed by the Commission. The Commission has also established a series of sub-committees that are charged with reviewing changes in all major areas of the college. These committees are: the Executive Committee, Curriculum and Faculty Relations, Facilities and Operations, Governmental Relations, Resource Management, and Student and College Relations.

MTC strives to ensure compliance with all state and federal laws. To accomplish this, the college implemented a systematic process to review and update all college policies and procedures. This process involves the executive leadership team, appropriate committees charged with reviewing the policies and/or procedures, input from both Faculty and Staff councils, and the MTC Commission. Once the review process is complete, all policies and procedures are made available electronically to college employees via the web and are physically available at specific locations on each campus.

The most recent review of the college's values statement resulted in the creation of a separate category, *Commitment to Integrity*. This statement outlines the college's expectations of ethical behavior among its administrators, faculty, staff and students. The statement reads: *Belief in ethical behavior by all members of the college community. The college fosters and promotes integrity, honesty, fairness and mutual respect among faculty, staff, students and all others associated with the college.*

The college's strategic planning process includes extensive planning in preparation of the budget. The operating budget is approved by the MTC Commission. An annual facility plan, which outlines the needs for operations and maintenance of plant facilities, is used for the budget request to the counties. A longer-term facility plan is prepared, reviewed and updated annually as the college's initiatives are revised.

Fiscal accountability is accomplished through an annual external financial audit; a SCTCS audit; a system of internal financial controls, checks and balances; and the findings of MTC's internal auditor. The college has always received an unqualified opinion, the highest opinion that can be obtained, from its external audit along with certification by Government Finance Officer's Association of the United States and Canada (GFOA). The college also publishes the *Comprehensive Annual Financial Report (CAFR)* to provide relevant information concerning its operations and financial position to constituent groups. As a recipient of federal financial awards, the college complies with the requirements of the Single Audit Act, and separate single-audit reports are issued. The Independent Accountant's Report on State Lottery Tuition Assistance, which is required by the laws of the State of South Carolina, is also prepared.

The management of the college is responsible for establishing and maintaining the framework of internal control under the policies of the MTC Commission. In fulfilling this responsibility, estimates and judgments are required to assess the expected benefits and related costs of policies and procedures related to the internal control framework. The system of internal control is designed to ensure that certain organizational objectives are met. Accordingly, organizational structure, policies and procedures have been established to safeguard assets; ensure the reliability of accounting data;

promote efficient operations; and ensure compliance with established governmental laws, regulations and policies, college policies and other requirements of those to whom the college is accountable. The internal accounting control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met.

#### **4. How do senior leaders create an environment for organizational and workforce learning?**

Organizational and faculty/staff development is a major part of MTC's strategic planning and is specifically addressed in both the college-wide goals, priority initiatives and values statement. Goal two of the college's strategic plan is the "Learning Experience." This goal is supported by a priority initiative that states: "Cultivate and support an exceptional, diverse faculty and staff." The applicable value statement is titled *Commitment to Faculty and Staff* and reads: "Belief in the importance of attracting and retaining an excellent and diverse faculty and staff who collectively create a positive learning environment. The college provides professional development opportunities and demonstrates its commitment to all members of the college community by providing resources to carry out the mission of the college."

The majority of unit budgets contain funding for faculty and staff to attend conferences and other professional development workshops. The college maintains a competitive pool of funds for professional development to support attendance at conferences, workshops and seminars, employee recognition programs, the Leadership Development Program, course tuition reimbursement and other professional development activities. The college has also set aside funding for an annual faculty project (a competitive faculty award) and for research grants to support innovative ideas by both faculty and staff. Additionally, MTC allows employees to enroll in one MTC curriculum course per semester free of charge and to enroll in Corporate and Continuing Education courses on a space-available basis.

The Academic Affairs Division has hired a director of Faculty Development. This position has responsibility for coordinating: on-going professional development training for full-time and adjunct faculty, new faculty orientation and on-going training, and the distribution of curriculum development funding and faculty technology training.

#### **5. How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?**

There are three avenues available to college employees to assist in preparing themselves for future leadership opportunities. First, MTC has created a Leadership Development Program that is designed to foster a culture of leadership among faculty and staff, enhance leadership in a current position, and heighten understanding of issues critical to MTC's success, while developing a capacity for career-long leadership. The MTC Leadership Development Program consists of a series of workshops using leadership-based assignments that may include the following topics: leadership theory and ethics, history and purpose of two-year colleges, finance and governance, economic development, community college students of today, trends in college teaching and learning, and diversity. The program has been in effect for four years, and classes are run on an as-needed basis. Admission into the program is competitive. Professional areas also promote leadership development.

Second, college personnel are selected to participate in the South Carolina Technical College System (SCTCS) Leadership Academy. This academy is a forum to inform, educate and prepare mid-level managers for leadership positions in community colleges. The academy is designed similarly to the MTC model and includes the completion of a mandatory project that investigates an issue critical to the future of the community college.

Finally, the SCTCS also offers a series of six master's degree level courses in Community College Leadership in which employees from across the institution are encouraged to enroll. During the past year, MTC employees participated in these activities.

**6. How do senior leaders communicate with, engage, empower, and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition processes to reinforce high performance throughout the organization?**

A variety of avenues are used to communicate with college faculty and staff. These include: the Presidents meeting with Faculty and Staff Councils on a regular basis to address issues and discuss goals, the college's intranet that is updated daily with relevant college information, a Fall Inservice program that serves as the kick-off of each academic year, a Spring Inservice, and annual retreats (summer workdays) for division managers and all employees. Both the Fall and Spring Inservice programs include divisional meetings by all faculty in the Arts and Sciences division, presentations and workshops presented by college employees and a college-sponsored lunch for all employees. Additionally, the Business Affairs, Corporate and Continuing Education, Institutional Support and Student Development Services (SDS) divisions have annual or biennial retreats that are organized by individuals from across the division, and include motivational sessions and opportunities to gain additional insight into the direction and priorities of the division.

The college has several reward and recognition programs in place. These programs include the selection of an Employee of the Month and the annual presentation of Employees of the Year in four categories. Employee of the Month presentations are made at the monthly meetings of the MTC Commission and the introductions are made by the respective vice president. Recipients receive a plaque, cash award from the MTC Foundation and designated parking space for the month. Annual Employee of the Year awards are presented each year by the President, Chair of the Commission, and the Chair of the MTC Foundation as part of the college-wide Inservice program. The four awards are: Staff of the Year, Supervisor of the Year, Administrator of the Year, and Faculty of the Year. Recipients receive a designated parking space, a cash prize, and financial support for a professional development activity and their photos are displayed in the *Gallery of Honor* on the Airport and Beltline campuses for the entire year.

**7. How does your organization evaluate the performance of your senior leaders including the head of the organization, and the governance board/policy making body? How do senior leaders use these performance reviews to improve their own leadership effectiveness and that of the board and leadership system, as appropriate?**

The college's President is evaluated annually by the college's Commission using institutional priorities and measurement benchmarks established at the end of the previous year's evaluation period. In 2005, this evaluation became part of the state's Agency Head Evaluation process and annual objectives are submitted for the president in accordance with the state's evaluation process.

Each member of the Executive Council is evaluated by the college's President using the state Employee Performance Management System (EPMS). Each Executive Council member's annual Performance Evaluation contains a set of annual objectives for the leader's area of college responsibility. These objectives are linked to the college's priority initiatives and action strategies for which the leader is responsible. This process ensures that the leader's evaluation is directly related to progress made on the college's action strategies and priority initiatives that are part of the college's planning process.

The MTC Commission is evaluated as part of the reaffirmation process conducted by the Commission on Colleges of the Southern Association of Colleges and Schools.

**8. What performance measures do senior leaders regularly review to inform them on needed actions?**

The college's administration uses several processes to annually review key performance measures. These include the Indicators of Effectiveness, which are the quantitative components of the college goals; the performance measures attached to the Institutional Priorities; and the State Accountability Report, which is annually provided to the MTC Commission.

Key measures include, but are not limited to: enrollment comparisons; student graduation rates; numbers of graduates; passage rates on licensure examinations; student retention rates; current student, employer and alumni satisfaction; placement rates; workforce salary comparisons; accreditation of programs; constituent satisfaction with service delivery, budgetary accountability; and space utilization rates.

The Student Development Services, Business Affairs, Corporate and Continuing Education and Institutional Support divisions have established systematic reviews of each of their units. All key functional areas within the Student Development Services Division of the college undergo five-year program reviews, based on the Council for Advancement of Standards (CAS) criteria. A key criterion for each program review is *leadership*. Leadership for the functional area under evaluation and the division is evaluated on quality of the overall program area under evaluation and the progress made since the last program review. The program review team consists of college faculty, staff, students and an external evaluator who has professional knowledge of the area under evaluation.

The Business Affairs and Institutional Support divisions undergo internal comprehensive assessments of the services provided in all key functional areas. All appropriate constituent groups (faculty, staff, students and vendors) provide input concerning their satisfaction with the services provided by each unit housed within the division. Units within the Corporate and Continuing Education division use a program evaluation model that examines revenue generated, course enrollments and the establishment of business partnerships.

**9. How does your organization address and anticipate any adverse impacts of its programs, offerings, services, and operations? What are the key compliance related processes, goals, and measures? (Actual results should be reported in Category 7).**

Because of the comprehensive nature of MTC's strategic planning process, the programs and services offered at MTC are evaluated on a reoccurring basis to uncover strengths and weaknesses, opportunities for enhancement, level of satisfaction and dissatisfaction and overall quality. All of the

processes provide for the creation of an action plan to address the issues and strengthen the overall quality of the program.

For the 2013-14 year, the college has established the following three goals: (1) Access (Pipeline); (2) Learning Experience; and (3) Student, Business and Community Success. Thirteen Priority Initiatives were established to measure success on achieving these goals. They include: Optimize the student pipeline to meet student, business and community needs; Rebrand and reposition MTC as first choice college; Provide resources for student access; Ensure institutional and programmatic accreditation; Deliver programs and services that meet customer needs; Enhance college infrastructure to ensure a positive campus environment; Provide a student-centered teaching and learning experience; Cultivate and support an exceptional, diverse faculty and staff; Ensure the MTC experience reflects the college's brand; Increase student success, retention and goal attainment; Collaborate with all education partners; Partner with business and industry to provide workforce solutions; and Support the economic development of the community.

**10. How do senior leaders actively support and strengthen the communities in which your organization operates? Include how senior leaders determine areas of emphasis for organizational involvement and support, and how senior leaders, the workforce, and the organization's students contribute to improving these communities.**

Members of MTC's leadership team participate in and support numerous economic development, civic and community organizations on both the local and state levels. Many of the memberships are determined by the college's mission of providing access to higher education to its citizenry and supporting economic development in its service area. These memberships include: the Columbia Rotary Club, Midlands Business Leadership Group, board memberships on the Greater Columbia Chamber of Commerce, the Fairfield Chamber of Commerce, the Batesburg-Leesville Chamber of Commerce, the West Metro Chamber of Commerce, the Lexington County Economic Development Council, the Columbia Urban League, the Midlands Education and Business Alliance (MEBA), the Midlands Regional Education Center, NuHub Board (Co-Chair), Junior Achievement of Central South Carolina, EngenuitySC (economic development, civic city-planning activities), the USC/Columbia Technology Incubator, the SCANA Midlands Advisory Board, Columbia Opportunity Resource (CÔR) (young professionals alliance), the New Carolina Education Task Force, the Transform SC Task Force, the Central Midlands Committee of Governments, the Columbia East Rotary Club, the West Metro Rotary Club, the Richland One Middle College Board, the Richland School District Two GEAR UP Advisory Board, American Red Cross Blood Services Division, and the Central SC Alliance. Additional memberships include: the Sertoma Club, the March of Dimes, Citizens for the Advancement of the Physically Handicapped, Protection and Advocacy for People with Disabilities of South Carolina, the Cultural Council of Richland and Lexington Counties, the United Way, and the United Negro College Fund.

The college's workforce is integrated into the fabric of the local community and actively support/participate in a number of civic, social and academically designed projects. In many instances, the college partners with a local entity. Participation includes fundraising for the United Way, the American Heart Association's Annual Midlands Heart Walk, the Walk to Cure Juvenile Diabetes, the Harvest Hope Food Bank and the Red Cross Blood Drive. MTC has a Green Team that coordinates recycling and conservation efforts.

MTC supports a variety of academic partnerships and activities including the Call Me MISTER Program, the Midlands Math Meet, the Richland One Middle College, and the Midlands Middle College. The Call Me MISTER project seeks to recruit, train and assist in the certification of black males who are interested in becoming elementary school teachers in South Carolina’s public schools. The project prepares students for the first two years of a teacher education training program.

Senior leaders actively support and strengthen the communities MTC serves by setting goals and priority initiatives that seek to strengthen the communities’ economic development, educational opportunities, and social interactions through community collaborations and community service/involvement. All students and the workforce are encouraged to support college-wide community service/involvement initiatives. All college-approved clubs and organizations participate in college-wide community service/involvement through the Student Advisory Board. Community service/involvement activities included: partnering with K-12 in local school districts to mentor youth ages 11 – 17 through the STEM’s Programs, fundraising for the hidden wounds project, Ronald McDonald House Halloween Service Project, Welcome Home Packets for Veterans, Heart Walk, and the Juvenile Diabetes Walk. The Student Advisory Board also participated in SC Mission, blood drives, food drives for Harvest Hope, MTC’s Sunshine Closet, Toys for Tots Drive, USMC Mud Run, Domestic Violence Awareness, and Sexual Assault Awareness.

## Category 2 – Strategic Planning

### Strategic Planning Model



1. What is your Strategic Planning process, including key participants, and how does it address: a. your organizations’ strengths, weaknesses, opportunities and threats; b. financial, regulatory, and other potential risks; c. shifts in technology, student and community demographics, markets, student and stakeholder preferences, and competition; d. workforce capabilities and needs; e. long-term organizational sustainability and organizational continuity in emergencies; and f. your ability to execute the strategic plan.

A copy of the college’s strategic planning model is provided. The strategic planning process is overseen by the Strategic Planning Council, which consists of the President, Vice Presidents, the Chair and Chair-elect of both Faculty and Staff Councils, a student representative, and a member of the MTC Commission. The model also provides for conducting an environmental scan that focuses on economic and employment, education, technology, political and public policy, demographic, and social trends. These findings are then used by the Strategic Planning Council to

conduct a SWOT analysis, which identifies and prioritizes the strengths, weaknesses, opportunities and threats facing the college. From there, the college’s long-range vision document and the statements of vision, values, mission, and role and scope are reviewed and revised if needed. Finally, the long-range goals and priority initiatives are developed. The college’s current strategic plan

contains goals and priority initiatives that specifically target the economic, fiscal, human resources, and technological challenges and opportunities it faces. Additionally, the institutional priorities established by the college focus on these same issues and are communicated to the college during the Fall and Spring semester Inservice presentations made by the President.

All planning activities are conducted with the participation of a cross-section of the college's various constituent groups to ensure that all points of view are considered in the planning process. At every step in the process, drafts of the documents being developed are made available on the intranet and in organized listening sessions with various college constituent groups.

To ensure the execution of the plan, responsibilities for implementation of each goal and supporting priority initiative are assigned to one of the college's divisions and Vice President. Overall responsibility for tracking the process and ensuring its timely execution is assigned to the college's director of Assessment, Research and Planning.

## **2. How do your strategic objectives address the strategic challenges you identified in your Executive Summary? (Section 1, Question 4)**

The college identified seven specific challenges: (1) decreased state funding, (2) limited need-based funding, (3) affordability, (4) retiring faculty and staff, (5) rapid technological advances, (6) increased competition from non-traditional education providers, and (7) low graduation rates in K-12. Each of these issues is addressed by one of the college's seven goals. For the 2013-14 year, the college has established the following three goals: (1) Access (Pipeline); (2) Learning Experience; and (3) Student, Business and Community Success. Thirteen Priority Initiatives were established to measure success on achieving these goals. They include: Optimize the student pipeline to meet student, business and community needs; Rebrand and reposition MTC as first choice college; Provide resources for student access; Ensure institutional and programmatic accreditation; Deliver programs and services that meet customer needs; Enhance college infrastructure to ensure a positive campus environment; Provide a student-centered teaching and learning experience; Cultivate and support an exceptional; diverse faculty and staff; Ensure the MTC experience reflects the college's brand; Increase student success, retention and goal attainment; Collaborate with all education partners; Partner with business and industry to provide workforce solutions; and Support the economic development of the community.

## **3. How do you evaluate and improve your strategic planning process?**

The college incorporates the input of various constituent groups into the planning process and periodically conducts listening sessions to get input regarding the planning process. Additionally, the Institutional Support Division's *Service Quality Survey* includes questions regarding the planning process and solicits suggestions for improvement. These questions are included in the office of Assessment, Research and Planning section of the survey.

For the 2013-14 year, the college has established the following three goals: (1) Access (Pipeline); (2) Learning Experience; and (3) Student, Business and Community Success. Thirteen Priority Initiatives were established to measure success on achieving these goals. They include: Optimize the student pipeline to meet student, business and community needs; Rebrand and reposition MTC as first choice college; Provide resources for student access; Ensure institutional and programmatic accreditation;

Deliver programs and services that meet customer needs; Enhance college infrastructure to ensure a positive campus environment; Provide a student-centered teaching and learning experience; Cultivate and support an exceptional; diverse faculty and staff; Ensure the MTC experience reflects the college's brand; Increase student success, retention and goal attainment; Collaborate with all education partners; Partner with business and industry to provide workforce solutions; and Support the economic development of the community.

**4. How do you develop and track action plans that address your key strategic objectives? Include how you allocate resources to ensure the accomplishment of your action plans.**

Overall responsibility for managing the development and tracking of divisional and department action plans is assigned to the director of Assessment, Research and Planning (ARP). A request is made by the director of ARP for each division/department of the college to develop action strategies/plans based on the college's strategic goals and priority initiatives. These plans are then edited by the director of Assessment, Research and Planning and reviewed by the Strategic Planning Council for inclusion in the college's annual *Operational Plan*. Responsibility for each action item is identified in the *Operational Plan* by division/area.

The director of each area is responsible for achieving the goals that are set forth, and each program is allocated a budget based on the initiatives to be achieved in their area. Regular meetings are set up with the Vice Presidents to track the progress made, difficulties encountered and results achieved in meeting the initiatives contained in the plan. The office of Assessment, Research and Planning then makes a request in the spring semester of each academic year for departments to submit a report detailing the progress achieved on each item. The *Results Achieved* are compiled into the college's annual *Report Card*, which details both the departments success in meeting the action strategies and the quantitative findings of each of the college-wide measurement standards. At the beginning of each academic year, this process is repeated and a comprehensive document of the progress achieved during a three-year planning cycle is developed and published.

**5. How do you communicate and deploy your strategic objectives, action plans and related performance measures?**

The office of Assessment, Research and Planning is charged with coordinating all planning activities and prepares the Annual Operational Plan, which includes the action plans, performance measures and accountability reports that the college has responsibility for completing each academic year. The Operational Plan is distributed to each division and department within the college. The President discusses college goals and strategic planning at Inservice and relevant meetings. The strategic plan is available on the intranet.

**6. How do you measure progress on your action plans?**

The college has a qualitative and quantitative component to its evaluation plan. The qualitative plan includes reporting on the progress achieved on each of the action strategies contained in the Operational Plan. The college has also established a system of Critical Success Factors (CSF) that addresses student learning and other key performance areas of the college. There are six broad categories (Educational Programs, Student Outcomes, Support Services, Economic Development and Community Involvement, Leadership and Management, and Organizational Culture) that are supported by multiple Indicators of Effectiveness. Each indicator has multiple benchmarks/standards used to measure success in this area. Five years of trend data are provided to document performance and movement toward reaching the established benchmark.



**7. If the organization’s strategic plan is available to the public through its internet homepage, please provide an address for that plan on the website.**

Midlands Technical College’s Strategic Plan can be found at:

<http://www.midlandstech.edu/arp/Strategic%20Plan/Default.htm>

| <b>2.7 -1 Strategic Planning Chart</b> |   |  |   |
|--|---|--|---|
| <b>Program Number and Title</b>        | <b>Supported Agency Strategic Planning Goal/Objective</b>   | <b>Related FY 05-06 Key Agency Action Plan/Initiative(s)</b>   | <b>Key Cross-References for Performance Measures*</b>   |
| II. A., B., & E Instructional Programs | The college embraces an innovative learning environment that enhances teaching, learning and individual development.  | a) Develop and strengthen all aspects of programs and services, b) Provide community access to college and career opportunities, and c) Enhance student retention and goal attainment  | Charts 7.1-1; 7.1-2; 7.1-3; 7.1-4; and 7.1-5  |
| II. A, B, & E Instructional Programs   | The college prepares a workforce that meets the demands of business and industry.   | a) Align curricula with workforce needs, b) Develop employability skills and c) Promote career planning and adaptability to prepare students for current and emerging career opportunities   | Charts 7.2-1; 7.2-2; 7.2-3; 7.2-4; 7.2-5; 7.2-6; 7.2-7; and 7.2-8   |
| II. A, B, & E Instructional Programs   | The college collaborates with educational and community partners to create seamless curricula and quality services for the diverse population bridging K-12, two-year college and university education. | a) Expand course offerings, student services and articulation with senior institutions   | Charts 7.1-1  |
| II. A, B, & E Instructional Programs   | The college partners with community constituencies to strengthen the educational, social and economic vitality of the community.  | a) Collaborate with economic development organizations and higher education institutions to increase business and industry development   | Charts 7.6-1; 7.6-2; and 7.6-3  |
| II. A, B, & E Instructional Programs   | MTC serves as a catalyst in economic development.   | a) Design and implement innovative, proactive programs to address the needs of the business community and expand the workforce   | Charts 7.1-6 and 7.2-9  |
| II. A, B, & E Instructional Programs   | The college validates its programs and services through a comprehensive evaluation process.   | a) Support the development and use of national and peer comparisons to measure the effectiveness and efficiency of academic and administrative performance and b) Enhance the college’s national recognition as a leader in institutional planning, effectiveness, assessment and innovative research concepts           | Charts 7.1-1; 7.1-3; 7.2-1; 7.2-2; 7.3-1 through 7.3-13; 7.4-1; 7.4-5; 7.5-4; 7.6-1; 7.6-2; 7.6-6 and 7.6-7 |
| II. A, B, & E Instructional Programs   | The college engages in efficient, effective and innovative resource development and management.   | a) Seek and obtain alternate funding, b) Develop methods to conserve resources and increase revenue, and c) Position the college to maximize state and local support   | Charts 7.3-1; 7.3-4; 7.3-5; 7.3-6; 7.3-10; 7.3-11; 7.3-12; and 7.3-13; Charts 7.5-1; 7.5-2; 7.5-3 and 7.5-5 |
| II. A, B, & E Instructional Programs   | The college recruits, retains and develops exceptional faculty and staff.   | a) Provide opportunities and funding to ensure the on-going professional development of faculty and staff, b) Develop and implement innovative strategies for the recruitment and retention of faculty and staff and c) Integrate diversity and multi-culturalism into employment practices and professional development | Charts 7.4-1; 7.4-2; 7.4-3; 7.4-4; 7.6-4 and 7.6-5  |

## Category 3 – Student, Stakeholder, and Market Focus

### 1. How do you identify the student and market segments your educational programs will address? How do you determine which student and market segments to pursue for current and future educational programs, offerings, and services?

MTC is charged with serving citizens in the Central Midlands of South Carolina. The implementation of a new program requires that the college conduct a needs assessment to determine the local need for graduates trained in the career area, and the number of jobs available in the service area. The college also uses an employment projection tool by Economic Modeling Specialists, Inc. (EMSI) to provide employment projection figures. Demographic data impacts outreach strategies. Community focus groups play a part in structured planning activities.

Additionally, in the past year the college has undertaken the establishment of a pilot program, The Student Metrics Project, to identify and characterize service area requirements for skilled employees in comparison to the college's ability to effectively meet workforce needs. The Student Metrics Project will provide data-driven evaluation of its career programs in four key economic development cluster areas: Health Care, Advanced Manufacturing, Alternate Energy and Information Technology. The initial programs targeted for analysis are concentrated in the health care cluster, and include credit and non-credit programs offered at the college.

MTC has acquired the iDashboard software to create a metrics dashboard to enable both broad-based snapshot analysis as well as detailed statistical data that will become a routine barometer of student/employment vitality.

### 2. How do you keep your listening and learning methods current with changing student and stakeholder needs and expectations (including educational programs, offerings, and service features)? How do you determine the relative importance of the expectations to these groups' decisions related to enrollment?

The college has a number of embedded practices within its current processes to consider student and stakeholder needs and expectations in its review of programs. Each of the college's associate degree programs has established an Advisory Committee of professionals within the field to assist them in evaluating the currency of the curriculum, the use of relevant technology, the adequacy of the facility and the employment needs of the profession. The program coordinator meets twice a year with these individuals to obtain input regarding the program.

The program review process requires that surveys be administered to currently enrolled students, program alumni and employers of graduates of the program. Each group's survey requests information related to the level of preparation for employment, adequacy of preparation in each program competency, quality of instruction in general education and program specific courses and satisfaction with a variety of services offered at the college.

The program review process provides program coordinators with a broad perspective on the overall health of a given program. This assessment is done on a predetermined cycle and every program must participate in the process in a three- to five-year timeframe. In addition to stakeholder information, overall enrollment trend data, course-specific data, program retention data, the number of graduates

produced, graduate placement rates and a review of faculty loads and course syllabi are provided. Data to assess program trend and stakeholder satisfaction are critical to presenting a complete picture of the program in order to determine the strengths and weaknesses of the program. It is through this process that objectives for future improvement can be developed.

Additionally, each college program has developed student learning outcomes, competencies and measurements at the course level as a mechanism to evaluate the effectiveness of its teaching methods and student learning. MTC's faculty assess student learning fully and honestly by collecting data and evaluating and analyzing the results with the emphasis on continuous improvement. To determine the extent and level to which each department or program has deployed its plan and process and that they are functioning well, the college uses a rubric as part of an annual evaluation. This evaluation helps identify which departments or programs may require additional resources, training or other support to improve ongoing deployment of the student learning outcomes assessment process.

**3. How do you use information and feedback from current, former, and future students and stakeholders to keep services and programs relevant, and provide for continuous improvement?**

Programs at MTC are active participants in the program review process for two years. During the first year, information is collected and analyzed to establish future yearly objectives for the program. The second year of participation allows the department to implement strategies to accomplish the objectives and to collect information to determine the impact of these strategies. Past program enhancements have included: revising the orientation program for students and their families, adding presentations on effective test taking and study habits, changing the programs' math requirements, implementing multiple strategies to improve adjunct faculty proficiency, incorporating more interactive units into the curriculum to meet the demands of increasing enrollments, developing cooperative education and internship opportunities with several local businesses, developing an advisement handbook for AA/AS students, and implementing a dress code for students working at clinical sites.

**4. How do you determine student and stakeholder satisfaction and dissatisfaction and use this information to improve?**

The academic program review process requires that surveys be administered to currently enrolled students, program alumni and employers of graduates of the program. Each group's survey requests information related to the level of preparation for employment, adequacy of preparation in each program competency, quality of instruction in general education and program specific courses, and satisfaction with a variety of services offered at the college.

The administrative program review process includes the administration of several surveys to determine satisfaction with services. This includes students as well as internal and external stakeholders. The results of the surveys are used to design an overall plan for improvement in each department and to develop specific objectives to meet the needs uncovered through the survey.

Additionally, focus group discussions and listening sessions have been conducted to investigate enrollment patterns and barriers to success of subpopulations of students, satisfaction with the transfer process, the level of support for the college's mission statement and other topics.

**5. How do you build positive relationships to attract and retain students and stakeholders, to enhance student performance, and to meet and exceed their expectations for learning? Indicate any key distinctions between different student and stakeholder groups.**

MTC is committed to providing students with an individualized experience. The college's Statement of Values addresses the commitment to students as a *belief in providing a learner-centered environment offering quality instruction, resources and services and presenting challenging opportunities for the continued growth and development of its students. The college assists students in clarifying their lifelong goals, fostering entrepreneurship, developing interpersonal skills and maximizing their potential.* This commitment is demonstrated through the admissions process, new student orientation, academic advising, small class sizes and faculty availability.

Through its reaffirmation process, the college has developed its Quality Enhancement Plan (QEP), "The New Student Experience: Building Successful Connections in a Student-Centered Learning Environment," to provide new students with the tools and resources necessary to persist and succeed in their college education. The New Student Experience promotes student engagement with the college from enrollment through first-semester courses. The three goals of the QEP are to support new students' connection and engagement with the college community, to create classroom learning communities (CLCs) that foster student success, and to create inquiry-based faculty learning communities (FLCs) that prepare faculty to implement effective CLCs.

To enhance student performance, MTC's faculty identify expected student learning outcomes for programs or departments, systematically gather evidence on student performance, analyze and interpret the evidence, and use the resulting information to document, explain and make changes that improve performance as well as follow-up on changes implemented to determine the extent of improvement in the results.

**6. How does your students and stakeholder complaint management process ensure that complaints are resolved promptly and effectively?**

MTC has established internal policies and procedures that outline the complaint process for students as well as faculty and staff members. As members of the academic community, students are entitled to all rights and responsibilities accorded them by the laws of this community. The process by which students may file grievances concerning harassment, discrimination and other matters, or appeal academic decisions is outlined in the MTC *Student Handbook*, which may be obtained from the Student Life Office or the college's website at [midlandstech.edu/studentlife](http://midlandstech.edu/studentlife). These procedures outline for students the steps they must take and the timeline that must be followed to initiate a grievance or appeal. In the past two years, the college has also established an Ombudsman's office to assist students in resolving issues that may be impacting their success at the college and with other administrative concerns.

It is college policy to grant employees in permanent positions the right to present grievances and seek redress thereof without fear of restraint, interference, coercion, discrimination or reprisal. The college's grievance policy and procedures for faculty and staff are published in the college's *Policies and Procedures Manual* and are available to faculty and staff on the college's intranet. Procedure 2.11.1 – Grievance and Appeal provides an orderly means whereby any covered employee of

Midlands Technical College may grieve actions taken by the college or college management and specifies which actions are and are not grievable or appealable.

## **Category 4 – Measurement, Analysis, and Knowledge Management**

### **1. How do you select which operations, processes and systems to measure to determine student learning, and for tracking daily operations and overall organizational performance, including progress relative to strategic objectives and action plans?**

The college created an Institutional Effectiveness (IE) Committee to periodically review and develop measurement criteria for the goals and objectives outlined in the Strategic Plan. The IE Committee continues to refine a system of Critical Success Factors (CSF) that addresses student learning and other key performance areas of the college. There are six broad categories (Educational Programs, Student Outcomes, Support Services, Economic Development and Community Involvement, Leadership and Management and Organizational Culture) supported by multiple Indicators of Effectiveness. Each indicator has multiple benchmarks/standards used to measure success in this area. Five years of trend data are provided in the college's annual *Report Card* to document performance and movement toward reaching the established benchmark. These data are reviewed by the Strategic Planning Council, which determines appropriate action plans for the next year to improve the college's performance in areas that fall below the established benchmark.

The college also publishes an annual *Report Card* that highlights the progress achieved on each college-wide goal and objective. An annual Operational Plan is also published and outlines the action strategies to be taken the next year to continue work toward accomplishing the goals and objectives, outlines the action plans to be taken on the Critical Success Factors, delineates the major research projects to be undertaken and provides the timeline for completing the assessment report needed to meet the reporting requirements of performance funding.

Finally, the college's process for assessing its educational programs is clearly defined, encompasses all the college's offerings, is fully deployed, is conducted on a regular basis and is integrated into the overall culture of the college. The college identifies and publishes, through the online Learning Evaluation Assessment Reporting Network (LEARN) platform, the expected learning outcomes for each of its degree, diploma and certificate programs. Through a systematic assessment process, the data collected supports that students who complete their programs of study have demonstrated proficiency in established competencies. In addition, students are informed of the program outcomes on the appropriate program's website, and each course outcome, competency and performance measure are included on each course syllabus. In addition, as part of its program review process, the college collects indirect assessment data through employer, alumni and student surveys.

### **2. How do you select, collect, align, and integrate data/information for analysis to provide effective support for decision making and innovation throughout your organization?**

MTC has in place multiple strategies to support effective decision making across the institution. These include the creation of a systematic academic program review process to evaluate the performance and needs of each associate degree, diploma and certificate program; a process to periodically review the performance of all administrative functions and the satisfaction of constituent groups with their service delivery; the use of the annual *Report Card* to document progress toward

accomplishing college-wide goals and objectives as well as success in meeting established benchmarks; and the creation of an annual Operational Plan to outline the work agenda for the next academic year. To ensure the research priorities of the college are on target, members of the Assessment, Research and Planning, and Student Development Services staffs meet annually with the Vice President for Academic Affairs and the academic department chairs to review research findings and establish the prioritized research project agenda for the upcoming year. These processes provide the foundation to review and revise academic program curricula, document issues related to the delivery of services, and create action strategies to effectively move the college toward the accomplishment of long-term goals and objectives.

**3. How do you keep your measures current with educational service needs and directions?**

The college has created an Institutional Effectiveness Committee to periodically review and refine measurement criteria for the goals and objectives outlined in the Strategic Plan. The IE Committee continues to refine a system of Critical Success Factors (CSF) that addresses student learning and other key performance areas of the college. Key measures include, but are not limited to: student graduation rates; passage rates on licensure examinations; student retention rates; current student, employer and alumni satisfaction; placement rates; accreditation of programs; advisory committee satisfaction; funding levels for employee professional development; and constituent satisfaction with service delivery, budgetary accountability, and space utilization rates.

**4. How do you select and use key comparative data and information from within and outside the academic community to support operational and strategic decision making?**

The college has put together a cross-functional group of college personnel to form the Institutional Effectiveness Committee. The committee's responsibilities include: (1) defining the college's comprehensive plan for the on-going assessment of all administrative and academic functions; (2) reviewing the content and usefulness of data collected for Planning and Institutional Effectiveness to ensure alignment with the new Principles of Accreditation, national and regional benchmarks, and college-defined measures and standards; and (3) reviewing the current system of Critical Success Factors, Indicators of Effectiveness and evaluation standards to ensure continued appropriateness of the system and making recommendations for revisions. The availability of national databases and benchmarking projects (e.g., IPEDS, NCES, Consortium for Student Retention Data Exchange (CSRDE), and Kansas Benchmarking Study), along with the SC CHEMIS database and the SBTCE CERS databases, is considered in the development of measures needed to evaluate the performance of programs and services. These recommendations are then forwarded to the Strategic Planning Council for final approval and implementation.

**5. How do you make needed data and information available? How do you make them accessible to your workforce, students, and stakeholders?**

Each division of the college has created and maintains information regarding college programs and services on the MTC website. This information is tailored to meet the needs of prospective and enrolled students, MTC faculty and staff members and the college's community partners. General information about the college, its academic programs and continuing education offerings, online learning, college application and admission requirements, financial resources, employment opportunities, and employee contact information are a few of the broad categories included on the

website. Important information for students is posted on the online student newspaper, *The Pony Express*, and sent to student email accounts. In addition, the President and Vice Presidents of the college meet regularly with key constituencies such as Faculty and Staff Councils, the Student Advisory Board, the college Commission, the MTC Foundation Board, program advisory committees, and community groups to update representatives of these bodies on important college information.

More extensive information for the MTC workforce is provided through access to the college's intranet. This includes for college faculty and staff access to the online Learning Evaluation Assessment Reporting Network (LEARN) platform, which publishes the expected learning outcomes for every degree, diploma and certificate program offered at the college. The college's office of Assessment, Research and Planning also maintains the segment of the MTC public website that provides statistical data and research about the college. Information housed in this area includes: enrollment data, the MTC Fact Book, state and federal accountability/institutional effectiveness reports, research briefs, results of academic program reviews, and strategic planning information (mission statement, goals and priority initiatives and the annual *Operational Plan* and *Report Card*).

**6. How do you ensure data integrity, timeliness, accuracy, security and availability for decision making?**

MTC assigns primary responsibility for the collection and distribution of data used for decision making to the Vice President for Institutional Support and has created an office of Assessment, Research and Planning (ARP) to coordinate and conduct all relevant data collection, reporting and research needed by the college. To ensure the prominence of the office, the college developed an internal procedure 1.14.2 - Report and Research Coordination to handle the coordination of research activities and reports.

Additionally, the ARP staff adopted the Statement of Research Ethical Practice established by the Association for Institutional Research to ensure the office is focused on issues of staff competence, appropriate research practices, confidentiality and integrity. The ARP office is committed to providing accurate, unbiased data that communicate the current status of the college and its programs and services to all interested parties.

Through the Vice President for Institutional Support, the director of ARP makes periodic presentations to the college's leadership team, direct reports to the Vice Presidents and other key administrators and faculty regarding both the findings of research projects and establishment of the schedule for conducting needed research studies.

**7. How do you translate organizational performance review findings into priorities for continuous improvement?**

Through its strategic planning process, the college prepares an annual *Operational Plan* that considers previously collected data and develops action plans for future years.

**8. How do you collect, transfer, and maintain organizational and employee knowledge (knowledge assets)? How do you identify and share best practices?**

Organizational and employee knowledge are transferred in a number of ways. Policies and procedures are formal documents that communicate critical procedural practices to the college community. The college also provides opportunities for faculty and staff members to make presentations about best practices to their peers at the Fall and Spring Inservice programs. Numerous academic departments also provide various workshops for faculty on instructional design and delivery and pedagogy as part of annual training programs. Additionally, employees are encouraged to participate in a number of professional development activities to prepare them for management positions given the projected number of retirements of upper-level managers anticipated in the next decade.

**Category 5 – Workforce-Focus**

**1. How do you organize and manage work to enable your workforce to develop and utilize their full potential, aligned with the organization’s objectives, strategies, and action plans and promote cooperation, initiative, empowerment, innovation, and your organizational culture?**

The college’s strategic planning process is designed to link both strategic and tactical goals of MTC with divisional action plans. The college is organized so that its cyclical planning process has as a specific outcome the development of workforce (faculty and staff) FPMS and EPMS action items that coincide with the overarching planning goals.

Faculty and Staff councils play a prominent part in the decision making process and in dissemination of information throughout the college. Chairs of both councils attend monthly Commission meetings, are part of the MTC Strategic Planning Council, and are an integral part of environmental scanning. In the development of major initiatives and grants, the college employs a cross-functional approach to addressing issues and relies heavily on the inclusiveness of the representative groups in formulating a comprehensive approach. The college includes, as one of its key value statements, a commitment to innovation and renewal.

**2. How do you achieve effective communication and knowledge/skill/best practice sharing across departments, jobs, and locations?**

Monthly inter-divisional and periodic cross-divisional councils from Academic Affairs and Corporate and Continuing Education share successful strategies and best practices. The college holds biannual college-wide Inservice sessions during which the academic division holds plenary sessions. In the afternoon of Inservice days, best practices are presented by members of the faculty and staff to their peers. The Academic Affairs and Student Development Services divisions hold workdays during the summer months to proactively plan and improve programs and services. Faculty and staff attending conferences and other professional development opportunities are directly encouraged to share information gathered on national and regional trends in their fields. MTC compares and shares best practices with other colleges.



**3. How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plans?**

A critical part of the evaluation process assures alignment of individual responsibilities with the college's strategic goals. The college uses the EPMS and FPMS system to assign individuals responsibility for accomplishing action strategies identified in each division annual action plan. These annual reviews afford an excellent opportunity for all members of the workforce to have direct interface with their immediate supervisors and, through the review process, with the next level of supervision concerning the application of college-wide goals to the employee's personal duties. Faculty performance is based on several review categories: teaching performance, instructional development, instructional management, student advisement, professional development, and college and/or community service.

**4. How do you accomplish effective succession planning? How do you manage effective career progression for your entire workforce throughout the organization?**

In a recent review of the demographics of the MTC workforce, the Vice Presidents were charged to examine the percentage of employees in key areas who might be expected to retire within the next five years and developed strategies for any necessary restructuring. In part as a response to these data, and to address the growth of the college, an internal Leadership Academy was put into place to encourage professional development of leadership within the college in order to grow the next generation of the MTC leadership team. The college also encourages members of the faculty and staff to apply for participation in the SC State Board for Technical and Comprehensive Education's Leadership Academy. Professional development opportunities are funded when possible by the college and the MTC Foundation to ensure the ongoing improvement of college employees.

**5. How does your development and learning system for leaders address the following:**

**a. development of personal leadership attributes;**

The college provides three distinct avenues to enable employees to develop their personal leadership attributes. First, MTC has created a Leadership Development Program, which is designed to foster a culture of leadership among faculty and staff, enhance leadership in a current position, and heighten understanding of issues critical to MTC's success while developing a capacity for career-long leadership. The MTC Leadership Development Program consists of a series of workshops using leadership-based assignments that may include the following topics: leadership theory and ethics, history and purpose of two-year colleges, finance and governance, economic development, community college students of today, trends in college teaching and learning and diversity.

Second, members of the college's workforce are selected to participate in the South Carolina Technical College System (SCTCS) Leadership Academy. This academy is a forum to inform, educate and prepare mid-level managers for leadership positions in community colleges. The academy is designed similarly to the MTC model and includes the completion of a mandatory project that investigates an issue critical to the future of the community college.

Finally, the SCTCS also offers a series of six graduate-level courses in Community College Leadership in which employees from across the institution are encouraged to enroll.

**b. development of organizational knowledge;**

Activities designed to impact organizational knowledge include: access via the web to college policies and procedures, a variety of presentations at the Fall and Spring Inservice days, and employees assigned to state-level peer groups to keep current on issues they could impact their job responsibilities.

**c. ethical practices**

The college's Human Resource Management unit has designed a series of workshops to address ethical practices. These include: Workplace Ethics for Supervisors, the Keys to Effective Supervision, Sexual Harassment: What Supervisors Need to Know, Sexual Harassment: What Employees Need to Know, Workplace Laws, Workplace Diversity, and Conflict Resolution.

**d. your core competencies, strategic challenges, and accomplishment of action plans**

The college shares information regarding its core competencies, strategic challenges, and accomplishment of action plans with its workforce in a variety of ways. At its Fall Inservice, MTC's President shares the current list of Institutional Priorities for the upcoming academic year with members of the MTC workforce along with the college's successes from the previous year. In addition to this presentation, the college publishes its strategic plan on the college's website, produces an annual *Operational Plan* that communicates the annual action strategies to be undertaken by each division/unit of the college to accomplish the long-range goals, and publishes an *Annual Report Card*, which communicates its success in achieving the action strategies.

**6. How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels?**

Determining workforce capability is handled at the department level by individual supervisors and is assessed on an annual basis through the FPMS and EPMS process. During the evaluation phase of the FPMS and EPMS process, supervisors identify employee strengths and weaknesses and discuss these in detail with the employee. This phase allows the supervisor to commend the employee on competencies and job performance and to outline ways in which the college/department can support the individual in the remediation of any deficiencies. Typically, this conversation results in the inclusion of one or more objectives in the planning stage FPMS or EPMS document that address and attempt to resolve the issue. This process allows both the supervisor and employee to fully discuss the issue and to develop a consensus regarding the appropriate steps need to resolve the situation.

Staff capacity needs are collected through the college's Budget Call process. Through this process, each manager is able to identify the additional positions needed to ensure their area continues to function at an acceptable level. These requests are then compiled by the budget staff into a Non-Funded Personnel List which is shared on an annual basis with the college's leadership team. While declines in the state funding allocation have prevented the college from broadly addressing capacity issues, individual divisions have implemented strategies to resolve some of these issues in other

ways. For example, some divisions/departments have used natural attrition to rewrite job descriptions so that they can hire individuals who possess the skills currently needed in the area and restructure the workload. The college's academic division has used its department chair structure to prioritize faculty hiring needs should funds to establish new positions become available.

## **7. How do you recruit, hire, and retain new employees?**

To attract a highly qualified and diverse applicant pool, MTC's positions are advertised through a combination of sources including online vendors, newspapers, career centers, the SC Technical College System, the MTC website and various civic groups. MTC administers a competitive compensation program. Of the 93 job classifications utilized by the college, 80 percent exceed the state's average salary in the classification.

The college's leadership works to create a positive work atmosphere through the creation of forums for employee input in college matters Faculty and Staff councils, periodic divisional retreats to build rapport among its workforce, employee recognition programs and decisions to promote from within whenever possible. Additionally, MTC utilizes several mechanisms to support employee retention. These include: performance management tools, opportunities for professional development, and the availability of an Employee Assistance Program.

1. The Employee/Faculty Performance Management System (EPMS/FPMS) is designed to identify employee strengths and weaknesses. This information is then used to commend job performance or develop a Work Improvement Plan accordingly.
2. MTC offers a comprehensive professional development program to assist employees in reaching their potential and meeting the needs of the college. The professional development program includes tuition assistance for employees who meet certain criteria. Funding for workshops, seminars, conferences and short-term training is also available. In addition to the aforementioned, MTC offers free tuition to employees taking courses at MTC.
3. The MTC Employee Assistance Program is designed to assist employees who are experiencing personal or other difficulties that may affect job performance. Services are available at no cost to the employee, and sessions are confidential.
4. MTC offers a flexible work schedule that both attracts and retains employees. There are several options available under the flexible work schedule.

## **8. How does your workforce education, training, and development address your key organizational needs? How do you encourage on the job use of new knowledge and skills?**

Faculty and staff applying for professional development funds are part of a prioritization process that presents the applicant's intentions to line supervisors, who forward the departmental requests to the divisional Vice Presidents. The division Vice Presidents then evaluate and prioritize all professional development requests from their division based on their relevance to college goals and initiatives. Funding for this process is approximately \$100,000 annually. The MTC Foundation encourages members of the faculty who meet specific longevity and merit standards to apply for an annual Faculty Teaching Award. Faculty applicants present a comprehensive portfolio representational of their classroom work to a panel of their peers assembled by Faculty Council. The Foundation also

provides Curriculum Development awards. Recipients of these funds are required to publish a results document that details the outcomes of their efforts.

Additionally, the college has a culture of recognizing excellence. Among the methodologies in place are Employee of the Month awards; several Employee of the Year awards to include: Staff of the Year, Supervisor of the Year, Administrator of the Year, and Faculty of the Year; the Distinguished Lecturer awards in Arts and Sciences and Career Programs; the Faculty Teaching Award; student-selected Committed to Excellence Awards, and various departmental-level quality assurance programs. The college, when possible, issues a bonus to all employees recognizing their commitment to the organization. MTC offers all faculty and staff the Employee Assistance Program (EAP) that provides limited confidential free counseling and legal services on an as-needed basis.

**9. How do you evaluate the effectiveness of your workforce and leader training and development systems?**

The college administered a satisfaction survey to completers of its Leadership Development Program. The survey asked questions related to the value of the overall experience and level of satisfaction with the program's content. Results of the survey indicated over 95 percent satisfaction.

**10. What formal and/or informal assessment methods and measures do you use to obtain information on workforce well-being, satisfaction, and motivation?**

The chairs of the Staff and Faculty councils meet once each semester with the college's President to bring any concerns or observations from their respective areas of the college. To further support this process, the Faculty Council initiated a Town Meeting forum that invited faculty to share their issues and concerns regarding the college. Staff Council sponsors an annual drop-in on each campus to allow staff to meet their representatives and to share issues of concern.

The Business Affairs and Institutional Support divisions of the college perform a cyclical review of their services as evaluated by internal constituencies. The Student Development Services (SDS) division includes faculty in a number of informal processes to obtain feedback. These include periodically attending SDS staff meetings to provide input on new procedures, serving on hiring search committees for upper-level SDS management and serving as members on peer review teams for every program in SDS participating in the administrative review process. The Corporate and Continuing Education Division has developed and administered a survey to administer to its faculty and staff to determine satisfaction levels within the division.

Exit interviews are conducted by the college's Human Resources office to determine if there are issues, concerns or commendations that management should be aware of.

**11. How do you use workforce satisfaction assessment findings to identify and determine priorities for improvement?**

As a model for implementing findings on internal satisfaction surveys, the college's Institutional Support, Business Affairs and Student Development Services divisions create an action plan to address concerns.

**12. How do you maintain a safe, secure, and healthy work environment? (Include your workplace preparedness for emergencies and disasters.)**

**(MTC's *Emergency Response and Business Continuity Plan* along with Procedures 7.8.1 Safety and 7.9.1 Emergency Threats are attached in Appendix A of this report.)**

Midlands Technical College has made a commitment to provide a secure and safe environment for students, employees and visitors on college property and comply with the provisions of the "Jeanne Clery Act," formerly known as the "Student Right-to-Know and Campus Security Act of 1990." In March 2010, the US Department of Education conducted a program review to evaluate MTC's compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics (Clery Act). MTC was selected from a sample of institutions of higher education with sworn police departments for a review as part of their on-going efforts to ensure compliance to the Clery Act. This audit coincided with the Quality Assurance Review conducted by the Federal Bureau of Investigation's Criminal Justice Information Service Audit unit. These two departments partnered to ensure accurate crime reporting.

Policies/Procedures have been developed, approved, published and are available for review in campus Security Offices, Libraries and Personnel Offices that: 1) provide procedures for students, faculty/staff and others to report criminal activities occurring on college property and the college's response to those reports (Procedure 7.1.2. - Security - Campus Reporting and Awareness); 2) address security, access to college facilities and security considerations used in the maintenance of college facilities and campus law enforcement (Policy 7.1 – Security; Policy 7.11 - Weapons on Campus, Procedure 7.1.1 - Security of Buildings, Procedure 7.1.4 - Security or Medical Assistance in an Emergency, Procedure 7.1.5 - Video Monitoring and Procedure 7.9.1 - Emergency Threats); 3) address the possession, use and sales of alcoholic beverages; enforcement of the state's underage drinking laws; possession, use and sale of illegal drugs; enforcement of federal and state drug laws; and alcohol and drug abuse prevention/education programs (Policy 1.3 - Use or Possession of Alcohol and Drugs, Procedure 1.3.1 - Use of Alcohol, and Procedure 1.3.2 - Alcohol and Drug Abuse Prevention and Intervention Services).

In addition, the college uses the following means to inform students, faculty/staff and others concerning the prevention of crime, and college security procedures and practices, plus encouraging the college community to be responsible for their own security and the security of others.

- A. College Publications - The *College News* and the *Pony Express* are presented frequently so that a significant percentage of the college community has access to information. The *College News* is available on the MTC intranet and the MTC public website, both of which are updated regularly. The *Pony Express* is available on the MTC public website ([midlandstech.edu](http://midlandstech.edu)).
- B. Seminars and films are presented to the college community periodically during the college year. Topics are published well in advance to maximize attendance by the college community.
- C. Pamphlets, brochures, and posters are placed on bulletin boards and in magazine racks throughout the campuses.

The college has also installed cameras throughout all buildings and parking lots to help ensure a safe environment. Upgrading of exterior lighting is a continuous process. The college's Beltline Campus

has been equipped with a breezeway system allowing passage between buildings without exposure to inclement weather. The college held its second Wellness Day for college employees in Spring 2011.

## **Category 6 – Process Management**

### **1. How do you determine, and what are your organization's core competencies, and how do they relate to your mission, competitive environment, and action plans?**

Through its strategic planning process, MTC identified its core competencies. The college developed its qualitative assessment of its accomplishment of goals, priority initiatives and action strategies along with six measurement areas called Critical Success Factors (CSF). The Critical Success Factors or core competencies were developed as the quantitative measure of the college's progress toward achievement of its mission. The core competencies include: Assessable, Comprehensive Programs of High Quality; Student Satisfaction and Success; Post-Education Satisfaction and Retention; Economic Development and Community Involvement; Sound, Effective Resource Management; and Dynamic Organizational Involvement and Development. Each core competency is directly linked to the college's mission.

### **2. What are your organization's key work processes?**

Key learning processes include the curriculum offerings (general education, major programs and courses, and continuing education offerings), quality instruction (learning-centered teaching approaches, and instruction to address a variety of learning styles) and effective support services (financial aid, counseling services, and state-of-the-art libraries and learning centers).

### **3. How do you incorporate input from students, faculty, staff, stakeholders, suppliers, and partners for determining your key work process requirements?**

Input from students is obtained each semester through a combination of course evaluations, student evaluations of instruction, graduate/alumni surveys and other informal evaluation methods. Programs also provide forums for faculty and staff to discuss the results of research findings and to review data from current student, alumni and employer evaluations of the programs and their graduates. Stakeholders participate in planning activities through formal Advisory Committee meetings, the employer survey process, and informal conversations with instructors and department chairs. The academic program review process provides a formal structure to collect and analyze the information to determine its application to the programs content and goals.

### **4. How do you incorporate organizational knowledge, new technology, cost controls, and other efficiency and effectiveness factors, such as cycle time, into process design and delivery?**

The college considers historical data when planning semester schedules, uses cost and resource estimates when determining the feasibility of learner-centered initiatives, identifies the steepness and height of the learning curve for all new projects, and utilizes the knowledge and experience of its employees to identify and implement process change.

The college's Office of Internal Audit is an additional resource that identifies and implements process change using independent appraisals of internal processes compared with industry standards and best practices. Other practices that have been implemented to improve efficiency include automatically generated letters to keep students updated on the application process, providing online course registration for students, increasing the number of courses offered via the Internet, offering all required courses for the Associate in Arts and Associate in Sciences degrees on the Internet, equipping all general purpose classrooms with multi-media equipment, installing an automated access system for the library, allowing electronic fee payment, and implementing an electronic document and forms management system to improve the service deliveries of both academic and administrative functions.

In developing its strategic initiatives, the college encourages and seeks input from all of its employees by establishing both Faculty and Staff councils as well as numerous committees and task forces. The college's faculty and staff are empowered to seek out and research innovations in technology, network with other programs, attend conferences, and subscribe to educational periodicals to stay abreast of trends in their respective fields. Statewide and national peer groups in all disciplines are encouraged as a venue to learn about best practices that could be beneficial in supporting strategic and program goals.

#### **5. How do you systematically evaluate and improve your work processes?**

The college uses both an academic and administrative program review process to evaluate on a regular cycle the effectiveness and efficiency of every program and service. Each administrative division requires systematic reviews of their units. All key functional areas within the Student Development Services division of the college undergo five-year program reviews, based on the Council for Advancement of Standards (CAS) criteria. The program review team consists of college faculty, staff, students and an external evaluator who has professional knowledge of the area under evaluation. The Business Affairs and Institutional Support divisions undergo an internal comprehensive assessment of the services provided in all key functional areas. All appropriate constituent groups (faculty, staff, students and vendors) provide input concerning their satisfaction with the services provided by each unit housed within the division.

A formal review of each academic program is also undertaken. During the first year, information is collected and analyzed to establish future yearly objectives for the program. The second year of participation allows the department to implement strategies to accomplish the objectives and to collect information to determine the impact of these strategies. Academic programs are also required to meet periodically with Advisory Committees and to conduct formal DACUMS to collect information related to program content. Finally, the results on key performance requirements are compared with local and national benchmarks, and appropriate actions are identified.

**6. What are your key support processes, and how do you evaluate, improve and update these processes to achieve better performance?**

Key support processes are housed across the institution, but primarily within the Student Development Services, Business Affairs and Institutional Support divisions. Within the academic divisions, key support processes include the learning centers (tutors, open computer lab); libraries; specialized advisors; and direct connections between Arts and Sciences and all areas of the college related to learner-centered activities. The methods used to evaluate and improve these processes include: program review, advisory committees, student and employer surveys, focus groups, departmental and unit-wide planning activities, departmental and classroom research activities, and the identification and use of best practices.

Key support processes housed in the Institutional Support, Business Affairs, and Student Development Services divisions provide support services in the areas of student recruitment, admission, and placement testing; financial services; assessment; counseling; records; student advisement; development; planning and institutional effectiveness; public affairs; instructional delivery; auxiliary services; budgets; finance and accounting; and human and information resource management. The Institutional Support, Business Affairs and Student Development Services divisions have established administrative program review processes for each support service, and formulate actions plans based on the findings to improve effectiveness, efficiency and service delivery. The college has also developed a Cost Analysis Model and Section Size Model to evaluate academic program efficiency.

**7. How does your organization ensure that adequate budgetary and financial resources are available to support your operations? How do you determine the resources needed to meet current budgetary and financial obligations, as well as new education related initiatives?**

The college's extensive strategic planning process employs ongoing data collection and analysis of key indicators such as enrollment patterns, student success rates and instructional costs to project future budgetary needs. The operating budgeting process used by the college recognizes the input of cost center managers who determine the unit's needs. Each unit must demonstrate the link between its needs and the accomplishment of priorities outlined in the college's strategic plan. Allocations through the college's annual operating budget recognize these needs as institutional priorities.

Additionally, an annual facility plan that outlines the needs for operations and maintenance of plant facilities is used for the budget request presentation to the counties. A longer-term facility plan is prepared, reviewed and updated annually as the college's initiatives are revised. Additional capital support has been obtained from the counties that will position the college to begin implementation of four major initiatives designed to strengthen the economy and quality of life for communities in the college's service area.

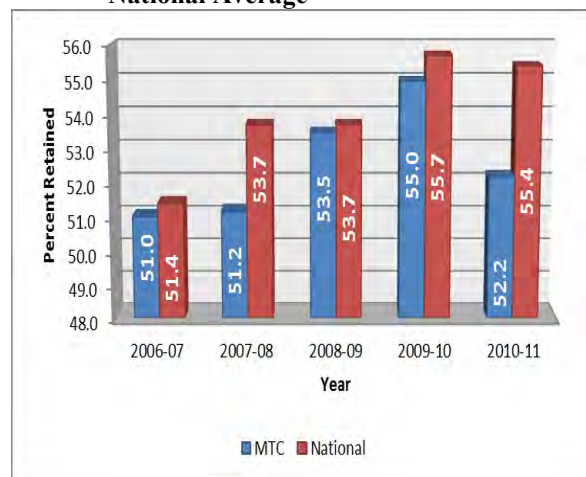


## Category 7 – Organizational Performance Results

### 7.1 What are your performance levels and trends for your key measures on student learning, and improvements in student learning? How do your results compare to those of your competitors and comparable organizations?

Student retention, graduates, transfer rates and performance on professional examinations provide a comprehensive picture of the college's success in accomplishing its mission to provide *quality education that prepares a diverse student population to enter the job market, transfer to senior colleges and universities, and achieve their professional and personal goals*. For the past two years, the college's overall retention rate has closely mirrored the national rate for two-year colleges (7.1-1) but for 2010-11 the gap has increased by 3.5 percent. While the number of graduates has trended upward for most two-year colleges, national comparisons indicate that MTC continues to exceed both the median and 75<sup>th</sup> percentile for its peers (7.1-2 and 7.1-3) based on IPEDS data. Graduates of the college exceed the CHE performance funding benchmark for the percentage that pass professional licensure examinations on the first-attempt (7.1-4) and either exceed, or are comparable to the South Carolina average pass rates (7.1-6) on professional licensure examinations for selected health science programs.

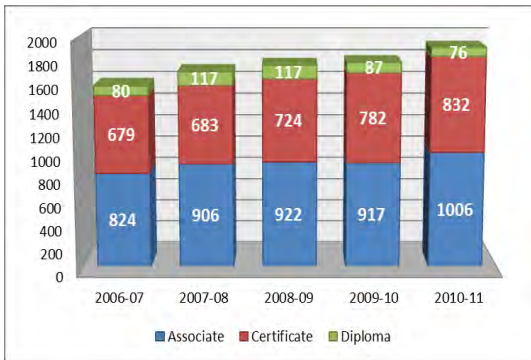
#### 7.1-1 MTC Retention Rate Compared to National Average



Source: American College Testing (ACT)

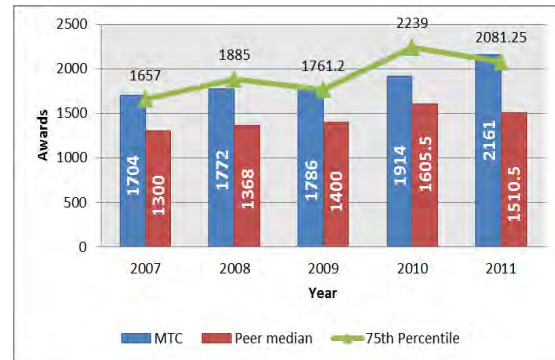


**7.1-2 MTC Degrees, Diplomas and Certificates**



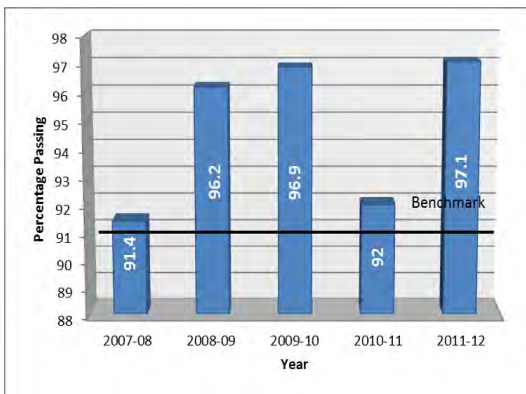
Source: MTC Fact Book

**7.1-3 MTC Annual Awards Peer Comparison**



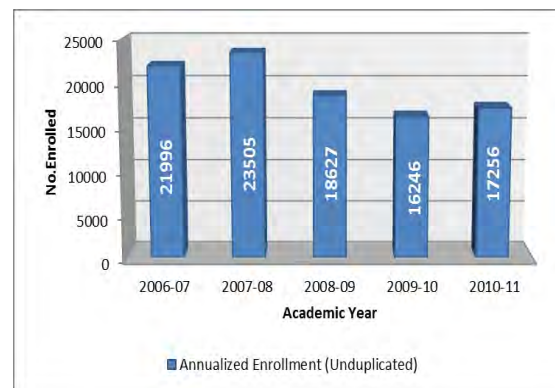
Source: IPEDS Peer Analysis System

**7.1-4 MTC Licensure Pass Rates Compared to Performance Funding Benchmark**



Source: CHE Performance Funding

**7.1-5 Corporate and Continuing Education Annualized Enrollment**



Source: SBTCE Fact Book

**7.1-6 MTC and South Carolina Pass Rates on Professional Examinations,**

|   | 2011-2012 |        | 2010-2011 |        | 2009-2010 |        | 2008-2009 |       |
|---|-----------|--------|-----------|--------|-----------|--------|-----------|-------|
|   | MTC       | SC     | MTC       | SC     | MTC       | SC     | MTC       | SC    |
| National Council Licensure Exam.-Practical Nurse        | 96.4%     | 95.2%  | 96.8%     | 96.3%  | 98.2%     | 91.8%  | 100.0%    | 96.8% |
| National Council Licensure Exam.-Registered Nurse (ADN) | 92.5%     | 92.3%  | 90.1%     | 90.7%  | 94.1%     | 89.3%  | 95.5%     | 89.6% |
| National Board for Dental Hygiene Exam                  | 95.8%     | 91.8%  | 95.2%     | 94.3%  | 100.0%    | 90.2%  | 100.0%    | 95.3% |
| SRTA Regional Exam for Dental Hygienists                | 100.0%    | 88.5%  | 81.3%     | 78.7%  | 90.9%     | 86.8%  | 100.0%    | 96.9% |
| Nuclear Medicine Technology, AART                       | 100.0%    | 100.0% | 100.0%    | 100.0% | 100.0%    | 100.0% | 100.0%    | 93.3% |
| Radiography Exam, ARRT                                  | 100.0%    | 94.5%  | 100.0%    | 96.0%  | 100.0%    | 94.1%  | 100.0%    | 94.2% |

Source: CHE Performance Funding

**7.2 What are your performance levels and trends for your key measures on student and stakeholder satisfaction and dissatisfaction? How do your results compare with competitors and comparable organizations?**

Satisfaction ratings for currently enrolled students, MTC alumni and employers are provided in this section. Currently enrolled student satisfaction is measured by results from the *Community College Survey of Student Engagement (CCSSE)* national survey. MTC ratings mirror the national average on the majority of the 15 measures evaluated in the chart. (See chart 7.2-1). MTC has exceeded the national average rating on three measures each year since 2008; *Solving numerical problems, Acquiring job or work-related knowledge and skills, and Gaining information about career opportunities.*

Alumni satisfaction with their overall *Academic Experience* and *Program Major* exceeds 90% in each year the MTC Graduate Follow-up Survey. Additionally, more than 90% of Alumni indicate they would *Recommend MTC to Others* and were *Prepared for Transfer to a 4-Year Institution*. (See charts 7.2-3 and 7.2.4)

**Current Student Satisfaction:**

**7.2-1 Current Student Satisfaction**

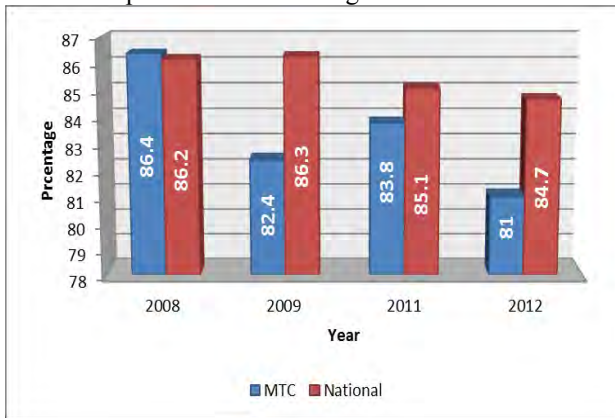
Comparison – 2008, 2009, 2011 and 2012

“How much has YOUR EXPERIENCE AT THIS COLLEGE contributed to your knowledge, skills, and personal development in the following areas?”

| Question items   | Average rating on a 4 point scale<br>(4 = Very Much and 1 = Very little) |       |      |       |      |       |      |       |
|--|--|-------|------|-------|------|-------|------|-------|
|  | 2008   |       | 2009 |       | 2011 |       | 2012 |       |
|  | MTC  | Nat'l | MTC  | Nat'l | MTC  | Nat'l | MTC  | Nat'l |
| *Acquiring a broad general education                         | 3.01   | 2.94  | 2.99 | 2.95  | 3.01 | 2.98  | 2.93 | 2.98  |
| *Learning effectively on your own                            | 2.92   | 2.89  | 2.92 | 2.91  | 3.00 | 2.93  | 2.89 | 2.95  |
| *Thinking critically and analytically                        | 2.95   | 2.87  | 2.97 | 2.89  | 2.97 | 2.92  | 2.92 | 2.94  |
| *Using computing and information technology                  | 2.78   | 2.71  | 2.87 | 2.73  | 2.79 | 2.77  | 2.79 | 2.79  |
| *Solving numerical problems                                  | 2.72   | 2.59  | 2.75 | 2.59  | 2.77 | 2.64  | 2.72 | 2.67  |
| *Writing clearly and effectively                             | 2.79   | 2.69  | 2.84 | 2.70  | 2.76 | 2.75  | 2.73 | 2.77  |
| *Developing clearer career goals                             | 2.74   | 2.64  | 2.70 | 2.67  | 2.72 | 2.70  | 2.68 | 2.71  |
| Working effectively with others                              | 2.74   | 2.71  | 2.71 | 2.73  | 2.70 | 2.76  | 2.67 | 2.78  |
| Understanding yourself                                       | 2.59   | 2.58  | 2.58 | 2.60  | 2.67 | 2.64  | 2.53 | 2.66  |
| Speaking clearly and effectively                             | 2.67   | 2.60  | 2.65 | 2.61  | 2.64 | 2.66  | 2.62 | 2.68  |
| *Acquiring job or work-related knowledge and skills          | 2.65   | 2.56  | 2.61 | 2.58  | 2.61 | 2.57  | 2.62 | 2.58  |
| *Gaining information about career opportunities              | 2.66   | 2.53  | 2.62 | 2.55  | 2.58 | 2.56  | 2.59 | 2.58  |
| *Understanding people of other racial and ethnic backgrounds | 2.39   | 2.36  | 2.37 | 2.37  | 2.42 | 2.41  | 2.33 | 2.43  |
| *Developing a personal code of values and ethics             | 2.40   | 2.34  | 2.38 | 2.36  | 2.41 | 2.41  | 2.32 | 2.43  |
| Contributing to the welfare of your community                | 2.03   | 2.00  | 1.98 | 2.01  | 2.00 | 2.04  | 1.95 | 2.06  |

Source: *Community College Survey of Student Engagement (CCSSE)*

**7.2-2 Current Student Satisfaction With Education Experience**  
 “How would you evaluate your entire educational experience at this college?”

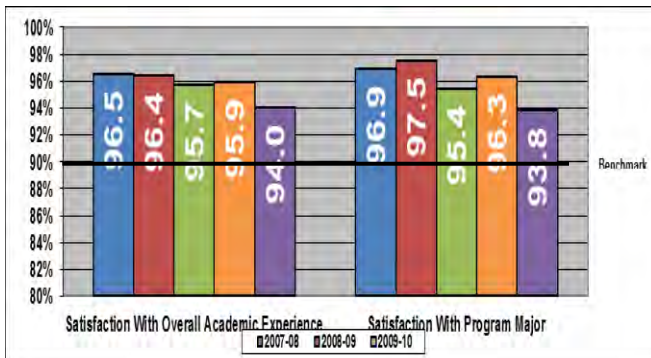


Source: Community College Survey of Student Engagement (CCSSE)



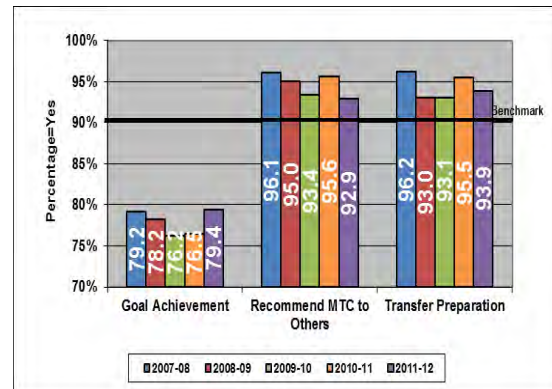
**Alumni Satisfaction:**

**7.2-3 Alumni Satisfaction – Academic Experience**



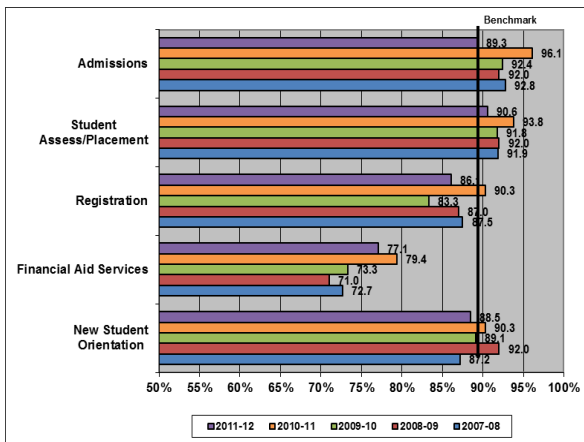
Source: MTC Graduate Follow-up Survey

**7.2-4 Alumni Satisfaction – College Experience**



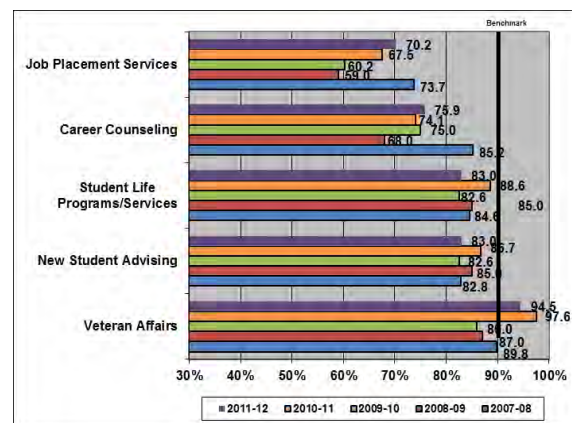
Source: MTC Graduate Follow-up Survey

**7.2-5 Alumni Satisfaction – College Services**



Source: MTC Graduate Follow-up Survey

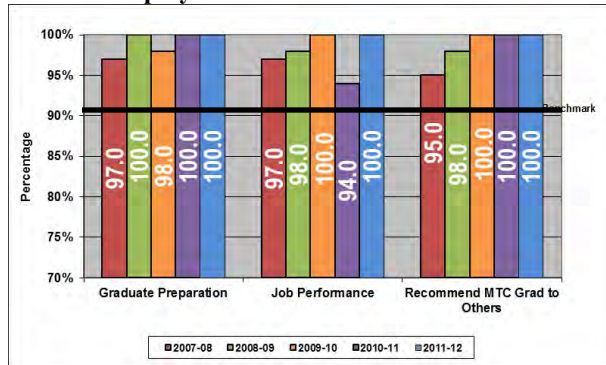
**7.2-6 Alumni Satisfaction – College Services**



Source: MTC Graduate Follow-up Survey

**Employer Satisfaction:**

**7.2-7 Employer Satisfaction**



Source: MTC Employer Survey

**7.2.8 MTC Graduate Placement**

(Employed In Related Field Or Continuing Education)

| Year      | # of Grads | # Avail. for Placement | # Placed | % Placed |
|-----------|------------|------------------------|----------|----------|
| 2007-2008 | 1704       | 1701                   | 1235     | 87%      |
| 2008-2009 | 1772       | 1752                   | 1455     | 83%      |
| 2009-2010 | 1785       | 1754                   | 1306     | 74%      |
| 2010-2011 | 1908       | 1882                   | 1537     | 82%      |
| 2011-2012 | 2155       | 2132                   | 1658     | 78%      |

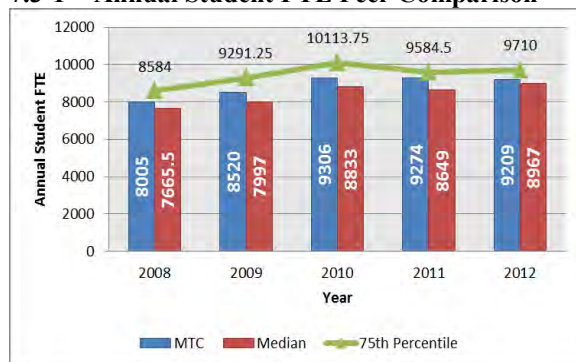
Source: SBTCE Program Evaluation Report

**7.3 What are your performance levels for your key measures on budgetary and financial performance, including measures of cost containment, as appropriate?**

FTE enrollments are used in the budget calculation for student tuition revenue. Tuition revenue generated from college enrollment became the primary source of revenue for the college since fiscal year 2003 when direct state revenue was substantially decreased.

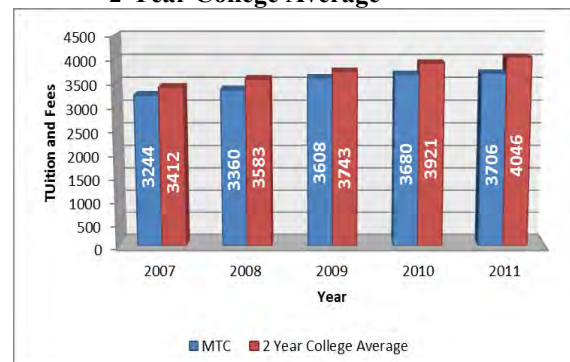
Student FTE has increased by 1,204 from 2008 to 2012. This increase in growth has generally been consistent and higher than the national median across the five years included in this analysis. (See 7.3-1)

**7.3-1 Annual Student FTE Peer Comparison**



Source: IPEDS Peer Analysis System

**7.3-2 MTC Tuition and Fees Compared to South Carolina Public 2-Year College Average**

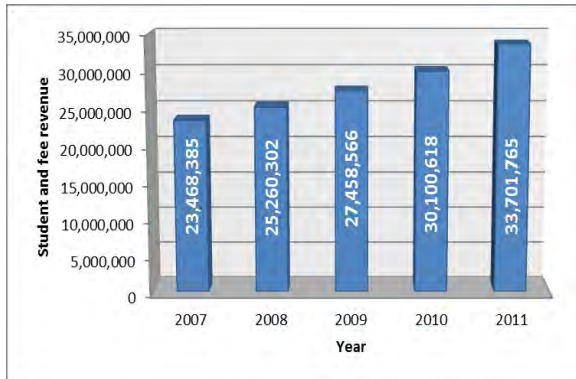


Source: MTC Business Office

While FTE has not increased significantly over the past five years, the rates of tuition revenue have. The college strives to minimize tuition increases to students. However, since the decline in state revenue began in 2003, increases in tuition have been a part of the financial strategies used by the MTC Commission to sustain programs and services for students.

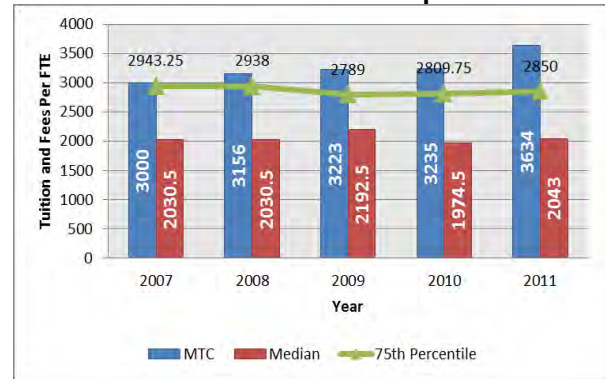
Net student tuition and fee revenue has increased from \$23.4 million in fiscal year 2007 to \$33.7 million in fiscal year 2011 (7.3-3), a 44 percent increase over the five-year period. Tuition and fee revenue is the largest source of revenue to the college.

**7.3-3 Student and Fee Revenue**



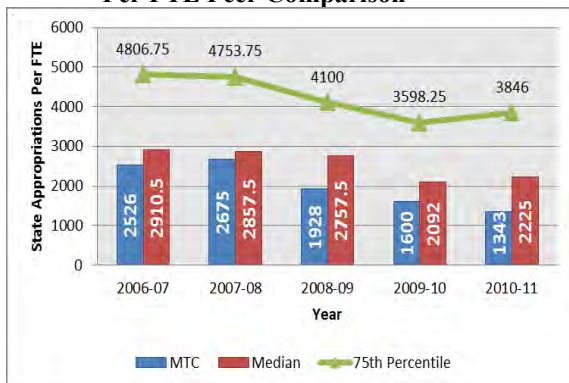
Source: MTC Business Office

**7.3-4 Tuition and Fees Per FTE Student Revenue Peer Comparison**



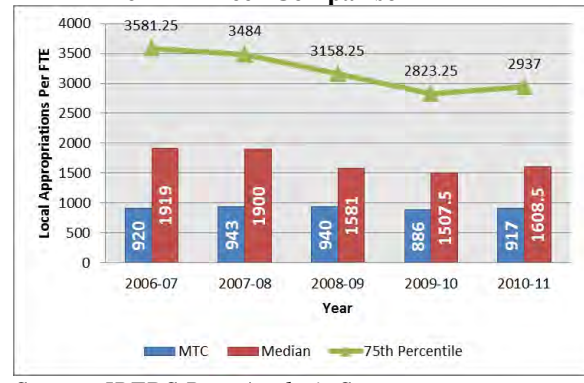
Source: IPEDS Peer Analysis System

**7.3-5 State Appropriations Per FTE Peer Comparison**



Source: IPEDS Peer Analysis System

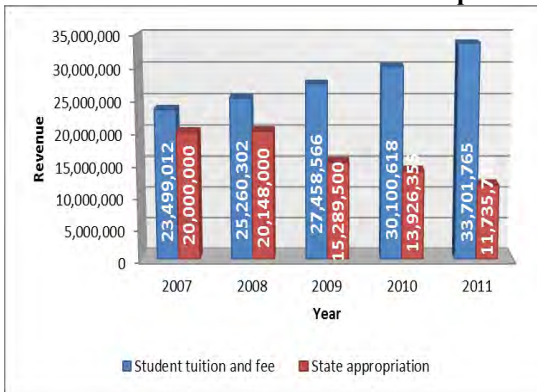
**7.3-6 Local Appropriations Per FTE Peer Comparison**



Source: IPEDS Peer Analysis System

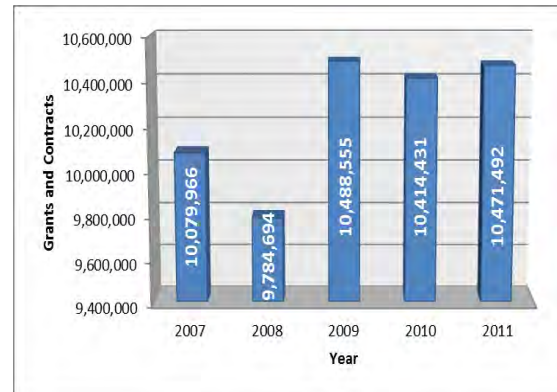
Although tuition and fee revenue per FTE (7.3-4) at the college appears higher than its national peers, other institutions similar in size, scope and overall budget, a closer look shows that MTC lags significantly behind in state and local support (7.3-5 and 7.3-6) when compared with national peers. State appropriation is directly linked with tuition and fee revenue in terms of the college's financial health. The relationship between the decrease in direct state dollars and the increase in tuition from students is depicted in the graph (7.3-7) that follows.

**7.3-7 MTC State Appropriations and Student Tuition and Fees Revenue Comparison**



Source: MTC Business Office

**7.3-8 MTC State Grants and Contracts**

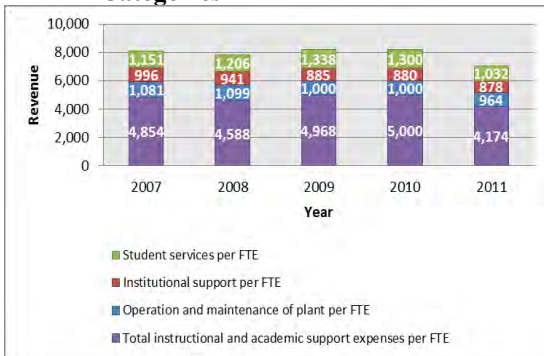


Source: MTC Business Office

Although direct state dollars to the college have decreased, state supported funding to students in the form of scholarships, grants and aid shows an overall increase from approximately \$10 million in fiscal year 2007, to approximately \$10.4 million in fiscal year 2011 (7.3-8). The increases are made up of South Carolina Lottery Tuition Assistance, State Need Based, and LIFE scholarships.

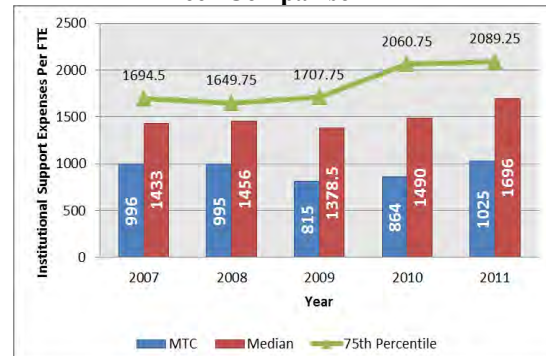
The college administration is cognizant of efforts to contain costs. The key measure for determining cost containment is in the area of institutional support. Expenses in this area have declined in each of the past five years and include administrative services, management, legal expenses, personnel logistical and support services, public relations and development. In FY 2012, the college budgeted and spent the largest amount to support its mission of instruction and academic support, followed by the function of student services, operations and maintenance of plant, and institutional support expenses.

**7.3-9 MTC Expenses by Functional Categories**



Source: MTC Business Office

**7.3-10 Institutional Support Expenses Per FTE Peer Comparison**

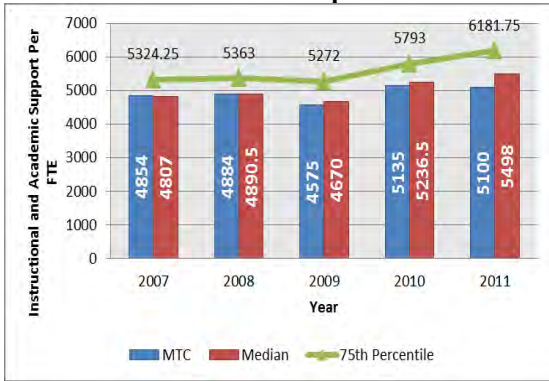


Source: IPEDS Peer Analysis System

The trend for the college is downward in institutional support expenses over the period from fiscal year 2007 through 2009, but has grown by 26% from 2009 to 2011. These costs figures are still substantially below the national medium and is in the bottom 25th

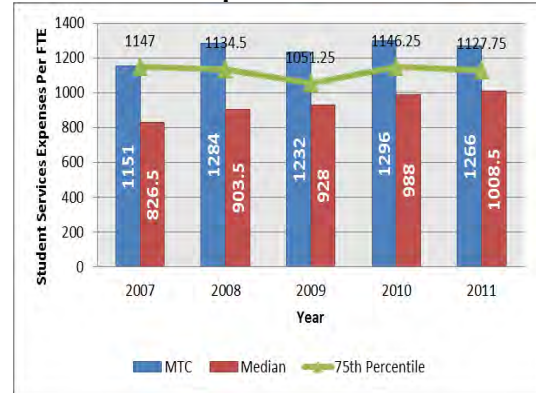
quartile in this area for 2-yr colleges as reported by IPEDS. (See figures 7.3-9 and 7.3-10). The college compares favorably to its national peers reflects this data.

**7.3-11 Instructional and Academic Support Per FTE Peer Comparison**



Source: IPEDS Peer Analysis System

**7.3-12 Student Services Expenses Per FTE Peer Comparison**



Source: IPEDS Peer Analysis System

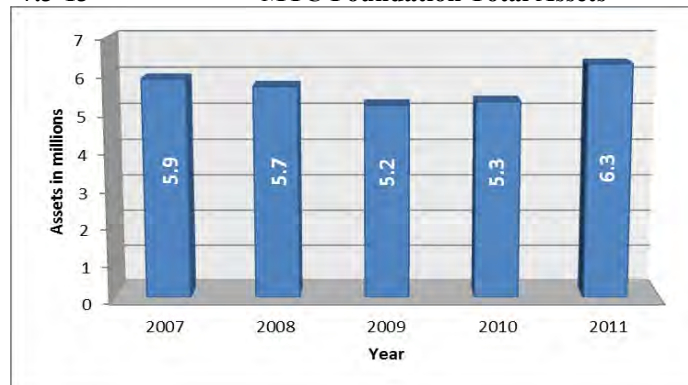
The decrease in institutional support expenses per FTE has been shifted to instruction and academic and student support, which is indicated by the increases in these areas. Figures 7.3-11 and 7.3-12 reflect these data.

The trend in instruction and academic support for the college is generally upward. MTC shows an approximately 5.1 percent increase in instruction and academic support expenses per FTE over the five-year period from fiscal years 2007 through 2011. A comparison with the national peers shows MTC slightly below the median in this area in 2010.

Student support expenses at MTC for each of the five years have remained above its national peers, ranking the college in the top quartile. The college aggressively seeks and successfully receives grant funding, which contributes to the increases. Expenses per FTE range from \$1,151 in fiscal year 2007 to \$1,266 in fiscal year 2011.

The Foundation had total assets of \$6.3 million in fiscal year 2011; an increase of approximately 19% over the previous year.

**7.3-13 MTC Foundation Total Assets**



Source: MTC Business Office

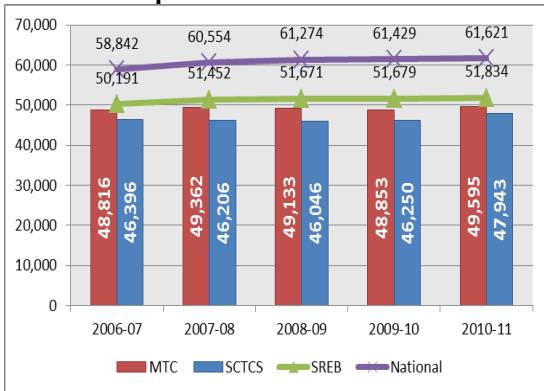


**7.4 What are your performance levels and trends for your key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, workforce climate including workplace health, safety, and security?**

MTC faculty salaries exceed the SCTCS system average and are slightly below the SREB average salary for faculty in two-year public colleges. Average faculty salaries at MTC are approximately 80 percent of the national average salary. (See 7.4-1) Based on OHR data, MTC exceeds the state average for class codes of its staff in more than 81 percent of the common class codes used by the college, as shown in 7.4-2.

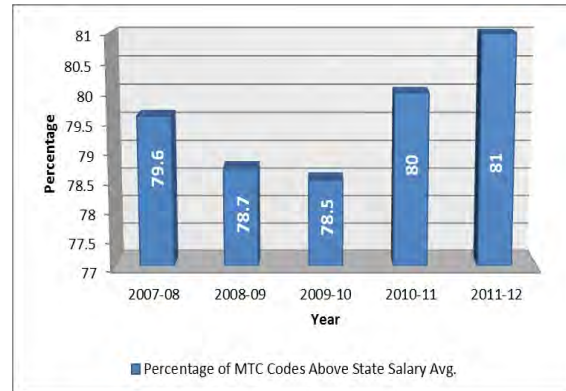
Faculty and staff satisfaction exceeds the established level in the MTC Critical Success Factors' benchmarks in the Institutional Support division surveys administered as part of their program review process. For each unit, the overall satisfaction ratings increased or were virtually the same as the previous administration. (See 7.4-3)

**7.4-1 Average Nine Month Faculty Salary Comparison**



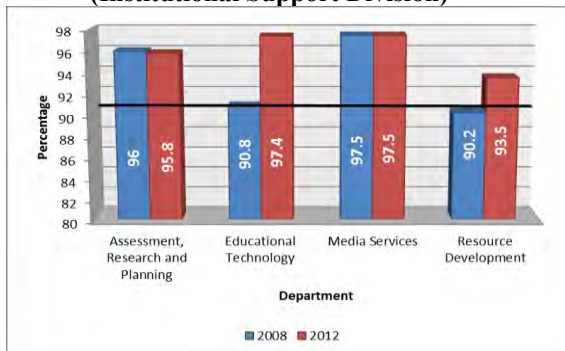
Source: SREB Fact Book and SC CHE

**7.4-2 Staff Salary Comparison to SC Class Code**



Source: OHR Class Code Salary Comparison

**7.4-3 Administrative Programs and Service Assessment (Institutional Support Division)**



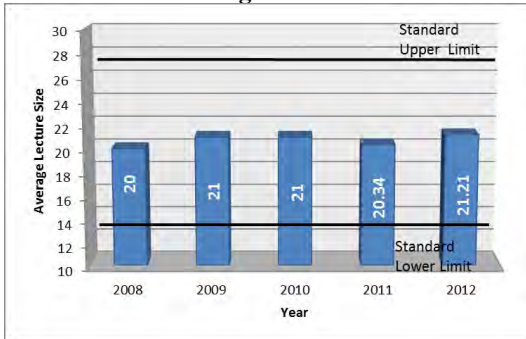
Source: MTC IS Service Quality Survey

**7.5 What are your performance levels and trends for your key measures of organizational effectiveness/operational efficiency, work system performance (these could include measures related to the following: student performance and development; the education climate; responsiveness to student and stakeholder needs; supplier and partner performance; and cycle time).**

MTC falls within all benchmarks established by CHE performance funding measures related to average lecture size (7.5-1), the ratio of full-time faculty compared to other full-time employees, (7.5-2) and FTE students to FTE faculty (7.5-3). The college is below the 75<sup>th</sup> percentile when annualized FTE student to FTE faculty is compared to national IPEDS data (7.5-4).

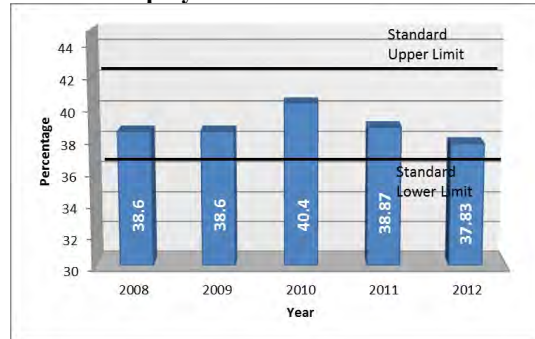
The college met the facility utilizations standards established by the SC CHE for average square-foot-per-student station and station utilization, and is slightly below the standard for space factor and average room use hours/week. (See 7.5-5) The decline in these standards may be impacted by bringing on line several additional campuses where credit courses are offered. This includes Harbison, Batesburg-Leesville and the Northeast campuses.

**7.5-1 MTC Average Lecture Size**



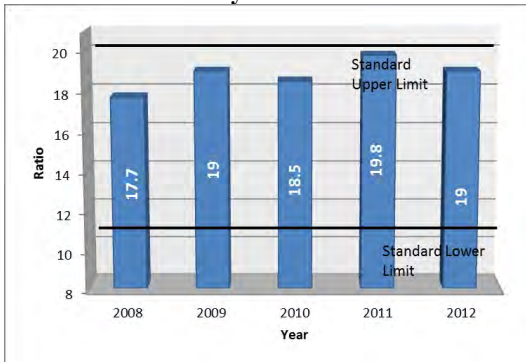
Source: MTC - ARP Office

**7.5-2 MTC FT Faculty/Other FTE Employees**



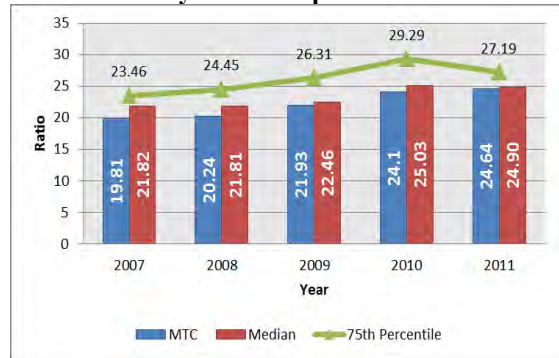
Source: MTC - ARP Office

**7.5.3 MTC FTE Student to FTE Faculty Ratio**



Source: MTC - ARP Office

**7.5.4 Annualized FTE Student to FTE Faculty Peer Comparison**



Source: IPEDS Peer Analysis System

## 7.5-5

## Facilities Utilization

|              | Avg. SF Per Student Station | Station Utilization | Avg. Room Use Hours/Week | Space Factor   |
|--------------|-----------------------------|---------------------|--------------------------|----------------|
|              | CHE Std. =22                | CHE Std. =60%       | CHE Std. =30             | CHE Std. =1.22 |
| <b>2008</b>  | 21.8                        | 67.7%               | 31.46                    | 1.02           |
| <b>2009*</b> | 22.6                        | 68.9%               | 28.12                    | 1.16           |
| <b>2010*</b> | 22.8                        | 69.0%               | 27.09                    | 1.22           |
| <b>2011*</b> | 23.0                        | 67.1%               | 26.13                    | 0.97           |
| <b>2012*</b> | 22.9                        | 65.7%               | 25.93                    | 0.97           |

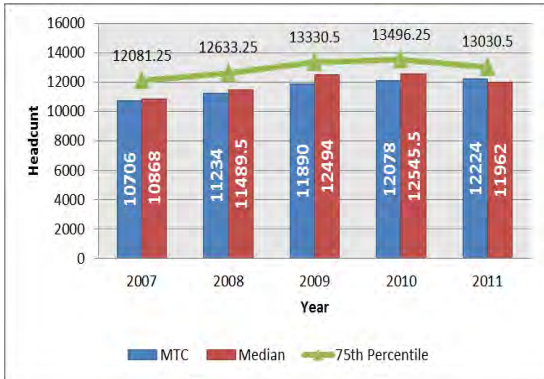
\*Utilization figures include the Harbison and Batesburg-Leesville campus figures.

**7.6 What are your performance levels for your key measures related to leadership and social responsibility: a. accomplishment of your organizational strategy and action plans, b. stakeholder trust in your senior leaders and the governance of your organization, c. fiscal accountability; and, regulatory, safety, accreditation, and legal compliance and d. organizational citizenship in support of your key communities?**

The college approximates the median headcount enrollment level for its peer institutions (7.6-1) but is slightly below the 75<sup>th</sup> percentile for enrollment. MTC, however, is generally on par with the FTE enrollment for its peer group (7.6-2) and approximates the 75<sup>th</sup> percentile for FTE students. The college's goal attainment percentage has exceeded the diversity standard established by the SC Human Affairs Commission with at least a 89 percent attainment rate in each of the last five years. The number and percentage of *Black* and *Other* minority faculty has increased slightly from Fall 2008 to Fall 2012. The percentage of Blacks in the staff category has fluctuated during the five years examined but overall has remained stable between 37 to 40 percent.

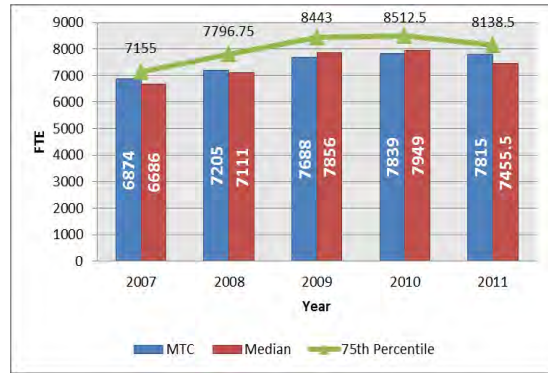
MTC faculty and staff have been recognized for their contributions to their various peer groups, and serve on numerous national and regional boards. A list of these accomplishments is listed in Table 7.6-6. The college also has received accreditation for all programs that are accreditable by external agencies. The programs and their accrediting agencies are provided in Table 7.6-7.

**7.6-1 Headcount Peer Comparison (Fall)**



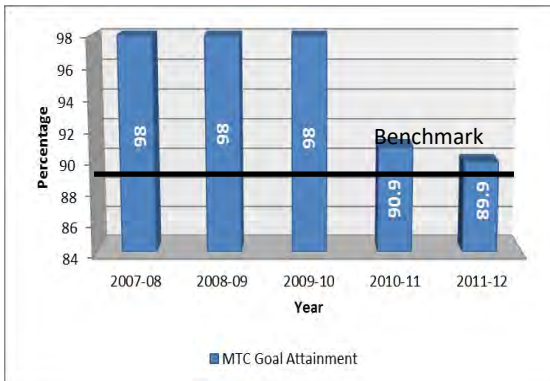
Source: IPEDS Peer Analysis System

**7.6-2 FTE Peer Comparison (Fall)**



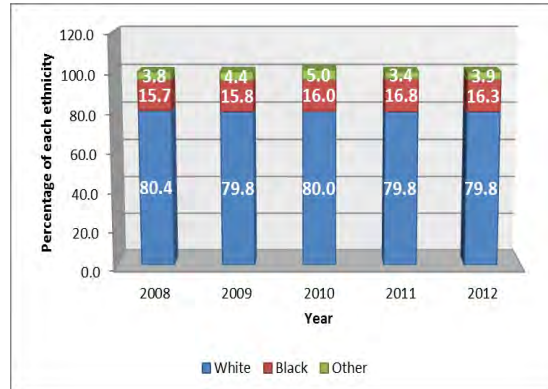
Source: IPEDS Peer Analysis System

**7.6-3 MTC Attainment of Diversity Goals**



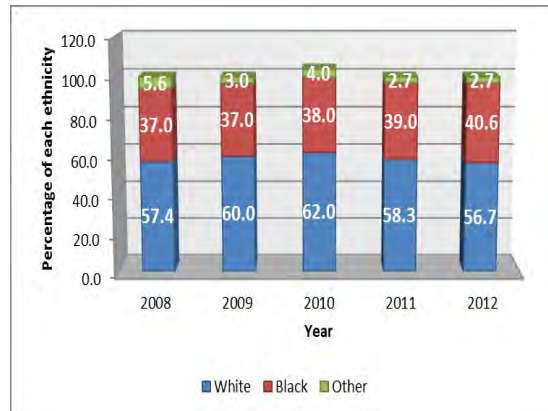
Source: SC Human Affairs Commission

**7.6-4 MTC Faculty Diversity (Full and Part-time)**



Source: Workforce Analysis Reports

**7.6-5 MTC Staff Diversity (Full and Part-time)**



Source: Workforce Analysis Reports

**TABLE: 7.6-6 – 2012-2013**

**National Recognition, Honors and Board Memberships**

| <b>National Recognition And Honors</b>   | <b>National/Regional Board Memberships</b>   |
|--|--|
| <b>Phi Theta Kappa National Recognition for Outstanding Student Organization</b> – 2013 <i>Five Star Performance Award</i> , which is the highest level of performance that can be attained by a Phi Theta Kappa organization in two-year colleges | <b>College Board</b> –MTC’s VP for Student Development Services serves on the College Board National Assembly for Admissions and Guidance.   |
| <b>National Phi Theta Kappa Alumni Recognition</b> – MTC alumnae, Sarah Oswald, was recognized as one 15 PTK outstanding alumni at the 2013 Phi Theta Kappa International Conference.  | <b>College Board</b> —MTC’s Director of Student Financial Services serves on the College Board National Assembly for Financial Aid and Scholarships.   |
| <b>2013 National Phi Theta Kappa Shirley B. Gordon Award for College Presidents</b> —MTC President received the Shirley B. Gordon Award for exemplary presidential support to Phi Theta Kappa.   | <b>ACT</b> – MTC’s VP for Student Development Services serves as the South Carolina representative on the 2012-13 ACT National Advisory Board.   |
| <b>2013 National Phi Theta Kappa College Administrator Awards</b> —VP for Student Development Services received an “Outstanding College Administrator Award” for support of Phi Theta Kappa and PTK students.                                      | <b>Council on Student Development (NCSD)</b> – MTC’s VP for Student Development Services is Past-President and serves as a mentor/guide for new officers and an NCSD reviewer for the Council on Advancement of Standards (CAS) program guides and NSCD annual program awards. |
| <b>GFOA Certificate of Achievement for Excellence in Financial Reporting</b> – Received for FY 2011-12 and will be included in the Comprehensive Annual Financial Report.  | <b>American Council on Women In Higher Education</b> – MTC’s Assistant VP for Student Development Services served on the American Council on Education’s Board on Women in Higher Education.   |
|  | <b>National Council for Continuing Education and Training</b> – MTC Business Solutions Director serves as National Director on the Board, an affiliate council of the American Association of Community Colleges   |
|  | <b>Government Finance Officers Association of the United States and Canada (GFOA)</b> – MTC Director of Finance serves as a reader for GFOA’s international Comprehensive Annual Financial Report (CAFR) program   |
|  | <b>Southern Association of College and University Business Officers (SACUBO)</b> – MTC Associate Vice President for Business Affairs serves as Chair of the Community College Constituent Committee  |
|  | <b>Southern Association of College and University Business Officers (SACUBO)</b> – MTC Associate Vice President for Business Affairs serves on the Board of SACUBO   |
|  | <b>Community College Business Officers (CCBO)</b> – Director of Cash Management/Data Systems serves on the Board of CCBO   |
|  | <b>Government Finance Officers Association of South Carolina (GFOASC)</b> – MTC Associate Vice President serves as President and is a board member and represents the state at the annual meeting  |

|  |   |
|--|---|
|  | <b>National Association of College and University Business Officers (NACUBO)</b> – MTC Director of Finance serves on the Tax Council Committee      |
|  | <b>Southeastern Regional Association of Physical Plant Administrators (SRAPPA)</b> – MTC Director of Operations serves a member of SRAPPA           |
|  | <b>Council for Resource Development (CRD)</b> – MTC Foundation’s CEO serves as the Director of Development on the National Leadership Committee     |
|  | <b>National Association of College and University Business Officers (NACUBO)</b> – MTC Senior Vice President serves as Vice Chair of the Board      |
|  | <b>Community College Business Officers (CCBO)</b> – MTC Senior Vice President serves as Dean of the Leadership Academy and is a member of the Board |
|  | <b>Southern Association of Colleges and Schools (SACS)</b> – MTC Senior Vice President serves on a fifth year review committee                      |

### 7.6-7 Accreditation of Degree Granting Programs

| Accrediting Agencies and Areas   | Accreditable Program | Fully Accredited Program |
|--|----------------------|--------------------------|
| <b>Accrediting Board for Engineering and Technology, Inc.</b>                              |                      |                          |
| <b>Engineering Technology (ENGT) – Associate Degree Programs in Engineering Technology</b> | 3                    | 3                        |
| <b>American Dental Association</b>   |                      |                          |
| <b>Dental Assisting (DA)</b>   | 1                    | 1                        |
| <b>Dental Hygiene (DH)</b>   | 1                    | 1                        |
| <b>American Physical Therapy Association</b>   |                      |                          |
| <b>Physical Therapy (PTAA) Assistant</b>   | 1                    | 1                        |
| <b>Association of Collegiate Business Schools and Programs</b>                             |                      |                          |
| <b>Business (BUAD)</b>   | 1                    | 1                        |
| <b>Commission on Accreditation of Allied Health Education Programs</b>                     |                      |                          |
| <b>Medical Assistant (MA)</b>  | 1                    | 1                        |
| <b>Respiratory Therapist (REST)</b>  | 1                    | 1                        |
| <b>Respiratory Therapy Technician (RESTT)</b>  | 1                    | 1                        |
| <b>Surgical Technologist (ST)</b>  | 1                    | 1                        |
| <b>Joint Review Committee on Education in Radiologic Technology</b>                        |                      |                          |
| <b>Radiologic Technology (RAD)</b>   | 1                    | 1                        |
| <b>Joint Review Committee on Educational Programs in Nuclear Medicine Technology</b>       |                      |                          |
| <b>Nuclear Medicine Technologist (NMT)</b>   | 1                    | 1                        |
| <b>National League for Nursing, Inc</b>  |                      |                          |
| <b>Nursing (PNUR) – Practical nursing programs</b>   | 1                    | 1                        |
| <b>Nursing (ADNUR) – Associate degree programs</b>   | 1                    | 1                        |

Source: CHE Performance Funding

# **Appendix A**



# MIDLANDS TECHNICAL COLLEGE PROCEDURE

| <u>Title</u> | <u>Revision Number</u> | <u>Page</u> | <u>Number</u> |
|--------------|------------------------|-------------|---------------|
| Safety       | 2                      | 1 of 2      | 7.8.1         |

**Legal Authority:**

Midlands Technical College Policy 7.8  
Safety

|                             |                    |  |
|-----------------------------|--------------------|--|
| <u>James L. Hudgins</u>     | <u>8/1/96</u>      | <u>Vice President for Business Affairs</u> |
| <b><u>Authorization</u></b> | <b><u>Date</u></b> | <b><u>Authority</u></b>                    |

*Reviewed with no change: 7/2006*

---

I. Purpose

To establish guidelines for the conducting of a comprehensive safety program for Midlands Technical College.

II. Procedures

A. Responsibility: The responsibility for the college's comprehensive safety program is assigned to the Vice President for Business Affairs (VPBA).

1. The VPBA will develop the program, periodically review and update the program, and establish guidelines, check lists, etc., as required, to implement the program. Other responsibilities include monitoring and periodic review of activities associated with the program and, as delineated within this procedure, the actual inspection of facilities and equipment to ensure appropriate safety.
2. Faculty and staff members with responsibilities for specific facilities such as laboratories or shops will be responsible for the safety of these areas including the safety involving operations of equipment. It will be the responsibility of these individuals to periodically inspect and report conditions which can cause an unsafe situation and also conduct safety classes for students the beginning of each term.

B. Special Programs: The college shall conduct special safety programs and publish as appropriate procedures dealing with the broad area of emergency actions, college closings due to weather and hazardous materials.

C. General Safety: The Operations Office will conduct an annual comprehensive safety inspection of all facilities under control of the college. In addition to the annual inspection, the VPBA or his designee will conduct periodic unannounced visits to high risk areas to ensure that safety procedures and conditions are adequate. The State Fire Marshall's Office will be requested to inspect all college facilities annually. When unsafe conditions are

identified, appropriate action will be taken in coordination with the custodian of the facility, laboratory or shop as appropriate to ensure the situation is corrected.

- D. Contact for Regulations: The Director of Operations will serve as college focal point concerning federal, state and local regulations that pertain to safety. The Director will advise the staff and faculty concerning these regulations as appropriate. A central depository of rules and regulations concerning safety matters will be maintained by the director.



# MIDLANDS TECHNICAL COLLEGE PROCEDURE

| <u>Title</u>      | <u>Revision Number</u> | <u>Page</u> | <u>Number</u> |
|-------------------|------------------------|-------------|---------------|
| Emergency Threats | 4                      | 1 of 2      | 7.9.1         |

**Legal Authority:**

Midlands Technical College  
Policy 7.9 Emergency Preparedness

|                             |                    |  |
|-----------------------------|--------------------|--|
| <u>Barry W. Russell</u>     | <u>11/19/03</u>    | <u>Vice President for Business Affairs</u> |
| <b><u>Authorization</u></b> | <b><u>Date</u></b> | <b><u>Authority</u></b>                    |

*Reviewed with no change: 8/2008*

---

I. Purpose

To provide standardized procedures to be followed during emergency actions involving college personnel, students or facilities.

A. Responsibility

The Vice President for Business Affairs (VPBA) is responsible for developing and implementing emergency actions to deal with threats to the college's personnel, students and facilities.

B. Fires -- When a fire is detected:

1. The building fire alarm will be activated. If building is not equipped with a fire alarm system, a verbal notification will be given by passing the word to building occupants.
2. College personnel may also call the college's emergency number (7440 from a college phone or 738-7199 from a cell or other phone) to give the location of the fire.
3. When a fire alarm is sounded, personnel occupying the building will evacuate the facility.

C. Fire Alarm Tests

1. To ensure fire safety, the college will conduct periodic fire alarm tests. Additionally, at the beginning of the term, faculty will inform students of the evacuation route from the room to the Fire Assembly Area as shown in the Evacuation Plan posted in each room. If disabled students are in class, the instructor will designate other students to assist them in case of fire. In multi-story buildings, at least two people should be designated for each disabled person.

| <u>Title</u>      | <u>Revision Number</u> | <u>Page</u> | <u>Number</u> |
|-------------------|------------------------|-------------|---------------|
| Emergency Threats | 4                      | 2 of 2      | 7.9.1         |

2. Fire alarm tests will be scheduled and conducted by the Operations Office on each campus. Fire alarm tests will be conducted prior to the fall semester in all buildings where classes are held. Faculty and staff will be advised in advance of scheduled fire alarm tests.

D. Bomb Threats:

1. Any individual receiving a bomb threat should notify Security by phone. Individual should refrain from discussing the incident with anyone other than security or police personnel to prevent starting unwarranted rumors.
2. If a bomb threat is received by mail, immediately limit handling the letter more than necessary to facilitate examination for fingerprints.
3. If a bomb threat is received by telephone, the recipient should remain calm and obtain as much information as possible from the caller. If possible, write down the information that is received - ask questions.
  - a. After the caller has hung up, immediately notify Security or have a colleague notify Security if the caller stays on the line.
  - b. The Director of Operations or other officials contacted shall make an immediate decision as to whether to evacuate buildings based on the bomb threat message.
  - c. If the building is to be evacuated, the fire alarm system or other appropriate method will be used to signal occupants to leave.

E. Civil Disturbance

Any college personnel noting a situation, which could result in a civil disturbance, will notify the Security Office of the nature of the situation and its location. Security personnel will immediately investigate to determine appropriate actions to be taken.

- F. The VPBA will develop and publish appropriate implementing processes to protect college personnel and facilities from other emergencies resulting from natural, human or mechanical disasters such as earthquakes, failure of mechanical systems, etc.

# **MIDLANDS TECHNICAL COLLEGE**



## **EMERGENCY RESPONSE AND BUSINESS CONTINUITY PLAN**

## TABLE OF CONTENTS

- I. Introduction/Overview
  - A. Emergency Response and Business Continuity Teams
    - 1. Emergency Response and Business Continuity Management Team
    - 2. Critical Incident Response Teams
  - B. Critical Incident Command Center
  
- II. Contingency Plans
  - A. Airplane Crash/Landing on Campus
  - B. Aggravated Assault
  - C. Biological/Chemical Emergency
  - D. Bomb Threat/Suspicion
  - E. Fire/Explosion
  - F. Hostage Situation
  - G. Kidnapping
  - H. Medical Emergency
  - I. Murder/Death/Suicide
  - J. Natural Disaster
  - K. Riot or Similar Disturbance
  - L. Sexual Assault
  
- III. Critical Incidents Not Addressed by Contingency Plans
  
- IV. Accommodating Students with Disabilities During a Critical Incident

## **Introduction**

In keeping with its commitment to provide a safe environment for its students and employees, Midlands Technical College has developed an Emergency Response and Business Continuity Plan (ERBCP). The goal of Midlands Technical College is to anticipate the college's responses in the event of a critical incident, emergency, violence or disaster. The individual contingency plans outlined in this document are designed to provide broad coverage of the many kinds of critical incidents that can arise. Other situations that require intervention but not at the level of those identified in the contingency plans in Section II will be included in Section III.

## **Emergency Response and Business Continuity Management Team (ERBCMT)**

The Emergency Response and Business Continuity Management Team (ERBCMT) will meet periodically to review and update the College's Critical Incident Response Plan. The ERBCMT will coordinate critical incident response training and the dissemination of critical incident response information for the college. Members of the Business Continuity Management Team will include a representative from each of the following areas.

- Operations
- Security
- Public Affairs
- Counseling and Career Services
- Student Development Services
- Human Resources
- Procurement
- Faculty Council
- Student Advisory Board
- Local law enforcement agencies
- Red Cross, DHEC and other emergency/disaster response agencies

## **Critical Incident Response Team (CIRT)**

The Critical Incident Response Team (CIRT) will meet periodically to discuss issues associated with the ERBCP or to respond to a specific incident. The CIRT will be required to annually test and document critical incident response training.

The CIRT will evaluate the procedures followed and forward suggestions for revisions to the ERBCMT after the test or critical incident. The critical incident response teams are the specific college, local, and state officials that will be called on in the case of a specific emergency situation. Members of the CIRT will vary depending on the nature of the critical incident (see the Triggering Event Grid). Other members of the college community will be added to the CIRT as the situation warrants.

## **Critical Incident Command Center (CICC)**

A Critical Incident Command Center (CICC) will be established as the situation warrants. The Director of Operations will manage the center in collaboration with the CIRT. The CICC will be equipped with computers/resources, fax machine, photocopier, multiple telephone lines, radios, televisions, VCR, cellular phones, two-way radios, restroom facilities, and any other services needed to support communication during the critical incident.

## Contingency Plan - A

## Airplane Crash/Landing on Campus

1. **Triggering event:**
  - Airplane lands/crashes on campus.
  - Individual informs MTC Security (738-7199) that airplane has landed/crashed on campus.
2. **MTC Security will:**
  - Contact the Director of Operations.
  - Contact appropriate fire department and law-enforcement officials.
  - Contact appropriate medical/first-aid assistance.
  - Go to the scene to gather/verify information, clear individuals from the area and establish a security perimeter.
3. **Director of Operations will:**
  - Confirm that appropriate law and medical assistance notified.
  - If appropriate, activate the Critical Incident Response Team and establish the Critical Incident Command Center.
  - Notify Executive Council members.
  - Notify Director of Public Affairs.
  - Notify Procurement Manager to facilitate emergency purchases as needed.
  - Notify AVP, Student Development Services (if student injured/involved).
  - Notify Human Resources Director (if employee injured/involved).
  - Act as on-scene commander unless relieved by law-enforcement, fire department, Red Cross, or other officials. In absence of Director of Operations, MTC Chief of Security will be on-scene commander.
4. **Director of Public Affairs will:**
  - Proceed to the Critical Incident Command Center.
  - Notify State Tech. Public Information Office.
  - Activate the news-media notification/communications plan.
  - Activate the internal notification/communications plan.
  - Advise the on-scene commander as needed.
5. **Assistant Vice President for SDS/Director of Counseling and Career Services will (if student involved):**
  - Proceed to the Critical Incident Command Center.
  - Assess critical incident and activate Critical Incident Response Team members as appropriate.
  - Obtain background information on any students involved.
  - Make appropriate notifications to family members of students involved.
  - Advise the on-scene commander as needed.
  - Coordinate appropriate support for students/family members via Critical Incident Response Team members.
6. **Director of Human Resources will (if employee involved):**
  - Proceed to the Critical Incident Command Center.
  - Assess critical incident and activate Critical Incident Response Team members as appropriate.
  - Obtain background information on any employees involved.
  - Make appropriate notifications to family members of employees involved.
  - Coordinate appropriate support for employees/family members via Critical Incident Response Team members.



## Contingency Plan - B

## Aggravated Assault

1. **Triggering event:**
  - MTC Security warrants an aggravated assault requires external intervention.
2. **MTC Security will:**
  - If necessary contact appropriate medical/first-aid assistance.
  - If necessary contact appropriate law enforcement.
  - Notify Public Affairs of the incident.
  - Notify Director of Operations.
  - Notify AVP, Student Development Services (if student involved).
  - Notify Human Resources Director (if employee involved).
3. **Director of Operations will:**
  - Notify Executive Council members.
4. **Director of Public Affairs will:**
  - Activate the news-media notification/communications plan as needed.
  - Activate the internal notification/communications plan as needed.
5. **Assistant Vice President for SDS/Director of Counseling and Career Services will (if student involved):**
  - Obtain background information on any students involved.
  - Assess critical incident and activate Critical Incident Response Team members as appropriate.
  - Make appropriate notifications to family members of students involved.
  - Coordinate appropriate support for students/family members via Critical Incident Response Team members.
  - Implement discipline procedures as needed.
6. **Director of Human Resources will (if employee involved):**
  - Obtain background information on any employees involved.
  - Assess critical incident and activate Critical Incident Response Team members as appropriate.
  - Make appropriate notifications to family members of employees involved.
  - Coordinate appropriate support for employees/family members via Critical Incident Response Team members.
  - Implement discipline procedures as needed (AVP SDS).

## Contingency Plan - C      Biological/Chemical Emergency

1.    **Triggering event:**
  - An individual has reason to believe that a spill of a hazardous chemical or bio-hazardous agent has occurred on campus.
  - Individual should contact MTC Security **(738-7199)** and note the exact location on campus of the incident and names and descriptions of anyone involved.
  
2.    **MTC Security will:**
  - Contact the Director of Operations.
  - Confer with MTC Environmental Safety Coordinator and contact appropriate law-enforcement, medical, fire and disaster/emergency relief agency officials.
  - If necessary, go to the scene to clear individuals from the area and establish a security perimeter.
  - Work with officials to secure the building/campus.
  - Determine with officials when the building is safe to re-enter.
  
3.    **Director of Operations will:**
  - Notify Executive Council members.
  - Notify Director of Public Affairs.
  - If appropriate, establish the Critical Incident Command Center (CICC).
  - Notify Procurement Manager to facilitate emergency purchases as needed.
  - Act as on-scene commander unless relieved by law-enforcement or agency officials. In absence of Director of Operations, MTC Chief of Security will be on-scene commander.
  
4.    **Director of Public Affairs will:**
  - Proceed to the Critical Incident Command Center if established.
  - Notify State Tech. Public Information Office.
  - Activate the news-media notification/communications plan.
  - Activate the internal notification/communications plan.
  
5.    **Assistant Vice President for SDS/Director of Counseling and Career Services will (if student involved):**
  - Proceed to the Critical Incident Command Center if established.
  - Assess critical incident and activate Critical Incident Response Team members as appropriate.
  - Obtain background information on any students involved.
  - Make appropriate notifications to family members of students involved.
  - Advise the on-scene commander as needed.
  - Coordinate appropriate support for students/family members via Critical Incident Response Team members.
  - Implement discipline procedures as needed (AVP SDS).
  
6.    **Director of Human Resources will (if employee involved):**
  - Proceed to the Critical Incident Command Center.
  - Assess critical incident and activate Critical Incident Response Team members as appropriate.
  - Obtain background information on any employees involved.
  - Make appropriate notifications to family members of employees involved.
  - Coordinate appropriate support for employees/family members via Critical Incident Response Team members.
  - Advise the on-scene commander as needed.
  - Implement discipline procedures as needed.

**NOTE:** If incident results in a medical emergency, reference Contingency Plan **H. Medical Emergency**.

## Contingency Plan - D      Bomb Threat/Suspicion

1. **Triggering event:**
  - An individual has reason to believe that an explosive device is located on campus. Individual should contact MTC Security (738-7199) and note the exact location on campus of the device, and names and descriptions of anyone involved.
2. **MTC Security will:**
  - Contact the Director of Operations.
  - Contact appropriate law-enforcement, medical, and fire officials.
  - If necessary, go to the scene to clear individuals from the area and establish a security perimeter.
  - Work with law enforcement to search the building.
  - Notify SLED/Bomb Squad if suspicious device is located. SLED becomes on-scene commander.
  - Determine with SLED officials when the building is safe to re-enter.
3. **Director of Operations will:**
  - Notify Executive Council members.
  - Notify Director of Public Affairs.
  - If appropriate, establish the Critical Incident Command Center (CICC).
  - Notify Procurement Manager to facilitate emergency purchases as needed.
  - Act as on-scene commander unless relieved by law-enforcement. In absence of Director of Operations, MTC Chief of Security will be on-scene commander.
4. **Director of Public Affairs will:**
  - Notify State Tech. Public Information Office.
  - Activate the news-media notification/communications plan.
  - Activate the internal notification/communications plan.
5. **Assistant Vice President for SDS/Director of Counseling and Career Services will (if student involved):**
  - Proceed to the Critical Incident Command Center.
  - Assess critical incident and activate Critical Incident Response Team as appropriate.
  - Obtain background information on any students involved.
  - Make appropriate notifications to family members of students involved.
  - Advise the on-scene commander as needed.
  - Coordinate appropriate support for students/family members via Critical Incident Response Team members.
  - Implement discipline procedures as needed (AVP SDS).
6. **Director of Human Resources will (if employee involved):**
  - Proceed to the Critical Incident Command Center.
  - Assess critical incident and activate Critical Incident Response Team as appropriate.
  - Obtain background information on any employees involved.
  - Make appropriate notifications to family members of employees involved.
  - Coordinate appropriate support for employees/family members via Critical Incident Response Team members.
  - Implement discipline procedures as needed.

**NOTE:** If incident results in a fire/explosion, reference Contingency Plan E. Fire/Explosion.

## Contingency Plan - E      Fire/Explosion

1.    **Triggering event:**
  - A fire/explosion occurs on campus.
  - Individual informs MTC Security (**738-7199**) that a fire/explosion has occurred on campus.
  
2.    **MTC Security will:**
  - Contact appropriate fire, medical, and law enforcement officials.
  - Go to the scene to clear individuals from the area and establish a security perimeter.
  - Contact the Director of Operations.
  - Determine with Fire Chief when building is safe to re-enter.
  
3.    **Director of Operations will:**
  - Confirm that appropriate law enforcement and medical assistance notified.
  - Notify Executive Council members.
  - Notify Director of Public Affairs.
  - Notify AVP, Student Development Services (if student injured/involved).
  - Notify Human Resources Director (if employee injured/involved).
  - If appropriate, activate Critical Incident Response Team and establish the Critical Incident Command Center (CICC).
  - Notify Procurement Manager to facilitate emergency purchases as needed.
  - Act as on-scene commander unless relieved by law-enforcement, fire department, Red Cross, or other officials. In absence of Director of Operations, MTC Chief of Security will be on-scene commander.
  
4.    **Director of Public Affairs will:**
  - Proceed to the Critical Incident Command Center.
  - Notify State Tech. Public Information Office.
  - Activate the news-media notification/communications plan.
  - Activate the internal notification/communications plan.
  - Advise the on-scene commander as needed.
  
5.    **Assistant Vice President for SDS/Director of Counseling and Career Services will (if student involved):**
  - Proceed to the Critical Incident Command Center.
  - Assess critical incident and activate Critical Incident Response Team members as appropriate.
  - Obtain background information on any students involved.
  - Make appropriate notifications to family members of students involved.
  - Advise the on-scene commander as needed.
  - Coordinate appropriate support for students/family members via Critical Incident Response Team members.
  
6.    **Director of Human Resources will (if employee involved):**
  - Proceed to the Critical Incident Command Center.
  - Assess critical incident and activate Critical Incident Response Team members as appropriate.
  - Obtain background information on any employees involved.
  - Make appropriate notifications to family members of employees involved.
  - Advise the on-scene commander as needed.
  - Coordinate appropriate support for employees/family members via Critical Incident Response Team members.

## Contingency Plan - F

## Hostage Situation

- 1. Triggering event:**
  - An individual has reason to believe that a person(s) is being forcibly detained on campus. If witness to the event, individual should note all information such as the number and physical descriptions of those involved, any vehicles or weapons involved, and the exact location of the event on campus.
  - Individual contacts MTC Security (**738-7199**) with information about possible On-Campus Hostage Situation.
  
- 2. MTC Security will:**
  - Contact the Director of Operations.
  - Contact appropriate law-enforcement officials.
  - Proceed to the scene to gather/verify information, clear individuals from the area and establish a security perimeter.
  
- 3. Director of Operations will:**
  - Notify Executive Council members.
  - Notify Director of Public Affairs.
  - **Notify AVP, Student Development Services** (if student involved).
  - Notify Human Resources Director (if employee involved).
  - If appropriate, activate Critical Incident Response Team and establish the Critical Incident Command Center (CICC).
  - Notify Procurement Manager to facilitate emergency purchases as needed.
  - Act as on-scene commander unless relieved by law-enforcement, fire department, Red Cross, or other officials. In absence of Director of Operations, MTC Chief of Security will be on-scene commander.
  
- 4. Director of Public Affairs will:**
  - Proceed to the Critical Incident Command Center.
  - Notify State Tech. Public Information Office.
  - Activate the news-media notification/communications plan.
  - Activate the internal notification/communications plan.
  - Advise the on-scene commander as needed.
  
- 5. Assistant Vice President for SDS/Director of Counseling and Career Services will (if student involved):**
  - Proceed to the Critical Incident Command Center.
  - Assess critical incident and activate Critical Incident Response Team members as appropriate.
  - Obtain background information on any students involved.
  - Make appropriate notifications to family members of students involved.
  - Advise the on-scene commander as needed.
  - Coordinate appropriate support for students/family members via Critical Incident Response Team members.
  
- 6. Director of Human Resources will (if employee involved):**
  - Proceed to the Critical Incident Command Center.
  - Assess critical incident and activate Critical Incident Response Team members as appropriate.
  - Obtain background information on any employees involved.
  - Make appropriate notifications to family members of employees involved.
  - Advise the on-scene commander as needed.
  - Coordinate appropriate support for employees/family members via Critical Incident Response Team members.

## Contingency Plan - G

## Kidnapping

1. **Triggering event:**
  - An individual has reason to believe that a person was forcibly removed from campus and is still being detained. If witness to the event, individual should note all information such as the number and physical descriptions of those involved, any vehicles or weapons involved, and the exact location of the event on campus.
  - Individual contacts MTC Security **(738-7199)** with information about possible On-Campus Kidnapping Situation.
  
2. **MTC Security will:**
  - Contact the Director of Operations.
  - Contact appropriate law-enforcement officials.
  - Proceed to the scene to gather/verify information. If necessary, will establish a security perimeter to protect evidence.
  
3. **Director of Operations will:**
  - Confirm that appropriate law enforcement and medical assistance notified.
  - Notify Executive Council members.
  - Notify Director of Public Affairs.
  - Notify AVP, Student Development Services (if student involved).
  - Notify Human Resources (if employee involved).
  - Act as on-scene commander unless relieved by law-enforcement.
  
4. **Director of Public Affairs will:**
  - Notify State Tech. Public Information Office.
  - Activate the news-media notification/communications plan.
  - Activate the internal notification/communications plan.
  - Advise the on-scene commander as needed.
  
5. **Assistant Vice President for SDS/Director of Counseling and Career Services will (if student involved):**
  - Obtain background information on any students involved.
  - Assess critical incident and activate Critical Incident Response Team members as appropriate.
  - Make appropriate notifications to family members of students involved.
  - Coordinate appropriate support for students/family members via Critical Incident Response Team members.
  - Advise the on-scene commander as needed.
  
6. **Director of Human Resources will (if employee involved):**
  - Obtain background information on any employees involved.
  - Assess critical incident and activate Critical Incident Response Team members as appropriate.
  - Make appropriate notifications to family members of employees involved.
  - Coordinate appropriate support for employees/family members via Critical Incident Response Team members.
  - Advise the on-scene commander as needed.

## Contingency Plan - H

## Medical Emergency

1. **Triggering event:**
  - An individual believes a medical emergency exists or is occurring on campus.
  - Individual calls 911 and contacts MTC Security (738-7199) with location and nature of emergency.
2. **MTC Security will:**
  - Assist appropriate medical officials.
  - Contact appropriate law-enforcement officials.
  - Go to the scene to gather/verify information, clear individuals from the area and establish a security perimeter.
  - Contact the Director of Operations.
3. **Director of Operations will:**
  - Notify Director of Public Affairs.
  - Notify AVP, Student Development Services (if student injured/involved).
  - Notify Vice President for Student Development Services (if student injured/involved - for insurance reasons, etc).
  - Notify Human Resources Director (if employee injured/involved).
4. **Director of Public Affairs will:**
  - Proceed to the Critical Incident Command Center.
  - Notify State Tech. Public Information Office.
  - Activate the news-media notification/communications plan.
  - Activate the internal notification/communications plan.
  - Advise the on-scene commander as needed.
5. **Assistant Vice President for SDS/Director of Counseling and Career Services will (if student involved):**
  - Obtain background information on any students involved.
  - Assess critical incident and activate Critical Incident Response Team members as appropriate.
  - Make appropriate notifications to family members of students involved.
  - Coordinate appropriate support for students/family members via Critical Incident Response Team members.
6. **Director of Human Resources will (if employee involved):**
  - Obtain background information on any employees involved.
  - Assess critical incident and activate Critical Incident Response Team members as appropriate.
  - Make appropriate notifications to family members of employees involved.
  - Coordinate appropriate support for employees/family members via Critical Incident Response Team members.

## Contingency Plan - I

## Murder/Death/Suicide on Campus

1. **Triggering event:**
  - Someone has reason to believe that a murder, death, or suicide has taken place on campus.
  - Individual informs MTC Security (**738-7199**) that a murder, death, or suicide has taken place on campus.
2. **MTC Security will:**
  - Contact appropriate medical officials.
  - Contact appropriate law-enforcement officials.
  - Go to the scene to gather/verify information, clear individuals from the area and establish a security perimeter.
  - Contact the Director of Operations.
3. **Director of Operations will:**
  - Confirm that appropriate law enforcement and medical assistance notified.
  - Notify Executive Council members.
  - Notify Director of Public Affairs.
  - **Notify AVP, Student Development Services** (if student involved).
  - Notify Human Resources Director (if employee involved).
  - If appropriate, activate Critical Incident Response Team and establish the Critical Incident Command Center (CICC).
  - Notify Procurement Manager to facilitate emergency purchases as needed.
  - Act as on-scene commander unless relieved by law-enforcement, fire department, Red Cross, or other officials. In absence of Director of Operations, MTC Chief of Security will be on-scene commander.
4. **Director of Public Affairs will:**
  - Proceed to the Critical Incident Command Center.
  - Notify State Tech. Public Information Office.
  - Activate the news-media notification/communications plan.
  - Activate the internal notification/communications plan.
  - Advise the on-scene commander as needed.
5. **Assistant Vice President for SDS/Director of Counseling and Career Services will (if student involved):**
  - Proceed to the Critical Incident Command Center.
  - Assess critical incident and activate Critical Incident Response Team members as appropriate.
  - Obtain background information on any students involved.
  - Make appropriate notifications to family members of students involved.
  - Coordinate appropriate support for students/family members via Critical Incident Response Team members.
  - Advise the on-scene commander as needed.
  - Implement discipline procedures as appropriate (AVP SDS).
6. **Director of Human Resources will (if employee involved):**
  - Proceed to the Critical Incident Command Center.
  - Assess critical incident and activate Critical Incident Response Team members as appropriate.
  - Obtain background information on any employees involved.
  - Make appropriate notifications to family members of employees involved.
  - Coordinate appropriate support for employees/family members via Critical Incident Response Team members.
  - Advise the on-scene commander as needed.
  - Implement discipline procedures as appropriate.



## Contingency Plan - J

## Natural Disaster

1. **Triggering event:**
  - A natural disaster (hurricane, tornado, earthquake) has occurred on campus.
2. **MTC Security will:**
  - Contact the Director of Operations.
  - Contact appropriate Red Cross, law-enforcement, and other disaster relief agencies.
  - Contact appropriate medical/first-aid assistance.
  - Go to the scene to gather/verify information, clear individuals from the area and establish a security perimeter.
3. **Director of Operations will:**
  - Notify Executive Council members.
  - Notify Director of Public Affairs.
  - Notify AVP, Student Development Services (if student injured/involved).
  - Notify Human Resources Director (if employee injured/involved).
  - If appropriate, establish the Critical Incident Command Center (CICC).
  - Notify Procurement Manager to facilitate emergency purchases as needed.
  - Act as on-scene commander unless relieved by disaster relief or law-enforcement officials. In absence of Director of Operations, MTC Chief of Security will be on-scene commander.
4. **Director of Public Affairs will:**
  - Proceed to the Critical Incident Command Center.
  - Notify State Tech. Public Information Office.
  - Activate the news-media notification/communications plan.
  - Activate the internal notification/communications plan.
  - Advise the on-scene commander as needed.
5. **Assistant Vice President for SDS/Director of Counseling and Career Services will (if student involved):**
  - Proceed to the Critical Incident Command Center.
  - Assess critical incident and activate Critical Incident Response Team members as appropriate.
  - Obtain background information on any students involved.
  - Make appropriate notifications to family members of students involved.
  - Advise the on-scene commander as needed.
  - Coordinate appropriate support for students/family members via Critical Incident Response Team members.
6. **Director of Human Resources will (if employee involved):**
  - Proceed to the Critical Incident Command Center.
  - Assess critical incident and activate Critical Incident Response Team members as appropriate.
  - Obtain background information on any employees involved.
  - Make appropriate notifications to family members of employees involved.
  - Coordinate appropriate support for employees/family members via Critical Incident Response Team members.
  - Advise the on-scene commander as needed.

## Contingency Plan - K

## Riot or Similar Disturbance

1. **Triggering event:**
  - A riot or similar disturbance occurs on campus.
  - Individual informs MTC Security (738-7199) that a riot or similar disturbance is occurring on campus.
2. **MTC Security will:**
  - Go to the scene to gather/verify information.
  - Contact appropriate law-enforcement officials as needed.
  - Contact appropriate medical/first-aid assistance if appropriate.
  - Work with law enforcement to calm situation.
  - Contact the Director of Operations.
3. **Director of Operations will:**
  - Notify Executive Council members.
  - Notify Director of Public Affairs.
  - Notify AVP, Student Development Services (if student injured/involved).
  - Notify Human Resources Director (if employee injured/involved).
  - If appropriate, establish the Critical Incident Command Center (CICC).
  - Notify Procurement Manager to facilitate emergency purchases as needed.
  - Act as on-scene commander unless relieved by law-enforcement. In absence of Director of Operations, MTC Chief of Security will be on-scene commander.
4. **Director of Public Affairs will:**
  - Proceed to the Critical Incident Command Center.
  - Notify State Tech. Public Information Office.
  - Activate the news-media notification/communications plan.
  - Activate the internal notification/communications plan.
  - Advise the on-scene commander as needed.
5. **Assistant Vice President for SDS/Director of Counseling and Career Services will (if student involved):**
  - Proceed to the Critical Incident Command Center.
  - Assess critical incident and activate Critical Incident Response Team members as appropriate.
  - Obtain background information on any students involved.
  - Make appropriate notifications to family members of students involved.
  - Advise the on-scene commander as needed.
  - Implement discipline procedures as appropriate (AVP SDS).
6. **Director of Human Resources will (if employee involved):**
  - Proceed to the Critical Incident Command Center if established.
  - Assess critical incident and activate Critical Incident Response Team members as appropriate.
  - Obtain background information on any employees involved.
  - Make appropriate notifications to family members of employees involved.
  - Advise the on-scene commander as needed.
  - Implement discipline procedures as appropriate.

## Contingency Plan - L

## Sexual Assault

1. **Triggering event:**
  - MTC Security receives a report that a sexual assault has occurred on campus.
  - An individual has reason to believe a sexual assault has occurred on campus. All suspicions of sexual assault must be reported to MTC Security (738-7199).
2. **Anyone aware of a possible sexual assault will:**
  - Report the incident to MTC Security.
  - Advise the victim not to take any action until Security arrives (ex: wash, change clothes).
  - Protect rights of confidentiality – identities of individuals involved and details are confidential.
3. **MTC Security will:**
  - Contact appropriate medical/first-aid assistance.
  - Notify AVP, Student Development Services (if student involved).
  - Notify Human Resources Director (if employee involved).
  - Contact appropriate law enforcement.
  - Notify Public Affairs of the incident.
  - Notify Executive Council that a sexual assault has occurred on campus and is being investigated.
  - Begin an investigation of the report.
4. **Assistant Vice President for SDS/Director of Counseling and Career Services will (if student involved):**
  - Accompany student or provide a Critical Incident Response Team member to assist student through entire process.
  - Obtain background information on any students involved.
  - Make appropriate notifications to family members of students involved.
  - Coordinate appropriate support for students/family members.
  - Implement discipline procedures as needed (AVP SDS).
5. **Director of Human Resources will (if employee involved):**
  - Accompany employee or provide EAP representative or Critical Incident Response Team member to assist employee through entire process.
  - Obtain background information on any employees involved.
  - Make appropriate notifications to family members of employees involved.
  - Coordinate appropriate support for employees/family members.
  - Implement discipline procedures as needed.
6. **Director of Public Affairs will:**
  - Activate the news-media notification/communications plan as needed.
  - Activate the internal notification/communications plan as needed.

**NOTE:** Protect rights of confidentiality – identities of individuals involved and details are confidential.

## Critical Incidents Not Addressed by Contingency Plans

Midlands Technical College recognizes that contingency plans in Section II do not cover all situations that warrant critical incident intervention. Therefore, the determination of whether or not a situation requires critical incident attention will be decided by the Critical Incident Response Team. Other situations that require intervention but not at the level of those identified in the contingency plans in Section II will be included in this section.

### Threat of Harm to Self

- An individual has reason to believe that a person plans to harm himself. The individual should call MTC Security (738-7199) and note the person's location and description.
- MTC Security will contact Counseling Services (if a student), and Human Resources Management (if an employee).
- Human Resources will coordinate appropriate support and/or referrals as needed.
- Counseling Services will coordinate appropriate support and/or referrals as needed.

### Threat of Harm to Others or Property

- An individual has reason to believe that a person plans to harm others or property. The individual should call MTC Security (738-7199) and note the person's location and description.
- MTC Security will investigate and contact AVP, Student Development Services (if a student), and/or HRM (if an employee).
- AVP, Student Development Services /HRM will implement disciplinary procedures as appropriate.

## Accommodating Students with Disabilities During Critical Incident

### Emergency Response Procedures for Students with Disabilities

- In the event that the evacuation of a building or area on campus is required, the Campus Security dispatcher will initiate the proper notification procedure for contacting appropriate personnel to advise them of the nature of the evacuation.

### Before the Emergency

- The College will advise individuals with disabilities to determine for themselves, with professional consultation, what adaptations to the college's evacuation plan will be needed for them (exit routes, communication methods and availability and location of evacuation equipment (evacuation chair, walkie-talkie). Preplan!
- The local fire department will be consulted about training employees.
- The College will make brochures, films, and other self-help awareness materials readily available to faculty, students, and staff. Provide emergency information in accessible format. Provide instructions, maps, etc. to individuals with visual impairments in accessible formats such as tactile/Braille maps, instructions in large print, on cassette tape, in Braille, or on computer disk.
- Provide orientation to buildings (fire exits, alarm boxes, phone). This is a part of orientation programming.
- The College will purchase safety equipment and the locations will be posted to facilitate assistance to individuals with disabilities.
- Areas of rescue assistance will be well marked and equipped with two-way, preferably hands free, communications by the College.
- College personnel will work with the fire and rescue service providers in the community in developing a pre-fire plan, building by building, for the campus. **NOTE: The Fire Department has police authority when they enter a building in an emergency.**
- Conduct education and training for emergencies for faculty, staff, and students.

## During the Emergency

- Individuals who have mobility impairments or are in wheelchairs may use the building elevator as a first choice, but NEVER in the case of fire, earthquake or tornado.
- If there is no immediate danger, these individuals should be directed or taken to a fire-rated stairwell or designated areas until emergency personnel (Fire and/or Public Safety) determine the nature of the situation. Individuals who cannot speak loudly should carry a whistle or have other means of attracting the attention of others. In communicating with persons with disabilities maintain eye contact to insure that all directions are heard and understood.
- If the plan calls for marshals or other emergency personnel to transport individuals with mobility impairments (using a one-person technique, a two-person technique, dragging technique, or special devices), these individuals should be well trained in executing these techniques and in determining which is most appropriate.
- Exit routes and areas of refuge will be properly marked and easily recognized as a holding space. These areas should provide access to an exit or to a fire fighter service elevator.
- If there is imminent danger and evacuation cannot be delayed, the individual with a disability should be carried or helped from the building in the best and fastest manner. The person is the best authority on how to move him or her out of the building.

## Individuals Who Are Deaf or Hard of Hearing

Alternative warning techniques should be provided.

- Write down the nature of the emergency and the nearest evacuation route.
- Switch the light on and off to gain attention; then use gestures or writing to state the emergency and directions.
- Escort the person during egress, as s/he may not be able to follow oral commands issued by authorities.
- Notify individuals with hearing losses of emergencies by visual alarms installed in campus buildings.

Observe general guidelines for oral communication.

- Get the attention of the person with a hearing loss before speaking.
- Look at the person when speaking.
- Refrain from smoking, chewing gum, or otherwise blocking the area around the mouth while speaking in order to facilitate lip reading.
- Speak naturally and clearly without shouting or exaggerating lip movement. Slow down slightly.
- Try to avoid standing in front of windows or other light sources. The glare from behind makes it difficult to read lips and other facial expressions.
- Do not hesitate to ask the person with a hearing loss to repeat what was said. If that does not work, then use a pen and paper.
- Speak directly to the person who has a hearing loss, not to the interpreter who may be present.
- Use short sentences; they are easier to understand than long sentences with several clauses.
- Repeat the message if the person does not understand; if repetition does not help, rephrase the message or use a different word order. Initial misunderstandings will clear up over time.
- Use facial expressions, gestures, and other body language to help convey the message.

### **Seriously Injured Person/Seizures**

- Do not move the person if moving the person is life threatening.
- Call the Public Safety dispatch and give as much information as possible (type of assistance needed, nature of the injury, suspected illness, whether or not the person is conscious).
- Advise the dispatcher if it appears that an ambulance is needed.
- Keep person as calm as possible and remember First Aid should only be given by a trained professional.
- Remain with the person until the ambulance or the Public Safety officer arrives.
- Document the situation.

