

BLADEN COMMUNITY COLLEGE



INSTITUTIONAL EFFECTIVENESS PLAN: BLUEPRINT FOR THE FUTURE 2009-2014

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Message from the President and Director of Institutional Effectiveness/Planning

Institutional Effectiveness/Planning has been a part of Bladen Community College (BCC) since the inception of the institution. Over the years, the planning process has evolved into a broad-based and comprehensive process that involves every department within each unit of the college. The planning process at BCC is made up of three departments: instruction/student services, fiscal resources, and continuing education. Each department is made up of various units with diverse responsibilities. Departments develop their own mission statement, outcomes, and goals/objectives that are reflections from the institutional mission statement. This method of planning enables all personnel to plan for, and evaluate their specific area, and gives students, administrators, faculty, and staff an involved role in the planning process. The departmental mission statements, outcomes, goals and objectives provide support for the units and the college mission and purpose.

BCC's planning process is ongoing and new outcomes, goals, and objectives are developed from the assessment results from prior outcomes, goals, and objectives. The assessment procedure provides continuous evaluation of college-wide institutional effectiveness. As the loop closes on one planning cycle, a new cycle begins. This process serves as a foundation within the college to monitor the college's programs and services, and make improvements based on assessment results.

William Findt
President

Harriet Hobbs
Planning Director

PLANNING DOCUMENTS

Administrative Support Outcomes & Assessments

Program Outcomes & Assessments

Diversity Plan

Fact Sheet

Facilities Master Plan

Institutional Effectiveness Newsletter

Institutional Effectiveness Plan

Institutional Goals and Objectives & Assessments

Institutional Fact Book

Long Range Plan

Surveys & Survey Results

Technology Plan

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Introduction

Introduction

Institutional Effectiveness/Planning has been a part of the decision making process at BCC since the inception of the institution. Planning has often been accomplished on a rather informal basis with input from a limited number of individuals. The first major attempt to develop a semi-formal planning document resulted in the writing of a five-year plan to coincide with the period 1974-1979. The initial plan was updated two years later to provide direction for 1979-1981. Since that time, other institutional plans have been developed that are narrow in focus.

Increased emphasis is currently being placed on the planning process in educational institutions that are student centered, comprehensive, and broad-based in terms of employee input. SACS/COC changed the Criteria for Accreditation to the Principles of Accreditation: Foundations for Quality Enhancement, and planning, and the evaluation of student learning outcomes have emerged as being central for student success.

The planning process examines the mission and goals of the institution, and evaluates the extent of which the mission and goals are being achieved through outcomes. The use of results is used to improve the effectiveness of the college. During the spring of 1989, the North Carolina State Board of Community Colleges adopted a regulation that requires each college within the system to develop a written plan to ensure institutional effectiveness. The 1989 session of the general assembly passed a bill that required community colleges to develop a plan that would assure accountability for expending state funds.

Current Planning Status

Planning continues to be of major importance at BCC and the college has firmly established a planning team, and IE committee as a component of the decision making process. The committees meets quarterly (or as often as necessary) to plan and to project the college into the twenty-first century. In January 1990, BCC employed an institutional effectiveness officer, whose responsibility was implementing, monitoring, and providing leadership and direction for the college's planning process. The IE Plan provides the guidelines and direction for measuring and assessing the effectiveness of the college. The procedures and requirements of the institutional effectiveness plan links the operation of individual departments with the mission of the college as well as overall goals and objectives of the North Carolina Community College System (NCCCS).

During 1991-1992, BCC aggressively implemented the requirements of institutional effectiveness/planning as specified by SACS/COC as well as requirements of the community college system. BCC conducted a planning and evaluation retreat in the fall of 1991 where institutional effectiveness was measured, feedback provided to department heads, and changes made in the planning process. The president and planning team evaluated each department based upon their achievements, assessment data, and critical success factors. During the planning retreat, the institutional effectiveness officer presented a *Vision of Bladen Community College in the Twenty-First Century*.

In 1982, BCC achieved full accreditation. In May of 1992, the college underwent a successful visit by SACS/COC and was re-accredited in December of 1992 with no follow up report. In 1994-1995, BCC added the diversity planning unit to the overall planning structure and college personnel fully supported the diversity initiative. In 1995-1996, BCC added the technology committee planning unit as a part of the overall planning process. All planning units are evaluated and provided feedback on an annual basis. The 1997-1999 plans represented the seventh update with revisions that are in compliance with the requirements of the NCCCS and SACS.

In 1999-2000, a five- column model developed by Jim Nichols was added to the planning process. Evaluation and the use of results have always been an important part of the planning process with major emphasis on goals and objectives, means of assessment, and the criteria for determining success for each objective. One completed cycle was done in June 2000 where units

measured their goal achievement, and determined how they would use the results to plan for 2000-2001.

BCC planning process is divided into three areas: instruction/student services, continuing education, and fiscal affairs. Each area is charged with developing a mission statement, goals, and objectives/outcomes for the coming year. In the past, smaller divisions were not given consideration even though they played critical roles in the effectiveness of the college. In the 1999-2000 planning year, changes were made in the process to recognize the importance of individual areas within each unit of the college's institutional effectiveness process. This process allowed individuals an opportunity to establish their own goals and objectives, and identify ways to measure each accomplishment. The use of results are used to set new goals for the next year that will lead to educational improvement.

The administrative and fiscal affairs unit includes the business department (the controller, senior accountant, accounts receivable, accounts payable, bookstore, information technology, and maintenance/custodial). While each area provides support services in the administrative and fiscal affairs, each area has a unique role. Previous institutional effectiveness plans only looked at the unit overall concentrating mainly on the business office. The 1999-2000 plan places responsibility for institutional effectiveness on every area of the college no matter how small.

In the fall of 1999, BCC in the first year of this new plan, and the first year of a two-year cycle. Divisions, departments, and units have just completed their goals, objectives, means of assessment, and criteria for the 1999-2000 school year. This assessment will be included in the college IE plan. In June, each department assesses their 1999-2000 plans to determine the results for the year, and then use results to plan for the 2000-2001 academic year.

By the 2002 SACS visit, BCC had completed two planning cycles. In 2001, SACS/COC adopted the Principles of Accreditation: Foundations for Quality Enhancement, effective January 1, 2004. BCC has incorporated ten institutional goals and outcomes for educational programs and services to coincide with the principles of accreditation. Annually, units measure their success in achieving their outcomes by determining how they would use the results for improvement in the next planning cycle.

In April of 2003, an IE newsletter titled, "Take It from Us" was developed. The newsletter was distributed every three months, or as needed to faculty and staff concerning information about the quality enhancement plan (QEP), principles of accreditation, and

institutional effectiveness. In November of 2004, BCC planning department held a planning retreat at Bay Tree Lakes to adopt the new 2004-2006 (two-year) planning goals. The director of planning, planning team members, and external stakeholders took part in the planning process by developing ten institutional goals. Each goal lists a projected completion date, and the person, or department responsible for assessing the goals. The 2004-2006 goals and objectives assessment is filed in the Planning document notebook.

The planning committee developed the 2007-2009 goals and objectives in March 2007. The committee was asked to incorporate the following items into their objectives: biotechnology, quality enhancement plan, expanding new programs, diversity, student resource center, and areas of concern from the 2006-2007 internal/external factors. In June 2009, a planning retreat was held at the Powell-Melvin Building in Elizabethtown where the planning team developed the 2010-2012 institutional goals and objectives. The development of goals and objectives, and assessments has received a favorable response throughout the college. People feel they are a part of the process, and they have several goals they can work towards to make themselves and their area more effective.

The use of results not only make the college, and each department more effective it makes BCC a college of which employees feel that they are a part and feel they truly can make a difference. With future challenges and opportunities facing BCC, the Institutional Effectiveness Plan will continue to serve as a foundation for monitoring and evaluating the college's mission, accomplishments, and overall institutional effectiveness. In 2008, an IE committee was formed with the responsibility of reviewing, and revising the college's mission statement, program reviews, and survey results. After the mission statement is distributed college-wide for faculty and staff to review, the IE committee approves the necessary changes, and submits the mission statement to the board of trustees for approval.

History of Bladen Community College

History of Bladen Community College

Bladen Community College (BCC) was established as Bladen Technical Institute in 1967 under the authority of General Statute 115A enacted by the 1963 General Assembly and subsequently amended by the 1965 and 1967 General Assembly. BCC formally opened on December 16, 1967, as Bladen Technical Institute. BCC was initially located in a complex of rented buildings in Elizabethtown. The old Johnson Cotton Company property on Highway 701 was secured and became the location for administrative offices and educational course offerings. Space for a welding shop, and student services area was provided by leasing the Marks Tractor building, next to the Johnson Cotton Company building. Business, secretarial, and nursing programs were housed in the Elizabethtown Baptist Church.

The college began full operation in September of 1968 offering the following curriculum programs: cosmetology, executive secretarial science, business administration, industrial engineering, agricultural engineering technologies, industrial maintenance, automotive mechanics, and nursing assistant. Part-time educational programs were developed during the evenings to complement day programs. Plans were formulated to attain accreditation by the Southern Association of Colleges and Schools/Commission on College (SACS/COC) soon after BCC was established. The college was initially granted “correspondent” status, which was later changed to “candidate for accreditation” by 1973. Full accreditation was attained in 1976 and the college was reaffirmed in 1982, 1992, and 2002.

In spring of 1970 a site for the permanent campus near Dublin was secured, and phase one of construction for college facilities began. The college moved to its permanent 25-acre campus in July of 1971. Two buildings totaling 27,000 square feet were included in the initial building phase, which included administrative offices, classrooms, laboratories, shops, a student lounge, and library. A small shop was built as a welding class project in 1972. Nine acres of land was added to the campus in 1973 and 11 additional acres in 1974. The combination of a shop/classroom building containing 10,500 square feet was completed in the summer of 1973. A 3,600 square foot storage shed was built as a class project and completed in 1974.

Construction of the multi-purpose building, administrative building, and learning resources center began the summer of 1975. The learning resources center and the administrative building was completed in April 1976, multi-purpose building completed in July 1976, and the carpentry laboratory was completed in 1978. The name of the institution was

changed from Bladen Technical College name was changed to Bladen Community College in October of 1987. Two additional shop buildings were completed in 1980, and the high technology building was completed in 1988. In 1975, the Bladen County Board of Education deed the Natmore School property to the college to start a learning center in the Kelly community. The 5.25-acre site included two buildings with a combined square footage of 7,170. In 1985, a 4,000 square foot building was completed at the Kelly center.

In February of 1995, BCC met with the residents of the East Arcadia community who expressed a sincere interest for more courses and services in their remote area. Even though courses and programs had been offered at the location for many years, BCC began offering increased educational services and programs, which enrolled over 120 students during the spring semester of 1999. The East Arcadia Center continues to offer a variety of courses to meet the needs of the students in that community.

In September of 1995, a small business center was established on the main campus to assist new and existing small businesses. In 1997, a health education building was built that included practical nursing, nursing assistant, biological sciences, and other health/medical related programs offered through curriculum and continuing education. Renovations to buildings one and two were completed in 1997 providing BCC with additional classroom and office space. In 1997, the JobLink Center was established on BCC's main campus connecting the college with various community agencies: employment security commission, department of social services, vocational rehabilitation, and telamon corporation. The JobLink Center allowed citizens a "one stop" approach to meeting a variety of career and academic needs.

In the fall of 1997, BCC converted from the quarter to the semester system allowing better articulation of transferring courses within the university system. In 2004, a new facility for the East Arcadia center was completed providing modern classrooms, lab facilities, and office space. A new paved parking lot was added in 2005. In December of 2005, an industrial training center was completed on the main campus of BCC. The facility provides classrooms and office space for the industrial training program, small businesses workshops, and curriculum and continuing education courses. The center was constructed with bond funding for higher education. A large parking lot was constructed adjacent to the new industrial training center in early 2006.

In addition, other campus improvements such as repaving of sidewalks, parking lots, repainting of existing buildings, and renovation of the teaching auditorium were accomplished in 2006. Initial plans are underway to construct a new student resource center. Plans call for the new 15,690-square-foot facility to house among other things a new library. Plans call for groundbreaking on the new facility to take place around spring 2010. BCC offers post-secondary certificates, diplomas, and associate degrees. Occupational and vocational courses and programs are offered through the continuing education department. The industrial training program works hand-in-hand with local economic development efforts to provide training for new and existing industries in the county. BCC is dedicated to an open-door policy that meets the educational workforce, and training needs of the people of Bladen County.

Revised September 2009

Institutional Effectiveness Guidelines

Guidelines for Institutional Effectiveness Plans

In its 1989 session, the North Carolina General Assembly adopted a provision (S.L.1989; C.752; S.80) which mandated that:

"Each college shall develop an institutional effectiveness plan, tailored to the specific mission of the college. This plan shall be consistent with the Southern Association of Colleges and Schools criteria and provide for collection of data as required by the "Critical Success Factors' list."

In order to allow community colleges the flexibility they need to develop an effective plan while meeting the mandates of the General Assembly and the State Board of Community Colleges, the following guidelines should be followed:

- All colleges must develop and implement an annual planning process that results in an institutional effectiveness plan. Colleges have the flexibility to develop biennial plans as long as a process of annual review and revision is in place. It is expected that each college will follow the principles of good planning.
- College plans should address, where appropriate, System identified goals and objectives.
- Colleges must address any special planning mandates of the General Assembly or the State Board of Community Colleges in their plan unless other processes are developed by the System Office to meet those mandates.
- Compliance with the institutional effectiveness plan mandate will be determined by the Education Program Audit staff as part of the annual audit process. The audit staff will be trained to determine the currency of the college's plan and that colleges are responding to any special planning mandates of the General Assembly and the State Board of Community Colleges. The role of the audit staff will be to determine if the college has an ongoing planning process in place and has addressed state mandates where required. The audit staff will not analyze the plans for content or principles of good planning. This responsibility lies with the college and with the Southern Association of Colleges and Schools. Colleges will no longer be required to submit an institutional effectiveness plan to the System Office.
- The Planning and Research Section of the North Carolina Community College System Office will continue to provide technical assistance to the colleges in the area of planning when requested.
- These guidelines will be implemented in the 1999-2000 academic year.

Retrieved from: http://www.ncccs.cc.nc.us/Planning/old_planning/plangud.htm

Purpose/Mission/Statement/Expected Educational Results

Bladen Community College Institutional Mission Statement

Bladen Community College is dedicated to the educational and cultural enrichment of the people of Bladen County. The college operates as a constituent institution to the North Carolina Community College System and is committed to opening the door to opportunity for citizens seeking to improve their lives and well being by providing:

- **education, training, and retraining for the workplace, including basic skills, literacy, occupational and curriculum programs;**
- **support for economic development through services to business, and industry; and**
- **services, which improve the quality of life for individuals and for our community.**

The institution seeks to fulfill its mission by the following goals and objectives:

1. To provide effective instruction to all who enroll through curricula programs that reflect existing and future needs within the assigned area of instruction while attaining a level of excellence with performance standards set by the NCCCS.
2. To provide associate in applied science degree, associate degree in arts, and certificate curriculum programs, to prepare individuals for employment or to provide skills upgrading or retraining for individuals already in the workforce.
3. To provide adults the opportunity to complete the requirements for the GED (General Education Development)/equivalency and the adult high school diploma and to give educational opportunities for adults to continue to master the basic skills of reading, writing, and arithmetic.
4. To provide general, specific interest, and occupational courses that meet adult educational and community service needs.
5. To provide opportunities for students with special needs to engage in educational activities appropriate to their needs and desires.
6. To provide educational opportunities in collaborative relationships with other institutions and agencies with respect to educational services to the community at large by providing assistance in job placement into business and industry.
7. To provide counseling and guidance services designed to help all students make appropriate educational, vocational, and avocational choices.
8. To provide an educational environment that embraces and supports the use of technology of all types.
9. To provide an institutional climate that promotes openness, enrichment, and student activities in a broadband of diverse student population, to recognize diversity as strength and serves as a bridge between diverse populations.

10. To secure sufficient local government funding to provide the best environment and facilities to enhance student learning.

EXPECTED EDUCATIONAL RESULTS

Based upon the mission and stated goals and objectives of Bladen Community College, the following is a list of expected educational results:

1. Identifying students' weaknesses and assisting them in strengthening of basic skills.
2. Providing job skills and competencies needed in the market place.
3. Offering degree, diploma, certificate, and college transfer programs, as well as literacy, high school completion, and community service programs to meet the educational needs of the citizens of Bladen County.
4. Providing job placement assistance.
5. Meeting the needs of industry.
6. Providing quality enhancement of programs, services, and instruction through continuous planning and evaluation.
7. Achieving high student satisfaction resulting in improved retention and completion rates.
8. Providing cultural and personal enrichment opportunities that meet the needs of students and citizens within our service area.

Revised: August 6, 2008
Approved: August 19, 2008

Planning Process

Bladen Community College Strategic Planning Process

BCC adheres to an ongoing, systematic planning process that serves as the primary institutional tool for dealing with change, and evaluation of institutional effectiveness within the college, and its various functions. The planning team set institutional goals and objectives that have stated means and criteria for measuring the outcomes and achievement of those goals. BCC's planning department is made up of an institutional effectiveness/planning director, and a planning team that includes a broad based selection of employees from each unit of the college. The director meets with the planning team quarterly to discuss new information pertaining to SACS/COC, and institutional effectiveness. The planning team drives the evaluation process, and carries out strategic planning for the college.

The planning office conducts, through the coordination and compilation of data, a review, and evaluation of programs and services of the college. The planning department conducts an internal/external SWOT analysis every five years to determine factors impacting the college. A detailed report of these findings are documented and distributed to appropriate individuals, and stakeholders of the college.

The strategic planning process at BCC is designed to accomplish the following goals:

1. Establish a system through which institutional self-examination is a continuous process rather than a periodic event.
2. Provide a clearly developed college mission statement, goals and objectives/outcomes that reflect the involvement, and input of the entire college community. BCC's mission statement, Quality Enhancement Plan (QEP), goals and objectives, and outcomes will reflect the involvement and input from students and departments within the college. The mission statement is reviewed, and revised at appropriate intervals to stay abreast of advancements in technology, changes in the workforce, and changes and advancement in education.
3. Fulfill the mission/purpose of the college through effective use of facilities; through quality instruction; through quality programs and services; through output of skilled and trained graduates; and through accountability to the legislature, the workforce, and our students.
4. Provide an ongoing evaluation of the college programs, services, mission, goals and

objectives, and outcomes as a measure of institutional effectiveness and accountability.

5. Ensure that all goals relate back to the mission of the college.
6. Ensure that the formulation of institutional priorities reflect the college mission statement, and are developed through broad-based involvement of the college community. Formulation of institutional priorities will reflect the purpose of the college to include the needs of students, faculty, and staff. Priorities will include quality education for students, adequate faculty and support staff; adequate equipment, facilities, supplies, and up-to-date technology. These priorities will be formulated through broad-based involvement of the college community.
7. Implement a planning process that directs the allocation of funds in accordance with established outcomes, goals, and objectives. Planning and budgeting will be closely linked.
8. Ensure that the results of planning and evaluation are used to improve overall institutional operations, instruction, budgeting, and the enhancement of teaching and student learning at BCC.

Areas of Emphasis

1. The college should provide programs and services to meet the needs of a larger student body. As social and economic trends continue to occur in the service area there will be a greater influx of diverse students with many diverse needs. Many of these students will come to BCC with little or no computer skills, and little or no formal education beyond high school. Therefore, a concentrated developmental study program must be developed.
2. The college should ensure that appropriate testing; effective counseling and advising for students are provided. This is important for student career planning, course of study, suitable choice of programs, financial assistance, etc. Most of the time, effective advising can make the difference between graduates/completers, and non-completers.
3. Technological advancements must be a priority since we are a technology and data driven society.
4. Distance education must be a top priority.
5. With change, the college must maintain an atmosphere of quality education, quality instruction, professionalism, and integrity. If BCC employees do not exhibit these qualities, they cannot be instilled into students.
6. Adequate personnel (faculty and staff), availability of facilities, space, and equipment for classes. Equipment availability for instructors and students is vital to institutional effectiveness and student learning. Strategic planning must incorporate all of these areas in the planning process.
7. Linking planning to the budget becomes very important in achieving the desired outcome for the overall operation of the college. Priorities must be set through planning, and spending must be directed at filling the highest needs of the college to ensure a quality educational facility.

Evaluation Policy

Evaluation Process

Programs, departments, services, functions, institutional goals are evaluated annually to determine overall institutional effectiveness of BCC. Departments within the college incorporate an assessment process where the achievement of outcomes, goals and objectives are measured. Assessment results and use of results are developed for each goal and objective, and outcome. Use of assessment results are measured by the results found in the performance measures and various surveys that are conducted throughout the college (student college climate survey, full-time faculty survey, staff survey, graduate survey, non-completer survey, institutional effectiveness evaluation, employer survey, and the annual services review evaluation).

The quality of instruction is evaluated annually through faculty evaluations, program reviews, and student surveys. The results from faculty evaluations and student surveys are presented to the instructor, and each instructor is encouraged to make efforts to improve their programs, courses, and instructional methods through this evaluation process. Plans are developed to address weaknesses, and areas of concern found through the evaluation and assessment of goals and objectives, and outcomes to ensure accountability of the college and accomplishments of its mission and purpose. These activities are brought together to accomplish the mission and purpose of the college.

Planning at BCC is an on-going process that is closely linked to accountability, student learning, performance measures and standards, and the budgeting process. The guidelines for institutional planning are reviewed annually and modifications are made as needed. A planning calendar explains the yearly planning cycle, and the strategic five-year plan is developed to include two completed cycles, and the beginning of the third cycle within the five-year plan. Performance measures and standards mandated by the NCCCS are reviewed and feedback is provided to the administration, chairpersons, and appropriate personnel responsible for and involved in meeting those measures and standards. Plans are developed to ensure that the college meets all measures and standards. The planning team has overall responsibility for effective planning. The planning director is responsible for monitoring institutional effectiveness activities, serving as chairperson of the planning team, coordinating, and assisting departments in their departmental planning, and serving as a college representative in the college's reaccreditation process.

Two-Year Planning Cycle

The full planning cycle at BCC is divided into five phases: (1) strategic planning, (2) implementation-developing new and/or revised goals, (3) assessment, (4) feedback, (5) closing the loop with assessment results, and developing a follow-up plan for unreached goals.

In phase one of the strategic planning, the planning department sets a timeline with a calendar of planning requirements regarding planning activities and reporting. Strategic planning is defined as detailed specifications for action, processes, and procedures for accomplishing expected outcomes with desired results.

In phase two, plans are implemented to carry out the day-to-day activities through the development of departmental goals and objectives, and outcomes.

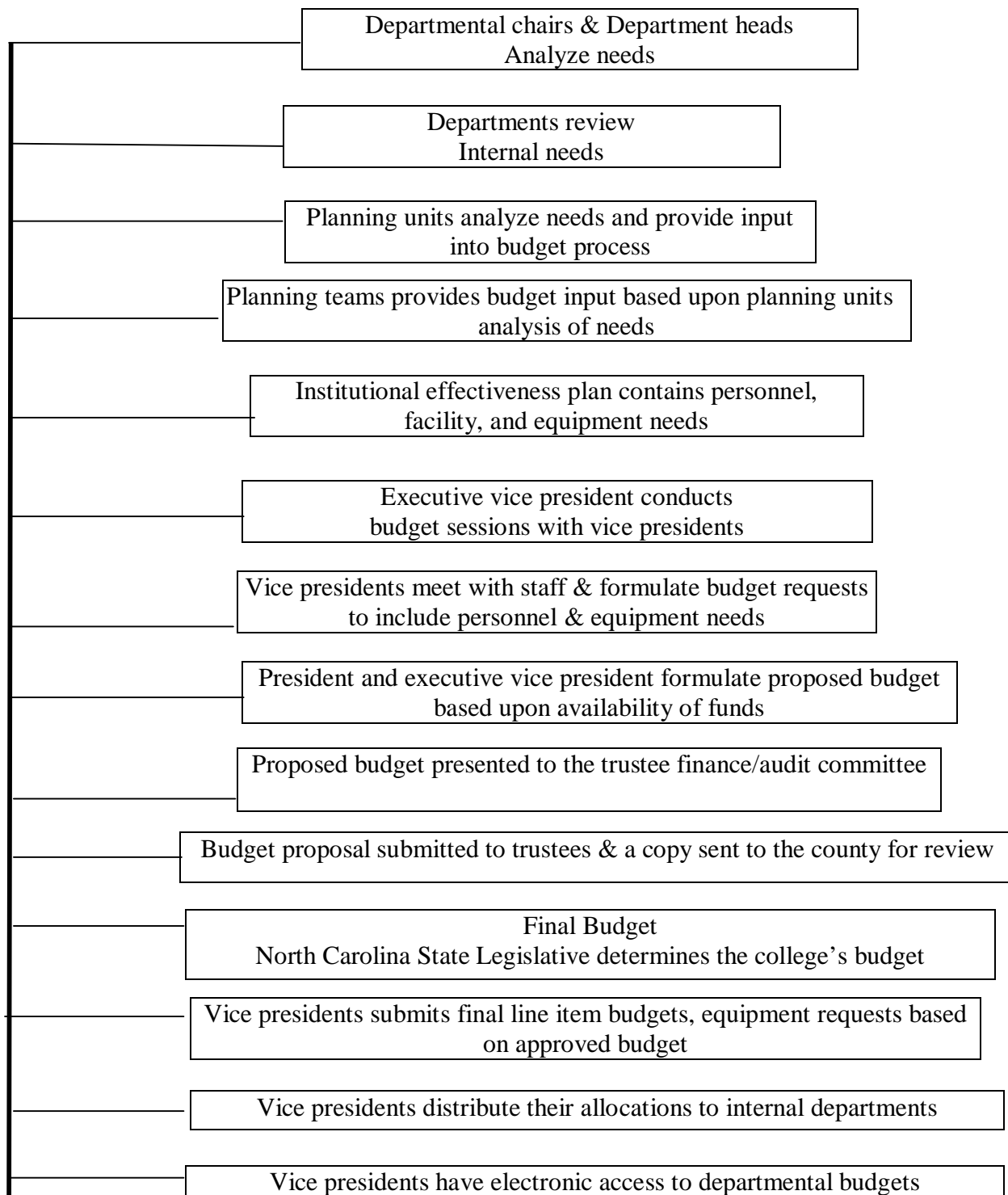
In phase three, assessment results are compared to the criteria set for the outcomes, and goals and objectives and achievement is determined. Feedback on identified strengths, weaknesses, and areas of concern are shared with the vice presidents and personnel in each respective division. This closes the loop on the two-year cycle and the results are used to review, revise, and develop new outcomes, goals and objectives, and means of assessment for the next year, which begins a new planning cycle.

Data is also collected from various sources of the college. The fact sheet and fact book is developed and available on the college's web site under the planning link. The fact sheet is distributed to administration, faculty, staff, and the board of trustees.

Strategic planning at BCC is an ongoing process of setting outcomes, goals and objectives, and assessments to determine accomplishments, identifying unreached goals, identifying needs that drive the budget, developing reports for feedback, disseminating information, and developing follow-up plans for continuous improvement to determine the overall effectiveness of the college.

Budget Process/Planning Calendar

Budget Planning Process



Planning Calendar

Planning Units	January	<ul style="list-style-type: none"> • Develop outcomes for next year (linked to BCC's mission statement goals, to NCCCS goals, and to the previous determined planning assumptions)
Planning Units	February	<ul style="list-style-type: none"> • Compile a prioritize list for equipment, personnel and facilities needs • Five-year needs projections including equipment, personnel, facilities • Distribute the mission statement campus-wide for review every two years
Planning Units IE Committee	March	<ul style="list-style-type: none"> • Budget request turned into the business office • Review the mission statement and submit to the board of trustees for their approval
IE Committee Planning Office	April	<ul style="list-style-type: none"> • Prepare survey results and feedback for president and vice presidents • Conduct departmental meetings to discuss survey results and feedback
Planning Units/Divisions	May	<ul style="list-style-type: none"> • Assessment of outcomes, institutional goals and objectives • Mid-year departmental meetings to evaluate progress towards goals accomplished • Listing of all accomplishments for past year submitted to the president and IE office's
Planning Office	June	<ul style="list-style-type: none"> • Conduct a planning treat • Develop institutional goals (two-year plan)
Planning Office	September	<ul style="list-style-type: none"> • Administer an environmental scan (internal/external factors) (every 5 years) • Begin collecting and compiling data for the IE plan, fact book and fact sheet
Planning Team Planning Units	October	<ul style="list-style-type: none"> • Discuss internal/external factors from the environmental scan • Develop planning assumptions based on external/internal factors
Planning Office	November	<ul style="list-style-type: none"> • Review and evaluate follow-up plans for previous unmet goals • Complete and distribute IE plan, fact book and fact sheet to appropriate personnel.

Revised September 25, 2008

Survey Calendar

Month	Administered to:	Survey Type
February	Students only	Exit survey to students who attended BCC in the previous spring and did not return this spring.
March	Full-time faculty only	Full-time Faculty Survey
	Faculty & Staff	Evaluation of IE Dept.
	Staff only	Non-Instructional Survey
	All Faculty and Staff	Annual Services Review
April	Students only	College Climate Survey
	All Faculty & Staff	President & Vice President's Evaluation
May	Students only	Graduate Survey
October	Students only	Exit Survey to students who attended BCC in the previous fall and did not return this fall.

Revised: 09/25/08

Planning Committee and Planning Units

**Planning Committee
Bladen Community College**

Jeff Kornegay, Chairperson

William Findt, President

Harriet Hobbs, Recorder

Marva Dinkins

Kelly Smith

David Gooden

Dan McLaurin, Trustee

Lynn King, Jr.

Naomi Miller

Cynthia McKoy

Barry Priest

Sherwin Rice

Ann Russell

Renee Steele

Carolyn Walston

SGA President

David Humphrey, Faculty Senate President

The Institutional Planning Team is the structure by which BCC establishes a system where institutional self-examination is a continuous process rather than a periodic event.

Through broad-based involvement of four planning units, the Institutional Planning Team establishes outcomes, goals and objectives, and institutes measures of effectiveness and accountability. The Institutional Planning Team provides for ongoing evaluation, assessment, and feedback in determining overall institutional effectiveness.

Planning Units/Divisions & Departments

CURRICULUM/ STUDENT SERVICES

Mr. Jeffrey Kornegay- Vice President
Associate to the Vice President for Instructional Programs- Lynn King, Jr.
Dean of Enrollment Management/Registrar - Barry Priest
Dean of Students-Marva Dinkins
Dean of Nursing- Erin Hinson
Assistant Registrar - Faye Turner
Human Resources Officer- Tiina Mundy
Admissions/Student Records - Yvonne Willoughby
Financial Aid - Samantha Benson, Lenora Lacy
Counseling and Testing – Tommy Rains
Transfer Counselor/Recruitment – Vacant
Counselor/Recruiter- Anthony Thomas
Student Government – Crystal Dowd
Switchboard/College Receptionist – Fordie McNeil
Business Technologies – Cynthia McKoy, Dept. Chair
College Transfer – Edward Dent, Dept. Chair
Early Childhood- Thelma Cain, Dept. Chair
Library – Sherwin Rice, Dept. Chair
Developmental Studies- Felisa Williams, Dept. Chair
Institutional Effectiveness/Planning- Harriet Hobbs, Director
East Arcadia Campus- Naomi Miller, Director

DISTANCE/EVENING PROGRAMS

Dean of Distance and Evening Programs- Ms. Ann Russell,
Distance Learning Support Specialist- Dr. Maurice Mitchell
Distance Learning & Evening Program Facilitator- Kathy McGurgan

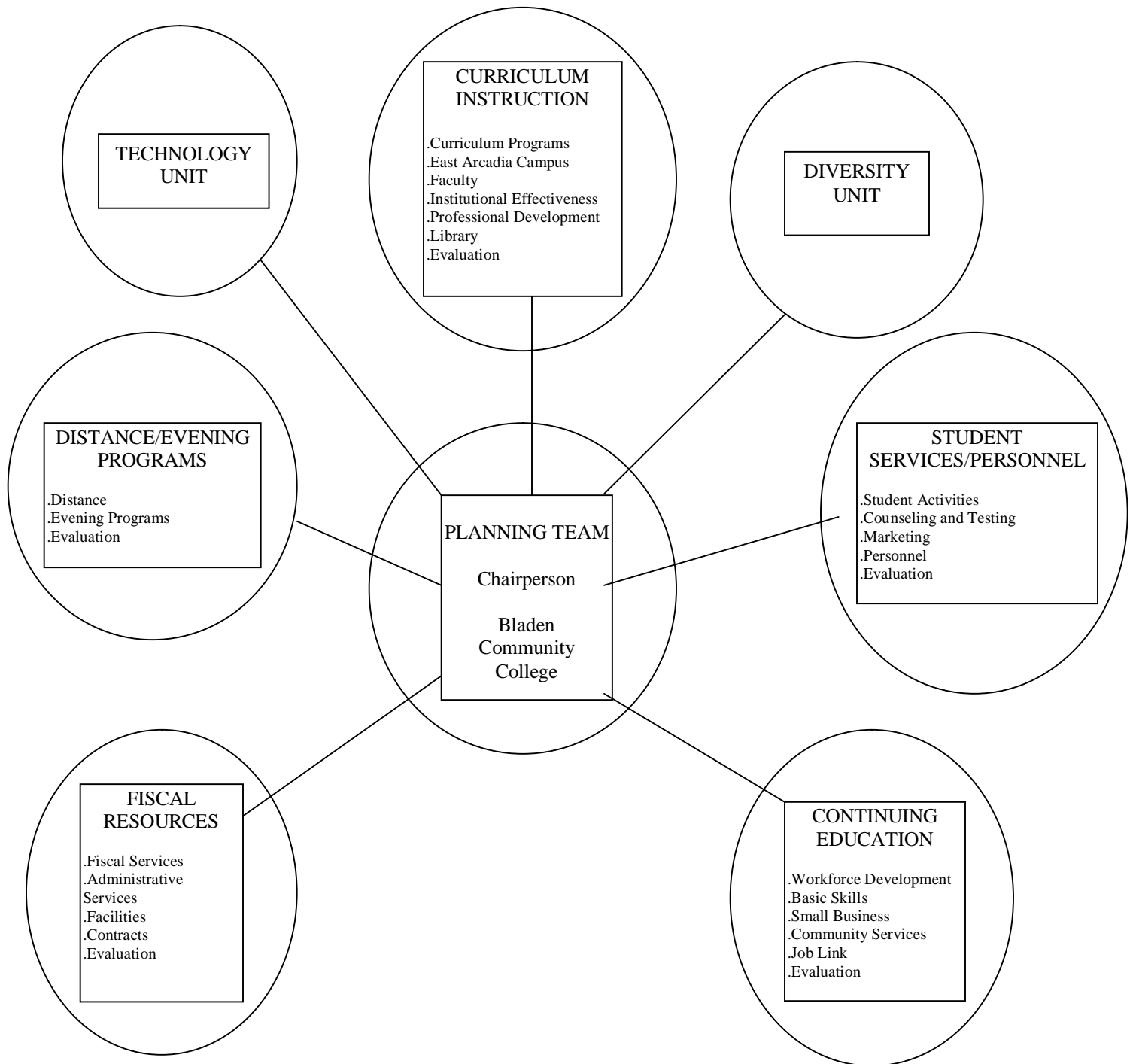
FISCAL AFFAIRS

Ms. Kelly Smith- Vice President
Controller - Sharon Coe
Senior Accountant - Sandra Robbins
Accounts Payable – Diane Vitale
Accounts Receivable - Lucinda McKoy
Cashier – Teresa Hester
Special Funds Accountant –Lisa Neal
Maintenance- Terry Nance
Technology - David Gooden
Auxiliary Services – Linda Dowless

CONTINUING EDUCATION

Ms. Carolyn Walston- Vice President
Occupational Extension – Sondra Guyton, Assistant Vice President
Basic Skills – Renee Steele
Bladen JobLink Center – Katrina Harbison
Small Business Center Network – Lynn Welborn
Business and Industry – Tim Tatum

Bladen Community College Planning Organization Committee Structure



November 2009

History of Planning

History of Planning Bladen Community College 1967 – 2009

Someone had a vision for an educational facility in Bladen County where students who could not attend a four-year college would attend a technical school for skills and training for the workforce. In 1967, BCC became a reality through the dedication of educators, and community leaders who envision Bladen Technical Institute as an institution of higher learning. In 1974, the first planning document was written as a five-year plan and two years later, the plan was updated to provide direction through 1981. Since that time, planning documents have been updated annually. In the spring of 1989, the North Carolina State Board of Community Colleges (NCCCS) mandated a provision that required community colleges in the system to develop a written plan to ensure institutional effectiveness. During that year, the general assembly passed an appropriation bill that required community colleges to develop a plan that would assure accountability for expending state funds.

On January 13, 1989, Ms. Pam Whitley of the Department of Community Colleges conducted a planning workshop for BCC's Executive Committee. The college president met with full-time employees on January 24, 1989, and endorsed the college's commitment to planning and appointed a thirteen-member planning committee. The committee met on a weekly basis, and developed survey instruments to determine the strengths and weaknesses of the college. Planning became an integral part of BCC through the review of the college mission statement, and development of goals, objectives, and outcomes.

In January 1990, BCC employed a full-time institutional effectiveness officer who was responsible for implementing, monitoring, providing leadership, and direction for the college's strategic planning process. The Institutional Effectiveness Plan: Blueprint for the Future was developed to provide guidelines and directions for measuring and assessing the effectiveness of the college. This document is a five-year plan that is updated every year to ensure appropriate outcomes, goals and objectives are developed, revised, and measured to stay abreast of changes in education and technology. In 1990, an institutional fact book and a planning unit evaluation was developed and updated annually. The evaluation of units is currently derived from the assessment found in the new planning process.

In 1994, a diversity planning unit was added to the planning structure, and in 1995, a technology planning unit was added. This made six active planning units in the process:

curriculum instruction, continuing education, student services, administrative/fiscal affairs, diversity, and technology. In the beginning, each unit was charged with developing a mission statement, goals and objectives for the coming year. However, this structure did not consider the smaller divisions within the departments even though they played a critical role in the effectiveness of the college and were a part of the unit.

In 1999, under the leadership of a new planner, the planning process added a new dimension. The planning department adopted the five-column model planning process advocated by Jim Nichols. In adopting the Nichols model, BCC planning process is broad based which involves all employees of the college. Every division in each department develops their own specific mission statement, outcomes, goals and objectives, and means for assessment for achieving those goals. It is no longer just departmental goals to be achieved, individuals and divisions are taking part in making their department an effective unit within the college. If each division is effective in fulfilling their mission, and in achieving their goals, then the department is effective. If all departments are effective, then the college is effective in accomplishing its stated mission. The first cycle (or loop) of the Jim Nichols model has been completed and documented for the 2001-2002 goals and means of assessment, and the 2000-2001 assessment results and use of results for improvement. The second cycle has begun with goals and means of assessment established for 2001-2002.

BCC has celebrated 41 years as an educational facility because someone had a vision and developed a plan. In 2008, BCC's planning department is very active in the operation of the college. The purpose of planning is "To know where you are going, how you are going to get there, and what you are going to do when you get there, in order to reach your final destination." Fulfilling this purpose is an on-going goal of BCC's planning department by researching our past, evaluating our present, and planning for our future.

Bladen Community College Fact Sheet

Bladen Community College Fact Sheet

- Chartered 1967; formally opened December 16, 1967.
- Began operations in Elizabethtown in the Old Johnson Cotton Company Building. Classes were also held in the Elizabethtown Baptist Church.
- Moved to Dublin Campus in 1971. Currently, BCC owns 50.63 acres to include 18 buildings, 4 mobile units, and facilities at East Arcadia with 131,725 square feet of gross space. (These figures refer to the Dublin Campus and the East Arcadia off-campus center).
- One off-campus center: East Arcadia.
- Education services are offered at White Lake Bladen Correction Center.
- Average fall, spring, and summer unduplicated headcount is over 4,500 students.
- Annual average FTE of 1,399 (Curriculum and Continuing Education combined).
- Service Population of 24,561 (18 years and older enrolled); annually serves approximately 18.50% of the service population.
- A diverse student body composition of White, Black, Native American, and Hispanic students and a 3.08 to 1 female to male ratio.
- An annual budget that exceeds 19 million dollars.
- Currently offering 58 curriculum programs, which include Associate degree, certificate, and diploma.
- Over 5,000 adults are served annually by continuing education through occupational extension, basic skills, community service, new and expanding industry services, and small business. Registration fees range from no cost to \$65 per course.
- A library with approximately 19,820 volumes and electronic “links to the world” for information retrieval.
- *Cost to the Students:*

Curriculum:

In –State (per credit hour).....	42.00
Full-time (16 hrs.).....	\$672.00
Activity Fee (Full Time)	25.00
Technology Fee.....	10.00
Parking Fee.....	5.00
Student Accident Insurance.....	1.25
Out-of-State.....	233.30 per credit hour
Full-time (16 hrs.).....	3,732.80

Other fees apply to nursing students

Continuing Education: fees range from no cost to \$65 per course

- For 2007-2008, a total of 317 graduates including curriculum, GED, and AHS.
- A well qualified staff: Over 110 employees during an academic year including full and part-time.
- Assets: Property currently owned by BCC including land, buildings, and improvements is valued at \$16.04 million.
- Approximately 1083 curricula students receive financial aid (Pell/Work Study) totaling \$2,957,807 for the 2007-2008 academic year.

- **Bladen County JobLink Career Center is a *Level II Chartering Center* providing job placement and counseling through interagency cooperation between BCC, Bladen County Schools, Employment Security Commission, WIA (Workforce Investment Act), Bladen Family Support, Bladen Housing Authority, North Carolina Commission of Indian Affairs, Step Forward Program (Kelly), Lower Bladen Community Services, Faith Based & Community Services Organizations, Department of Social Services, Vocational Rehabilitation, and Telamon.**
- **BCC has a 501(c) (3) Foundation to promote mission accomplishments, educational excellence, and student success.**
- **Accreditation Status: Accredited by the Southern Association of Colleges and Schools (SACS) in 1976; Reaccredited 1982; Reaccredited 1992; Reaccredited 2002.**

Core Values

Core Values Identified By BCC Personnel

COOPERATION- building teamwork; working and collaborating with each other.

STUDENT-CENTERED- directing all activities of the college to the advancement and nurturing of the students.

PROFESSIONALISM- conducting ourselves to be role models for the students and positive ambassadors for the college and those we come in contact with.

EXCELLENCE- in everything we do.

RESPECT- for individual's beliefs and values.

INTEGRITY- exemplifying trust in the words and actions of each other.

HONESTY- communicating openly with each other at all levels.

Internal/External Factors

**External Factors
Impacting Bladen Community College
September 2006**

SOCIAL/ECONOMIC:

- Fuel prices
- Poverty Level
- Public Transportation
- Uninsured Healthcare
- Substance Abuse
- Crime (Gangs)
- Growing Hispanic population
- WIA/NAFTA Funds
- Diversified Industry
- Infant Mortality
- Moral Decay (Spiritual well-being)
- Unemployment
- Medicaid spending
- Lack of High school diplomas
- Youth leaving the county

POLITICAL/ORGANIZATIONAL:

- Federal/State/Local Budgets and other mandated expenses
- Political Leaders
- Understaffed/Under qualified
- Contacting new businesses
- War, Peace, and Apathy
- Shifting of power (Passing down of the Medicaid cost)
- A lack of understanding the political process
- Low wealth counties getting the short end of the stick

TECHNOLOGY:

- Staying abreast of changes in technology
- Distance Education (On-line classes, on-line shopping, on-line banking, etc...)
- Lack of Infrastructure and resources
- A Collaborative effort with the community colleges and the healthcare system

- Industry needs (training)
- Older students having a lack of computer skills

EDUCATION/TRAINING:

- Radiologist Technology programs, dietary training (Nutritionist programs)
- Lack of space and equipment
- Shortage of qualified teachers
- Associate Degree Nursing students not utilizing the local hospital
- Cost of Instructors and competition of programs within the community college system
- Literacy (Lack of High School Diplomas)
- Cost of college education
- More communication with the businesses and industries and other organizations to see what they need (other courses) that could be offered to high school students to prepare them for a job within that organization after graduation.

DEMOGRAPHIC:

- Growing Hispanic and aging population
- The number of people below the poverty level
- Health profile of the county (High Blood Pressure, Diabetes, etc.)
- Literacy rate
- Preventive HealthCare (Fitness Center, free screenings, etc...)
- Poor housing
- Single parents
- Female to male ratio (African-American males dropping out of high school)
- Size
- Community base services
- No attraction to the county (no malls, etc...)
- An increase in out of county enrollment at the local community college

**Internal Factors
Impacting
Bladen Community College
September 2006**

Strengths:

1. Customer Service (friendliness of faculty and staff, working with students toward success)
2. Highly qualified Instructors
3. Offering an array of Distance Education Courses
4. Growing new programs (ROTC)
5. Strong Leadership (likes the President's open door policy, Continuing Education working together as a team, Student Services is focused on helping and recruiting students)
6. Small Size (able to offer personal attention to the students)
7. Security (hired new security officers during operating hours, have better lighting)
8. New buildings (Industrial Training Center to address the industry training needs)
9. Improved Bookstore (extended hours, new scanning system)
10. Updated Technology (have better computers, and wireless internet on campus)

Areas that need improving/areas of concern:

1. Better communication between all departments

2. Renovation/repairs of buildings (roofs, floors, and identification of buildings)
3. Provide modern technology and updated equipment
4. Food Services needed on campus
5. Need an Alumni Organization
6. Need more classroom space
7. Increase marketing/advertising for BCC (upcoming events, marketing items, billboards, etc.)
8. Budget (lack of local funding)
9. A more centralized process for registration (one stop system, on-line and phone registration)
10. The numbers of students attending BCC (including high school graduates) are spending too much time in developmental courses

Areas that we can capitalize on:

1. Having a clearly defined vision with the high schools and the students of where we want to go with Dual Enrollment, Huskins, Early College, and Tech Prep
2. Distance Education and Continuing Education (ED TO GO) has an opportunity to reach more students
3. The county literacy rate (a continuous need to offer basic skills of reading, writing, and math). Target the Hispanic population to teach English as a second language
4. Continue to work with new and existing businesses/industries and the community to meet their needs
5. Increase in-service capability of fire and rescue

6. Provide a model daycare on campus for faculty, staff, and students
7. Continue to pursue new programs and more collaboration with local community colleges
8. Target the service workers in the school system and offer training
9. Target the underserved population to pursue additional education and training
10. Tutoring programs/Tutorial lab

Planning Assumptions

Planning Assumptions- Curriculum 2007-2008

1. Bladen Community College will continue to be an open door two year college committed to serving the varied educational needs of those in our service area.
2. Programs will need to change in both scope and offerings as the community needs change or as resource constraints dictate. Ongoing planning and assessment will be necessary to insure that we are in the fact meeting the varied educational needs of those in our service area and that proper priorities are established among existing and new programs.
3. Increase technology will necessitate expansion of high technology curricula and will create a continual need to evaluate and update program content and instructional equipment in existing programs.
4. Factors such as changes in the undergraduate admission requirement to member institutions of the UNC system will rapidly increase college tuition costs, and increase requests from the local citizenry. This will require expanding the college transfer program. These offering are necessary for Bladen Community College to become comprehensive community college.
5. Manufacturing operations in Bladen County will begin to use technology that is more sophisticated and employ fewer people. Those who are employed in manufacturing will need higher-level skills. Retraining displaced workers from these industries may become a major need.
6. Most new jobs in Bladen County will be in manufacturing and servicing businesses of kinds. These jobs will require good communication and technical skills.
7. Intensified articulation efforts with Bladen County Public Schools, and other post secondary institutions in our service area are necessary. These efforts may include consortium arrangement with other post-secondary institutions as well as expanded on campus and off campus offerings during days, evening, and weekends.
8. Expanded curriculum courses offering will be necessary to meet the needs of increasing numbers of our citizens from diverse backgrounds.
9. Bladen Community College will continue to recruit and employ the best-qualified personnel in order to provide quality services and programs to students, increased emphasis will be placed on professional development activities in order to assure that faculty, and staff remains abreast of trends in their respective. Increased emphasis on

accountability and effectiveness will require an annual evaluation process. Consequently, all college personnel will assume greater responsibility in the management of Bladen Community College through planning and assessment activities.

10. All college personnel will assume a greater responsibility for recruitment and retention of students. Faculty should be made aware of the mission of the community college to provide the support and services needed by all students, regardless of prior preparation, to succeed at college level work. Professional development should have, as a major thrust, training in skills to meet the needs of this diverse group of students.
11. Major funding will be needed for maintenance, renovation, and operation of existing facilities and equipment well as the construction and operation of new facilities on all Bladen Community College campuses.
12. Distance learning opportunities will need to intensify to meet the needs of a diverse population, and training of distance education faculty must precede this.
13. Training in Moodle, Datatel, and Web Advising must be presented to the faculty.
14. Bladen Community College faculty will need to be prepared to register students online and to record grades online.
15. Bladen Community College faculty must be willing to operate flextime schedule to accommodate the growing population.

Curriculum Instruction- Learning Resource Center
2007-2008
Planning Assumptions

1. Technological advances in the media field will require more high-cost equipment if the LRC is to continue to meet the needs of both faculty and students.
2. Technological advances in the media field will require new personnel and more training of present personnel to fully utilize the new equipment.
3. Evening and part-time enrollment will increase as persons already in the work force head back to class and as unemployment in the county continues to rise.
4. Students will be entering the college with widely varied ability levels, and the LRC must be prepared to meet the needs of all those students.
5. There will continue to be a great need for cooperation between the public school system and the community college to ensure the best educational services for the youth of the county.
6. The LRC will continue to operate within a very limited budget.
7. Book, Audio-Visual and equipment prices will continue to climb annually.
8. An increasing percentage of the budget will have to be allotted for electronic resources to meet the research needs of students on-campus and on-line.
9. Tuition costs will continue to rise at four-year institutions; increasing the general education enrollment at the community college.
10. There will be an increasing need for additional space in the media center to handle the increased enrollment and to house the expanding book collection and electronic resources.
11. Utilization of on-line database systems will increase.
12. The community is aware that the LRC and all of its services are available to the public and not just faculty, staff, and students.
13. Programs and services will have to be evaluated and adjusted yearly to ensure the college is meeting the educational needs of the high school students enrolled in the Tech Prep Program and Dual Enrollment Programs.
14. New curriculums will be developed to serve the needs of the people of Bladen County in these uncertain economic times.
15. The Internet, NC-LIVE, and specialized databases will require additional computers to

ensure adequate access and open new means of information availability to the LRC and its patrons.

16. There will be an increased demand for diverse materials and services in the LRC and throughout the campus.
17. Library Resources and services will need to be available for students and personnel at the East Arcadia Campus.
18. NC-LIVE availability will increase the demand for computer access time.
19. There will be an increased need for Hispanic language materials as the Hispanic population in the county rises.
20. Money will need to be allocated by the state from BCC's budget to supplement the reduced budgeted amount.
21. On-line Resources and services will have to be expanded to meet the needs of Distance Education Students.
22. Video telecourse materials will have to be replaced with DVDs as funds become available.

**Student Services
Planning Assumptions
2008-2009**

- Parents of traditionally college-bound students will want to send them to four-year institutions.
- There will continue to be an increase in population of high school graduates resulting in a more competitive recruitment among higher educational institutions.
- State and federal governments will require students and colleges who receive state and federal aid to be more accountable for the funds disbursed and received by students.
- The Higher Education and Reauthorization Act of 2008 was passed in August of 2008 will require additional reporting and accountability to the Department of Education.
- Enrollment will continue to increase in the population of part-time students, older adults, women, displaced workers, single parents, and the underemployed.
- The enrollment of the traditional college student in vocational programs will continue to decline requiring a greater emphasis in providing these skills to the high school population through the Huskins program.
- The increase in such social problems as AIDS, alcohol abuse, and drug abuse requires an effort to educate the various student populations as to the dangers of these ills through seminars and workshops.
- Community awareness of the purpose and offerings of the college must continue to be expanded to provide for more two-way communication as to the needs of the populace.
- Students will continue to seek training in high technology areas in keeping with the demands of the technological age.
- Students will continue to seek and communities will demand training in allied health areas in keeping with the demands of an aged and health conscious population.
- Retention will be an issue the college will need to address.
- A majority of traditional age college students will be unprepared for the academic rigors of college. Student services personnel will need to enhance services to assist these students.
- Based on documented need and a future SACS visit in 2013 a greater emphasis will be placed on the need for a fully staffed tutoring center on campus.

- A continued effort will be made by the state to retain public school students by providing opportunities for high school students to take college level courses through Learn and Earn, Middle College, Early College, Huskins classes, Dual Enrollment, and Tech Prep.
- There will be more state, federal, and local foundation funds available to assist students in continuing their education.
- Enrollment from neighboring counties, especially Robeson will remain stable or increase slightly.
- Student services staff will continue to image student files through the college's document imaging software Hershey. Continued training on Hershey for student services staff.
- Continued training on Datatel will be required of the Student Services staff.
- Web Advisor will be implemented within the next year and staff will need to be trained.
- Web Advisor will allow students to register on-line.
- Distance education will continue to be a viable option for many students.
- The Internet will continue to be used as a means of communication and delivery of student services.
- The Hispanic population will continue to increase, creating a need for cultural sensitivity and services conducive to meeting their unique needs.
- The NCCCS will clarify their position about undocumented students enrolling in community colleges in North Carolina.
- The current economic climate will continue to decline over the next several months. State budget will continue to decrease. Unemployment will rise and enrollment will increase. Course and service offerings will be limited because of the economic situation.

Planning Assumptions
Fiscal Resources
2007-2008

1. Declining or stabilized high school population will affect enrollment. New and/or unique programs need to be established and funded.
2. Due to ever-increasing costs, tuition will continue to increase.
3. Book/Publisher prices will increase annually.
4. Additional funds & facilities will be required to support allied health programs due to the enormous costs of such programs.
5. Facilities will continually need to be updated to meet educational efforts of the college.
6. Maintenance costs will continue to rise in the immediate future.
7. Satellite campus upkeep will increase due to age and necessity for program updates.
8. There will be a continued need to group classes during low enrollment periods in fewer buildings to lower heating and air conditioning costs.
9. Local support (funding) will be limited to meet renovations to support future programs.
10. Building and grounds appearance will need more upkeep due to the increasing age of the facility.
11. Daycare services need to be funded to attract the most qualified staff in the future.
12. Plans for bus service in more remote areas are needed to entice enrollment of students who might not otherwise be able to attend classes.
13. Enrollment of students from diverse populations will demand that all departments and personnel become more aware and responsive to diversity issues.
14. Due to the increasing demand for technological information processing, budgeting needs for continual updating of equipment (student and personnel use) will increase dramatically. BCC will need to stay abreast of educational demands and technology growth in the twenty-first century.

Planning Assumptions
Technology
2007-2008

1. The college will need to stay abreast of the advances in technology, in order to effectively instruct and provide a learning atmosphere for students.
2. There will be an increased demand for continual upgrading of equipment due to rapid growth, changes in technology and information processing.
3. The need will increase for training of college personnel due to advances in technology and upgrading of equipment requirements.
4. To keep abreast with technology and in competition with other educational facilities, there will be an increased need for network connections with the public school system, four-year colleges, and other agencies within the range of the college's service area.
5. Due to the field of distance education, increased funding will be required to provide equipment and access for students desiring an alternative to "classroom education."
6. To provide educational offerings in a technological society, increased funding will be necessary.
7. The college will have to be creative, show initiative, and have a desire to embrace technology.

**Planning Assumptions
Continuing Education
2007-2008**

1. As the average age of the population increases, there will be an increasing demand for special interests courses in continuing education.
2. With the growing trend in the Hispanic population, there will be an increasing need for ESL and Spanish Classes.
3. The growing demand for health care workers will require and increased emphasis on training for services related to health care.
4. As the county attempts to attract new industry, there will be an increasing need for a more literate workforce.
5. With the growing trends in information technology, there will be an increasing need for computer labs and training classes to introduce students to information technology and upgrade others in this area.
6. All college personnel will assume a greater responsibility in recruitment and retention of students.
7. There will be increased collaboration between the college and other county agencies to help streamline the evaluation and process of students seeking employment and training to enter the workforce and upgrade their skills.
8. All college personnel will assume a greater responsibility in promoting a climate of diversity at Bladen Community College.
9. Increased emphasis on program effectiveness will require closer evaluation of faculty credentials and upgrading of criteria to meet standards.

**Planning Assumptions
Institutional Effectiveness
2007-2008**

1. The planning process will continue to be the driving force behind college-wide decision-making.
2. Evaluation procedures will assume major importance as the institution is held accountable by the NCCCS performance measures and standards mandated by the legislature.
3. Use of evaluation results will continue as the critical link in improving institutional effectiveness.
4. Education will continue to be a priority due to the illiteracy challenges and diverse needs of the population in general.
5. Institutional effectiveness will require more local research through surveys and focus groups of students, industry, and the community.
6. Workforce preparation will continue to be a top priority for community colleges, as employers require greater quality performance in the workplace.
7. Providing educational services will continue to be a challenge due to BCC's small service area population, sparse population density, education level of county residents, and limited state and local funding.
8. The planning process will continue to drive the college budget.

Goals and Objectives

Two completed cycles of planning documentation

**For
2004-2006
&
2007-2009**

2010-2012 Goals and Objectives

NOTE: The assessment results, use of the results for the 2004-2006, 2007-2009 goals and objectives can be found in the appendix section of the planning document notebook.

**Bladen Community College Planning Process
2004-2006
Goals and Objectives**

Goal 1: To provide effective instruction to all who enroll through curricula and programs that reflect existing and future needs within the assigned area of instruction while attaining a level of excellence with performance standards set by the NCCCS.

Objectives:

- 1.1- To assess program effectiveness through 100% evaluation of programs, services, and faculty.
- 1.2- To research and submit (2) two programs reflecting the economic vision and needs of the county.
- 1.3- To insure a high level of awareness and compliance with NCCCS performance standards.
- 1.4- To increase developmental through tutoring services and advising, to meet the needs of under prepared students.

Person(s) Responsible: VP of Instruction

Cost:

Projected Date Completion: By 2006

Assessment:

Met Not Met Carried Over

**Bladen Community College Planning Process
2004-2006
Goals and Objectives**

Goal 2: To provide Associate in Applied Science degree, Associate degree in Arts, and certificate curriculum programs, to prepare individuals for employment or to provide skills upgrading or retraining for individuals already in the workforce.

Objectives:

- 2.1- To train and upgrade skills to prepare students for the workforce. At least 85% of employers surveyed will report satisfaction with the skills of employees trained or educated by BCC.
- 2.2- Offer appropriate developmental courses.
- 2.3- Upgrade current programs and explore options for new curriculum offerings.

Person(s) Responsible: Faculty, staff, curriculum personnel, and curriculum advisement committee

Cost:

Projected Date Completion: By 2005

Assessment:

Met Not Met Carried Over

NOTE: Objectives 2.1, 2.2, 2.3 has been met.

**Bladen Community College Planning Process
2004-2006
Goals and Objectives**

Goal 3: To provide adults the opportunity to complete the requirements for the GED (General Education Development)/Equivalency and the Adult High School diploma and to give educational opportunities for adults to continue to master the basic skills of reading, writing, and arithmetic.

Objectives:

- 3.1- To identify, access, and recruit the population without a high school diploma or GED.
- 3.2- To set up educational opportunities within the community so that training will be accessible to at least 10% of that target group.
- 3.3- To retain the target population by employing qualified instructors who are sensitive to the needs of this population and who share with them opportunities, advantages, and resources that enable them to become self-sufficient.

Person(s) Responsible: VP of Continuing Education

Cost:

Projected Date Completion: 2006

Assessment:

Met Not Met Carried Over

**Bladen Community College Planning Process
2004-2006
Goals and Objectives**

Goal 4: To provide general, specific interest, and occupational courses that meet adult educational and community service needs.

Objectives:

- 4.1- Target 35-55 year olds (but not limited to) and get them into the adult programs for occupational training that would provide a certificate upon completion.
- 4.2- Work through various organizations, both formal and informal, and civic groups to identify and recruit these individuals.
- 4.3- Identify barriers that prevent these individuals from participating in occupational training and find ways to overcome them.

Person(s) Responsible: Curriculum and Continuing Education/Community Leaders

Cost: (1) Groups, organizations, and industries to provide classroom sites. Write grants, and seek partnership with JobLink, Department of Social Services, and Business/Industry. (Limited or no cost)

Projected Date Completion: 2006

Assessment:

Met Not Met Carried Over

NOTE: Have worked through Wal-mart and transportation has been provided by using the BARTS bus.

**Bladen Community College Planning Process
2004-2006
Goals and Objectives**

Goal 5: To provide opportunities for adults with special needs to engage in educational activities appropriate to their needs and desires.

Objectives:

- 5.1- A prospective student will be counseled extensively to determine the level of formal schooling attained, primary interests, and personal goals/objectives. *A career assessment is available if needed.*
- 5.2- Students, after counseling, will be provided, if needed, structured study classes to inform them of basic computer operation, to enhance test taking skills, and to provide actual practice in areas of math and reading. (Which compass test measures).
- 5.3- *An assessment test (compass) will be administered to determine “where the student is”. The test will be “user friendly” with qualified staff on hand to assist in the test-taking setting.*

Person(s) Responsible: VP of Student Services/Disability Coordinator: Tommy Raines

Cost:

Projected Date Completion: Annually

Assessment:

Met Not Met Carried Over

**Bladen Community College Planning Process
2004-2006
Goals and Objectives**

Goal 6: To provide educational opportunities in collaborative relationships with other institutions and agencies with respect to educational services to the community at large and to provide assistance in job placement into business and industry.

Objectives:

- 6.1- To attain a 10% increase in job placements for students and JobLink clients. (Each Year), (Staff, JobLink Center)
- 6.2- Collaborate with local government departments, agencies, and institutions to provide tailored training to 200 of their employees. (Each Year), (Lynn Welborn)
- 6.3- Provide monthly directives to local government agencies, educational institutions, and business/industry regarding educational and training opportunities.

Person(s) Responsible: Lynn Welborn, and Sondra Guyton

Cost:

Projected Date Completion: Annually

Assessment:

Met Not Met Carried Over

NOTE: Objective 6.3 is followed through by regular emails and phone calls.

**Bladen Community College Planning Process
2004-2006
Goals and Objectives**

Goal 7: To provide counseling and guidance services designed to help all students make appropriate vocational and avocational choices.

Objectives:

- 7.1- 100% of all new faculty must be trained in the advisement process.
- 7.2- All faculty will develop a curriculum plan of study form for every certificate, diploma, and associate degree program offered, and provide the form to each new student advised.
- 7.3- To offer all students in their *first semester*, training in positive social skills, resume' writing, interview skills and other skills to prepare them for future employment. (*Course: ACA 115*)

Person(s) Responsible: VP of Instruction, VP of Student Services

Cost:

Projected Date Completion: 2005

Assessment:

Met Not Met Carried Over

NOTE: Still working on objective 7.2; however objective 7.1 and 7.3 has been met.

**Bladen Community College Planning Process
2004-2006
Goals and Objectives**

Goal 8: To provide an educational environment that embraces and supports the use of technology of all types.

Objectives:

- 8.1- Require regularly scheduled Fall/Spring workshops for faculty and staff in communication, data system, and instructional technology. (Blackboard, WebPages, telephone, email, Unix/Datatel). (Fall 2005), (All VP's)
- Mandate within one (1) semester for new employees
 - As needed for skills upgrades for existing employees
 - Certificates of completion in personnel files
- 8.2 Mandate that specific training be completed before teaching technology-based courses: telecourses, teleweb, online, hybrid, and NCIH. (Fall 2005) (VP of Instruction)
- Faculty (including adjunct) provide certificates of completion of appropriate training for required technology prior to the start of classes.
- 8.3 Purchase and upgrade equipment and software as necessary to support technology-based communication, data systems, and instruction.
- Conduct annual needs assessment and prioritize for purchase planning. Complete upgrades as required to support an educational environment embracing and supporting technology use. (June 30, 2005), (Dept. Chairs)
 - Have outside review of communication and instructional technology on a bi-annual basis. (December 31, 2005), (VP's/Planning)

Person(s) Responsible: VP's, Department Chairs, Planning

Cost:

Projected Date Completion: Fall 2005, June 30, 2005 (on-going), December 31, 2005

Assessment: Met Not Met Carried Over

NOTE: Objectives 8.1, and 8.2 are met, objective 8.3 is an on-going process.

**Bladen Community College Planning Process
2004-2006
Goals and Objectives**

Goal 9: To provide an institutional climate that promotes openness, enrichment, and student activities in a broadband of diverse student population, to recognize diversity as strength and serves as a bridge between diverse populations.

Objectives:

- 9.1- Encourage more student participation in SGA, at least 50% of the population.
- 9.2- Create more student activities and events (at least 5 more in 2005).
- 9.3- Continue offering program events for diverse populations (age, culture, etc.).
Increase to include the Asian population, African American, Anglo-Saxon, Native American, and Hispanic. (One event for each population).

Person(s) Responsible: SGA President, Diversity Committee

Cost:

Projected Date Completion: On-going

Assessment:

Met Not Met Carried Over

**Bladen Community College Planning Process
2004-2006
Goals and Objectives**

Goal 10: To provide, within available resources, the best possible environment, and facilities to enhance learning.
Objectives:

- 10.1- To provide adequate equipment needs for campus and forever changing technology. (David Gooden)
 - Measures: survey needs campus wide
 - Requisition additional equipment
 - Write grants for additional equipment funding
 - Proper scheduling of equipment

- 10.2- Resurrect the Athletic Program. (Vice President of Student Services)
 - Measures: Survey interests
 - Retention
 - Contact VP of Student Services
 - Sense of community

- 10.3- Safety/Security (VP of Fiscal Affairs)
 - Measures: Hire two additional deputies
 - Consult security firm on trial basis
 - Questionnaire pertaining to the before and after effects of added security.
 - Seminars on personal safety (buddy system, using common sense, and placing valuables in a safe place).
 - Enhance lighting in the evening

Person(s) Responsible: VP of Fiscal Affairs, David Gooden Cost:

Projected Date Completion: (ASAP) 2005

Assessment: Met Not Met Carried Over

NOTE: Objective 10.1 and 10.3 have been met; however, objective 10.2 will be an on-going process. SGA will conduct a survey/evaluation to get faculty, staff, and student's feedback concerning sports preference.

**Bladen Community College Planning Process
2007-2009
Goals and Objectives**

Goal 1: To provide effective instruction to all who enroll through curricula programs that reflect existing and future needs within the assigned area of instruction while attaining a level of excellence with performance standards set by the NCCCS.

Objectives:

- 1.1- Implement objectives in syllabi that include criteria needed for QEP and measurements of student outcomes
- 1.2- Continue to survey Biotechnology and other programs that have community demand
- 1.3- Investigate and employee strategies for recruiting and retaining diverse ethnic groups
- 1.4- Research and propose a plan for students to enhance their writing skills

Person(s) Responsible: Department Chairs, VP of Instruction

Cost:

Projected Date Completion: August 2007

Assessment:

Met X Not Met _____ Carried Over _____ On-going process X

**Bladen Community College Planning Process
2007-2009
Goals and Objectives**

Goal 2: To provide associate in applied science degree, associate degree in arts, and certificate curriculum programs, to prepare individuals for employment or to provide skills upgrading or retraining for individuals already in the workforce.

Objectives:

- 2.1- Develop a student program track that includes pre-majors, college transfer agreements, and a more varied certificate program
- 2.2- Offer appropriate advisement toward development
- 2.3- Upgrade current programs and explore options for new curriculum offerings

Person(s) Responsible: Dept. Chairs, VP of Instruction

Cost:

Projected Date Completion: 2009

Assessment:

Met X Not Met _____ Carried Over _____ On-going process X

**Bladen Community College Planning Process
2007-2009
Goals and Objectives**

Goal 3: To provide adults the opportunity to complete the requirements for the GED (General Education Development)/equivalency and the adult high school diploma and to give educational opportunities for adults to continue to master the basic skills of reading, writing, and arithmetic.

Objectives:

- 3.1- To identify, access, and recruit the population without a high school diploma or GED.
- 3.2- To set up educational opportunities within the community and industry so that training will be accessible to at least 10% of that target group.
- 3.3- To retain the target population by employing qualified instructors who are sensitive to the needs of this population and who share with them opportunities, advantages, and resources that enable them to become self-sufficient.
- 3.4- To target 5% of the Hispanic population by providing ESL and high school completion/GED courses.

Person(s) Responsible: VP of Continuing Education

Cost: \$500,000

Projected Date Completion: 2009

Assessment:

Met X Not Met Carried Over On-going process X

**Bladen Community College Planning Process
2007-2009
Goals and Objectives**

Goal 4: To provide general, specific interest, and occupational courses that meet adult educational and community service needs.

Objectives:

- 4.1- Increase occupational extension, vocational and technical certificate offerings to targeted adults through traditional and distance education courses by 10% during the two year planning cycle.**
- 4.2- Work through various organizations, both formal and informal, civic groups, businesses and industries to identify and recruit students.
- 4.3- To meet all state certification requirements in occupational courses as required by performance measures.

Person(s) Responsible: Curriculum, Continuing Education, Community Leaders

Cost:

Projected Date Completion: 2009

Assessment:

Met _____ Not Met _____ Carried Over X On-going process X

**Bladen Community College Planning Process
2007-2009
Goals and Objectives**

Goal 5: To provide opportunities for students with special needs to engage in educational activities appropriate to their needs and desires.

Objectives:

- 5.1- A prospective student will be counseled to determine educational attainment, computer literacy, interests, and goals/objectives. A career assessment is available if needed.
- 5.2- Post customized training (counseling) will be made available to each student on an as needed basis. This may include reading, writing, math, and computer literacy. (VP of Student Services/VP of Instruction)
- 5.3- An assessment test (COMPASS) will be administered to determine “where the student is.” The test will be “user friendly” with qualified staff on hand to assist in the test-taking setting. (Jeff Kornegay)
- 5.4- Establish a research committee to assess criteria for distance education classes. (Ann Russell)

Person(s) Responsible: VP of Student Services, VP of Curriculum, Tommy Rains, Ann Russell

Cost:

Projected Date Completion: Annually

Assessment:

Met X Not Met Carried Over On-going process X

**Bladen Community College Planning Process
2007-2009
Goals and Objectives**

Goal 6: To provide educational opportunities in collaborative relationships with other institutions and agencies with respect to educational services to the community at large by providing assistance in job placement into business and industry.

Objectives:

- 6.1- Develop clearly defined admission criteria for Huskins students such as testing guidelines and GPA requirements. (Jeff Kornegay)
- 6.2- To collaborate with school board personnel with respect to educational services at least twice per year. (School Board Personnel)
- 6.3- Collaborate with local government departments and business and industry to provide tailored training to 225 of their employees. (Lynn Welborn, Tim Nance)
- 6.4- To attain a 10% increase in job placement for students and JobLink clients. (Job Link)

Person(s) Responsible: VP of Student Services, School Board Personnel, Tim Nance, Lynn Welborn, JobLink

Cost: To be determined

Projected Date Completion: Annually

Assessment:

Met X Not Met _____ Carried Over _____ On-going Process X

**Bladen Community College Planning Process
2007-2009
Goals and Objectives**

Goal 7: To provide counseling and guidance services designed to help all students make appropriate educational, vocational, and avocational choices.

Objectives:

- 7.1- 100% of all faculty must be trained in the advisement process to include (VP Instruction, Registrar)
 - Use of Student Educational Plan
 - Use of Colleague
 - Enrollment in ACA 115 during the 1st semester
 - Counseling in needed computer skills
 - Use of weekly office hours for student counseling, advisement, and guidance.
 - Record keeping related to registration and records management.

- 7.2- Encourage all new students to take an interest inventory prior to registration and to discuss results with counselor or advisor. (Student Services personnel, advisors)

- 7.3- To offer all students in their first semester, training in positive social skills, resume' writing, interview skills and other skills to prepare them for future employment. (Course: ACA 115)

Person(s) Responsible: VP of Instruction, VP of Student Services, Registrar, Advisors

Cost:

Projected Date Completion: On-going each semester for faculty; new students

Assessment:

Met X Not Met Carried Over On-going process X

**Bladen Community College Planning Process
2007-2009
Goals and Objectives**

Goal 8: To provide an educational environment that embraces and supports the use of technology of all types.

Objectives:

- 8.1- Require regularly scheduled fall/spring workshops for faculty and staff in communication, data system, and instructional technology. (Blackboard, web pages, telephone, email, Unix/Datatel). (Fall 2007)
(All VP's, Dept. Chairs)
- Mandate within one (1) semester for new employees
 - As needed for skills upgrades for existing employees
 - Certificates of completion in personnel files
 - Every faculty member (including adjunct) is train in mandatory use of BCC email accounts.
- 8.2- Mandate that specific training be completed before teaching technology-based courses: telecourses, teleweb, online, hybrid, and NCIH. (Fall 2007) (VP of Instruction, Dean of Distance Education)
- Faculty (including adjunct) provide certificates of completion of appropriate training for required technology prior to the start of classes.
- 8.3- Purchase and upgrade equipment and software as necessary to support technology-based communication, data systems, and instruction. (IT Dept., All VP's)
- Conduct annual needs assessment and prioritize for purchase planning. Complete upgrades as required to support an educational environment embracing and supporting technology use. (Dept. Chairs)
 - Have an outside review of communication and instructional technology on a bi-annual basis (IT Dept.)

Person(s) Responsible: All VP's, Department Chairs, Registrar, IT Dept.

Cost:

Projected Date Completion: On-going process

Assessment:

Met _____ Not Met _____ Carried Over _____ On-going process X

**Bladen Community College Planning Process
2007-2009
Goals and Objectives**

Goal 9: To provide an institutional climate that promotes openness, enrichment, and student activities in a broadband of diverse student population, to recognize diversity as strength and serves as a bridge between diverse populations.

Objectives:

9.1- SGA process needs to be revamped. It needs more structure, more functional organization. It needs to be more representative of the student body as a whole, i.e. age, ethnicity, program track (major), etc. To be effective and to attract more students it must have a diverse and active membership.

9.2- The college should (probably through SGA) have a quarterly event for students and the community to help create a unified atmosphere and get the community more involved in the college. Should measure participation level from all population groups served to include students and the community at-large-with the goal of increasing involvement in BCC life.

Note: Though goal was left unchanged, group questioned ability to measure “openness,” since it is largely reflective of psychological acceptance of a premise.

Person(s) Responsible: Jeff Kornegay and Sherwin Rice (Sherwin chairs the college’s Diversity Committee and is a member of the Bladen County Arts Council. She has actively worked to attract “enrichment” activities to the campus.)

Cost: Unknown

Projected Date Completion: On-going process

Assessment:

Met _____ Not Met X Carried Over X On-going process _____

**Bladen Community College Planning Process
2007-2009
Goals and Objectives**

Goal 10: To secure sufficient local government funding to provide the best environment and facilities to enhance student learning.

Objectives:

10.1 - Need to work aggressively to increase local funding to a minimum of \$500,000. The college is currently stretching local funding to its max limitations and there is virtually no wiggle room. Enrollment has effectively doubled with little if any increase in local funding for facilities operation and maintenance. This could probably best be accomplished by selling the community on the college's value to our overall quality of life—particularly with regard to their economic well-being. This entails marketing program achievements aggressively—not just in program numbers, but also in dollar return on investment.

- Most citizens are less concerned with how local funding is allocated than they are about the overall cost of doing business (i.e. their tax rate). Funding the college must be a priority with the local population for it to impact the political process that disseminates local funding.

10.2- Need to continue to explore ways to get the most bang for the buck in local funding, such as the grant-funded initiative currently underway to cut the cost of utilities. However, care should be taken not to become reliant on grant funding in lieu of other funding sources.

Person(s) Responsible: Lloyd Horne, Jack McDuffie should work aggressively with local media to market program success.

Cost:

Projected Date Completion: On-going process

Assessment:

Met X Not Met Carried Over On-going X

**Bladen Community College's
2010-2012
Goals and Objectives**

Goal 1: To provide effective instruction to all who enroll through curricula programs that reflect existing, and future needs of the BCC community within the assigned area of instruction while attaining performance standards set by the NCCCS.

Objectives:

- 1.1 Meet student learning outcomes listed on the syllabi that includes criteria for measurement of student outcomes**
- 1.2 Continue to survey and evaluate community demand for new and existing programs**
- 1.3 Propose and implement plans for retaining diverse student groups**
- 1.4 Implement a learning assistance center for students to enhance their academic skills**
- 1.5 Maintain the enhancement of instructional delivery through the use of technology**

Person(s) Responsible: Department Chairs, VP of Instruction, Faculty

Cost:

Projected Date Completion: August 2012

**Bladen Community College's
2010-2012
Goals and Objectives**

Goal 2: To provide associate in applied science degrees, associate degree in arts, and diploma and certificate curriculum programs to prepare individuals for employment in the global workforce, and provide upgrading or retraining of skills for individuals already in the workforce.

Objectives:

- 2.1 Continue utilizing student education plans that include pre-majors, college transfer agreements, and certificate programs**
- 2.2 Provide appropriate advisement to foster sustained student educational progress**
- 2.3 Monitor and upgrade programs to ensure student preparation for the global workforce**

Person(s) Responsible: Dept. Chairs, VP of Instruction, Faculty

Cost:

Projected Date Completion: August 2012

**Bladen Community College's
2010-2012
Goals and Objectives**

Goal 3: To provide students the opportunity to complete the requirements for the GED® and the adult high school diploma and to give educational opportunities for students to continue to master the basic skills of reading, writing, and math.

Objectives:

- 3.1 To identify, access, and recruit the population without a high school diploma or GED®, or those wishing to improve their reading, writing, and mathematic skills**
- 3.2 To set up educational opportunities within the community, and industry so that training will be accessible to at least 10% of that group**
- 3.3 To retain the target population by employing qualified instructors who are sensitive to the needs of this population and who share with them opportunities, and advantages**
- 3.4 To target 5% of the Hispanic population by providing ESL and high school completion/GED® courses**

Person(s) Responsible: VP of Continuing Education, and Director of Basic Skills

Cost:

Projected Date Completion:

**Bladen Community College's
2010-2012
Goals and Objectives**

Goal 4: To support economic development by providing seminars and customized training to meet the needs of business and industry.

Objectives:

- 4.1 Increase seminars and customized training offers to business and industry by 10%
- 4.2 To aid five (5) new business start-ups to become operational

Person(s) Responsible: Curriculum, Continuing Education, Community Leaders, Customized Training Director, Business/Industry Director

Cost: \$350,000 over two (2) years

Projected Date Completion: August 2012

**Bladen Community College's
2010-2012
Goals and Objectives**

Goal 5: To provide opportunities for students with special needs to engage in educational activities appropriate to their needs and goals.

Objectives:

5.1 Special need students are counseled to determine educational attainment, computer literacy, interests, and goals/objectives

- Special-needs students document needed services from a professional
- Instructors and/or agencies are notified
- Accommodations based on documented disabilities

5.2 Conduct professional development workshops to faculty, staff, and students to promote an understanding of special needs students

Person(s) Responsible: All Departments, Testing Coordinator, Disability, and Veterans Coordinator

Cost: Cost is unknown due to different student needs

Projected Date Completion: August 2012

**Bladen Community College's
2010-2012
Goals and Objectives**

Goal 6: (6a)To provide educational opportunities in collaborative relationships with other institutions and agencies with respect to educational services to the community at large by providing assistance in job placement with business and industry.

(6b)To provide additional allied health classes to meet the needs of the community.

Objectives:

6.1 (b)

- To obtain dedicated allied health lab/class that will accommodate 20 students
- Hire three (3) additional qualified instructors
- Increase allied health enrollment by 10%

Person(s) Responsible: VP of Continuing Education and Director of Allied Health

Cost: \$60,000

Projected Date Completion: August 2012

**Bladen Community College's
2010-2012
Goals and Objectives**

Goal 7: To provide counseling and guidance services designed to help all students make appropriate educational, vocational, and avocational choices.

Objectives:

7.1 Use of student education plan

7.2 Use of Colleague/Web Advisor

7.3 To develop a computer forum on BCC website to allow students to ask questions regarding the college

- Comments are open to the public
- Students must have passwords and user ID to access forum
- Frequently asked questions segment will be added to BCC website to address student services questions

Person(s) Responsible: VP of Instruction/VP of Student Services, Registrar, Advisors, Counselors, Information Technology Dept.

Cost: Unknown

Projected Date Completion: Ongoing each semester for faculty, and new students

**Bladen Community College's
2010-2012
Goals and Objectives**

Goal 8: To provide an educational environment that embraces and supports the use of technology of all types.

Objectives:

- 8.1 Require regularly scheduled fall/spring workshops for faculty and staff in communication, data system, and instructional technology. (Blackboard, web pages, telephone, e-mail, Unix/Datatel)**
- 8.2 Moodle – Eliminate UNIX; add Web Advisor**
- 8.3 Student Services will implement Web Advisor**
 - View/print grades and transcripts
 - View/print enrollment information
 - View/print FA information
 - View/print course schedule
 - Conduct online registration
- 8.4 Fully utilize Hershey/document imaging to eliminate permanent paper records**
- 8.5 Implement student web advisor**
 - Faculty trained on web advisor to input grades
 - Train students to register for class, view grades, look at AR balances, look at course schedules
 - Students register for class and pay online
- 8.6 Create an open lab available to all students during operating hours**
 - Minimum of 60 computers, and one heavy duty printer for the lab
 - Maintain state-of-the-art software
 - Conduct survey from users to measure the effectiveness of the lab

Person(s) Responsible: All Departments, and Technology Committee.

Cost: \$36,000 for Student Services document imaging (8.4), (College-wide cost is unknown)

Projected Date Completion: On-going process

**Bladen Community College's
2010-2012
Goals and Objectives**

Goal 9: To provide an institutional climate that promotes openness, enrichment, and student activities in a broadband of diverse student population, to recognize diversity as a strength and serves as a bridge between diverse populations.

Objectives:

9.1 All student clubs and organizations will be aligned under the SGA for administration

- Each club will elect/appoint a representative to serve on SGA Board
- Each club will present constitution and/or by-laws to SGA, VP of Student Services and President's Council for approval

9.2 Diversity committee will coordinate and implement at least two, but no more than three activities to promote cultural enrichment

- Consultation with SGA for financial support

Person(s) Responsible: SGA, and all Departments

Cost: Unknown

Projected Date Completion: August 2012

**Bladen Community College's
2010-2012
Goals and Objectives**

Goal 10: To secure sufficient multi-source funding to provide the best environment, and facilities to enhance student learning, and maintain the best interest of the college, students, and citizens of Bladen County.

Objectives:

- 10.1 Need to work aggressively to increase local funding. Continue dialog between the college and local agencies of the college's needs**
- 10.2 To ensure effective use of all funding given to the college**
 - Departments having ample funds to meet needs
 - Create a centralized printing service
- 10.3 Increase funding sources for the Foundation**
 - Obtain computer software to assist Foundation in record keeping, events, and donations
 - Ensure 100% participation from faculty and staff
 - Enhance alumni and community support
 - Online donations

Person(s) Responsible: All Departments

Cost: Unknown

Projected Date Completion: August 2012

Intentionally left Blank

Accomplishments 2008-2009

Introduction

Evaluation, accountability, and institutional effectiveness are major factors in the operation of BCC. The purpose of evaluation is to strengthen and improve student learning through programs and services offered by the college.

Measuring our performance is an important part of planning for improvement. When we envision, plan, and implement, then there must be means of measuring the results of our efforts. A part of that measurement is listing the accomplishments that we have achieved over the year.

When we see exceptional results in our accomplishments, it provides incentives for greater efforts. If these accomplishments fall short of expected outcomes and anticipated results, then we must look for ways to improve and strengthen our strategy for accomplishing goals and objectives in the planning process, and in the mission of the college.

College-wide institutional effectiveness is accomplished through the efforts of every employee as we work toward fulfilling the purpose and mission of the college. The list of accomplishments in this document is a testimony to those efforts, and to the work and dedication of BCC employees.

Accomplishments Curriculum Department 2008-2009

Planning

Commission on Colleges approvals:

- Monitoring report on substantive change
- Fifth year interim monitoring report
- Associate Degree Nursing degree prospectus
- Office Administration on-line
- Agribusiness certificate

College goals and objectives for 2010 – 2012 developed at planning retreat

Fact sheet and Institutional Effectiveness plan updated

Serves as IPEDS key holder for spring, fall, and winter IPEDS collection

Submitted institutional and financial profiles to SACS/COC

Library

Construction began on the new student resource center.

James Johnson completed his BA in Technical Management with a concentration in Human Resource Management

Christine McDonald & Cynthia Thompson completed OCLC Interlibrary Loan training online offered by the system office

Christine McDonald completed a web design class offered through the Central Carolina Community College Library and Information Technology program

Christine McDonald updated all patron records

Mark Coleman completed the online Blackboard Learning Class for individuals desiring to teach online using Blackboard technology

Library Director, Sherwin Rice continues to serve on the North Carolina State Library Commission

Sherwin Rice traveled with the North Carolina Library Association to Washington, DC for National Library Legislative Day in May

Library staff partnered with the local arts council to sponsor Christmas concert by the North Carolina Symphony

National Poetry Month was observed with two poetry readings in the library

Students

FTE:

Fall 2007 – 564	Fall 2008 – 610
Spring 2008 – 570	Spring 2009 - 644

Twelve students participated in the Townsend Reading Scholarship program

Practical Nursing passing rate – 86%

Associate Degree Nursing passing rate – 100%

Cosmetology Licensure passing rate – 100%

Active organizations:

- Beta Rho Theta – leadership society
- Criminal Justice Club
- History Club
- Ruritan Club
- Psi Beta
- Phi Theta Kappa Honor Society
- Sigma Kappa Delta English Honor Society
- BCC Gospel Choir

Instructors

Mrs. Shari Wilkins was a finalist in Excellence in Teaching, She composed a poem, “Of Forty Years and Fertile Soil” presented at the President’s installation and 2009 graduation

Mrs. Twyla Davis, Mrs. Sharon Autry, Mrs. Felisa Williams, Mr. Chad McKenzie, Mr. Robert Herring, Mr. Cliff Tyndall, Mrs. Shari Wilkins, and Mrs. Cynthia McKoy named semi-finalist in Excellence in Teaching

Mrs. Twyla Davis named outstanding reading instructor by Townsend Press and received certification as a teacher with the Bladen County Literacy program

Mrs. Sharon Autry and Mrs. Samantha Pope provided professional development “Walk in My Shoes”

Numerous faculty members participated in the NCCCS 2008 Conference. Several were

presenters

Mrs. Ella Jo Sellers was selected for Who's Who in America and published an article, "Using Folklore to Teach Composition"

Mrs. Felisa Williams and Mrs. Ella Jo Sellers received Developmental Education Specialists diplomas from the Kellogg Institute

Mr. Kenneth Oxendine completed his Bachelor's Degree in Technical Management

Mr. Joey Hinson attended the NCCCAPA conference (for psychology instructor)

Mr. Al Hester renewed his American Welding Society Certified Welding Inspectors credentials

Mrs. Shari Wilkins, Mrs. Ella Jo Sellers, Mr. Cliff Tyndall presented "An Evening with Myths and Legends"

Programs

Exception free FTE audit in fall 2008

Spring Advisory Meetings held – March 26

Early Childhood program was reapproved incorporating the System's Curriculum Improvement Plan's recommendations

Office Administration curriculum was established to replace Office Systems Technology

Agribusiness Technology program implemented, a certificate developed, and Huskins program established with Bladen County Schools

Numerous courses recommend for the Interactive TV delivery with high schools

Two summer camps offered for high school students: Literature and Science

New facilities for welding, industrial maintenance, and electrical programs completed

New course approved - PED 128

Numerous classrooms equipped as "Smart" rooms (Technology for power point, DVD's, etc.)

Committee established to promote the use of technology with i3D equipment

East Arcadia Center

Interactive Television classes established using new technology

GED/Adult Basic Education program implemented during the day

Three students that began their studies at the East Arcadia Center served as marshals for the 2009 graduation.

Successful Phlebotomy, Medical Terminology, Computer Upgrade, and Repair classes established

Mrs. Pauline Graham, part-time instructor, earned her second Master's degree

Goals

Develop a plan to increase the level of success of the college transfer students who transfer to other four-year colleges

Attain approval and implement a successful BLET program

Enhance the enrollment in the Agribusiness program

Start the certificate of compliance process review for the SACS/COC accreditation process

**Administrative/Fiscal Affairs
Accomplishments
FY 2007-2008**

1. Completed all State Administrative/Fiscal reports on time
2. Completed renovations to:
 - \$ Classroom building
 - \$ Student Services Building
 - \$ Parker Building
 - \$ Auditorium
3. Completed Emergency Electrical back-up System
4. Began planning & design for renovations (\$1 million) to vocational facilities
5. Resubmitted Hazmat costs to Representative Brisson for special bill.
6. Met with legislative representatives to discuss FY 07-08 legislative agenda.
7. Prepared FY 09-10 Expansion Budget Request
8. Prepared FY 09-10 Local Capital Improvements Program Requests
9. Submitted necessary State submittals to proceed with plans for new Student Resource Center.
10. Supported Institutional Departments with budgetary control and financial management oversight.
11. Submitted R2T4 funds on time
12. Continued with management of a campus-wide computer (Datatel) conversion. Management of training and preparation for conversion.
13. Continue to work with consultant and Army Corp of Engineers for covering ditches on campus. Submitted budget request for local funds
14. Submitted request for additional emergency notification equipment/system received funds and secured design assistance in planning new emergency notification systems.

**Bladen Community College
Continuing Education
Major Accomplishments
2008/2009**

Occupational Extension

- Received NC Bionetwork grant totaling \$47,379 for the implementation of continuing education course “BioProcessing in the Workplace”
- Provided training to thirty-eight inmates in Basic Swine Production courses at Bladen County Correctional Center.
- Provided Welding training to fifty-six maintenance employees at Smithfield-Foods Tar Heel Division.
- Received Career Readiness Certificate Grant \$28,000
- Submitted proposal for JobsNOW Grant \$150,000
- Relocated JobLink Career Center to form a one-stop at ESC.
- Relocated classes at the Paul Brown Bldg to the Community Service Bldg. in Elizabethtown to reduce expenditures.
- Formed continuing education advisory boards. Meetings were held in the fall of 2008 and spring of 2009.
- Marketing events at Elizabethtown Food Distributions, Classic Cruisers Car Show, Bladenboro Christmas Parade, Beast of Bladenboro Festival, Agri-Expo at LuMil, & Dublin Peanut Festival.
- Offered three paramedic courses simultaneously at various levels of completion.
- Scheduled Educational Methodology course. Six EMS instructor prospects and eight Fire instructor prospects successfully completed the course.
- Four present fire instructors challenged and passed the State Certification Exam on their first attempt.
- Daytime EMT-Basic was taught over four six-hour days per week for 7 weeks. Pass Rate on State Certification was 100%.
- Increase Nursing Assistant I class size from 10 students per class to 20 students per class.
- Added one additional Nursing Assistant I class.
- Offered new Nursing Assistant Refresher course.
- 97 Nursing Assistant I Students graduated.
- 30 Nursing Assistant II Students graduated.
- 65 Phlebotomy Students graduated

- Increased class offerings between fall '08 semester –Summer '09 semester (thus far) to 327 classes offered, registered 2984 students, and increased FTE earned to 38.
- Implemented Homeland Security funding to offer National Incident Management System (NIMS) to all emergency service personnel who are required to have the training by FEMA.
- Classes offered and participation in “In-Service” law enforcement training continues to grow as the need for additional training increases. We are noticing an increase of in county and out of county personnel attending the classes offered.
- Continue to recruit specialty instructors who can teach classes, which are above and beyond “regular” fire certification classes. The interest in these National Fire Academy accredited classes is growing and attendance to these classes is increasing.
- Starting to see success in convincing neighboring fire departments to train together, which saves the school money on instructional expense, and increases cohesiveness of personnel of departments involved.

Basic Skills Accomplishments

- 60 students have successfully completed the GED/AHS programs.
- Implemented GED® preparation online.
- Basic skills department received an outstanding program monitoring review by the North Carolina Community College System office.
- Bladen Community College’s basic skills department was one of six community colleges that met the program’s federal outcome measures.

Customized Training

- Through the Job Growth program attained \$ 72,160 in training funds for Danaher Controls expansion and hiring of seventy-five employees. Project will last for three years. Trained fifteen employees to date at Danaher Controls.
- Through the Job Growth program attained \$ 31,552 in training funds for DuPont expansion. Project ended due to economic conditions on company.
- Completion of Job Growth project for Bladen Composites with twenty-five employees trained.

- Provided various training to twenty-six employees at Superior Fibers through ongoing Job Growth project.
- Provided training to CanAm Yarns through the Productivity Enhancement Program for the areas of Computer Chip Burning, Cleanomat CVT-3 & CVT-4, and Mechanical Piercer Overhaul. Trained a total of seventeen employees.

Bladen JobLink Accomplishments

- Level II Chartering was re- awarded. Currently working on Level III Chartering.
- Bladen JobLink Annual Job/Career Fair was held April 8, 2009 in the Multipurpose Building at Bladen Community College. Approximately 400 attended.
- Pre-employment testing for Danaher over 50 was tested.
- Currently Bladen JobLink has excelled by contracting 16 partner agencies.
- The Bladen JobLink staff has all completed Customer Service Training.
- Bladen JobLink and partnering agencies provided services to over 10,000 individuals throughout Bladen and surrounding counties.
- Bladen JobLink One Stop Career Center, re-located in Elizabethtown. Tramaine Council received Employee of the Year for JobLink.

Small Business

- After many years of attempting to set up a training program for county employees, the effort came to fruition this year as a training program was implemented for county employees. Over 400 county employees attended the sessions. The first seminar was on Sexual Harassment Awareness taught by Barbara Knight, Human Resources Director at DuPont and was offered seven times over a two-month period. During the same timeframe, seven sessions on Conflict Resolution, taught by professional speaker Charles Jackson was presented.
- The Small Business Center (SBC) relocated from the IT Building to a suite of offices in Building Two in order to comply with new state SBC guidelines. The new center features a SBC library of resources for current and potential business owners as well as a dedicated computer with internet access enabling center clients to conduct business research.
- Conducted annual Real Estate school offering classes for pre-licensing, license renewal, and electives.

- Provided training for three employees of Taylor Manufacturing through the Productivity Enhancement Program in Hazardous Materials Transportation Certification.
- Provided training to ten employees at DuPont through the Productivity Enhancement Program in Remote Visual Inspection utilizing General Electric Inspection Technology, LP.

Carolyn Walston
Vice President of Continuing Education
Bladen Community College
April 7, 2008

Bladen Community College Foundation, Inc.
Accomplishments
2007-2008

- ✓ Celebrated the success of the eighth annual scholarship fundraising dinner that generated over \$25,000 to use for Foundation activities and scholarships.
- ✓ Awarded a record number and amount of scholarships and loans to students
- ✓ Endowed the **Edward J. Cox Scholarship**
- ✓ Awarded the **Bladen Community College Ambassador Scholarships** to four students who display leadership ability and who will represent the college throughout the school year at various functions and activities
- ✓ Provided funding for our 40th Anniversary Celebration
- ✓ Printed a 40th Anniversary Cookbook “*A Collection of Favorite Recipes Celebration Forty Years*”
- ✓ Awarded the **State Employees’ Credit Union Foundation Scholarships** to two deserving students
- ✓ Awarded three incentive scholarships to GED program graduates to continue pursuing their education at Bladen Community College
- ✓ Membership in the North Carolina Council of Officers for Resource Development and attended NC Cord Conference and the South Coast Regional Cord meetings
- ✓ Endowed the **Harmony Hall/ Livingston Family Scholarship**
- ✓ Provided support for Bladen Community College Job Fair
- ✓ Provided funding for plants for beautification around the Administrative Building and Building number 1
- ✓ Sponsored the Continuing Education Department’s semi-annual part time instructors’ workshops

- ✓ Provided funds to award the **“Instructor of the Month”** selected by student’s votes on our website
- ✓ Received funds from the **Bladen Correctional Center Men’s Club** to establish a scholarship fund to assist Bladen County resident students in obtaining a degree at BCC
- ✓ Supported welding students’ trip to Skills USA North Carolina and National Competitions
- ✓ Received funding to establish the **Colonel George I. Resseguie Scholarship** from members of the Resseguie family
- ✓ Provided Sigma Kappa Delta scholarships for the English Honor Society from the Words Trust Fund
- ✓ Worked together with our Board of Trustees to establish the **Essic Williams Memorial Scholarship Fund**
- ✓ Established a Scholarship in memory of **Mike Merritt** to benefit students in industrial and vocational fields of study
- ✓ Sponsored our 4th annual beach music festival entitled **“BCC goes Coco Loco”** April 25, 2008 At Lu Mil Vineyard with proceeds benefiting campus beautification
- ✓ Sponsored our fifth annual **BCC Foundation Golf Tournament** May 29, 2008 at Carolina Sands Golf Course
- ✓ Represented Bladen Community College Foundation on the **Smart Start Board of Directors**
- ✓ Established a Scholarship from the **Whiteville Alumnae Chapter of Delta Sigma Theta Sorority**

STUDENT SERVICES ACCOMPLISHMENTS FOR 2008-2009

STUDENT SERVICES

1. Enrollment for fall semester was 1418 and spring enrollment was 1519, indicative of a 6% and 13% increase in students.
2. The Nursing Entrance Test (NET) was administered to 195 prospective ADN and PNE students.
3. One thousand seven hundred and thirty-three units of the COMPASS test were administered to assess student strengths and weaknesses. Counselors interviewed students to assist them in developing a sound educational plan.
4. Completed 2008 Graduate Placement Chart. Ninety-three percent (93) of BCC graduates obtained employment in their field of study or in one closely related to their field of study.
5. Forty-six students received Veteran's Administration benefits totaling \$249,912 for 2008-09 academic year.
6. Completed the Department of Veterans Affairs 3 year Compliance Survey and completed the NC state Approving Agency's annual visit.
7. Requested and funded for one VA work-study student for 2008-09.
8. Three student services staff members taught ACA 115 during spring 2009 semester. Other student services staff members were asked to present to ACA classes.
9. A breakdown of how financial aid funds were disbursed were as follows: Pell Grants - 3,598,811; ACG 1 and 2 - 15,025; Work Study - 42,195; Scholarships - 34,294; NCCCCG - 103,342; NCELS - 61,747; NCSIG - 30,450; NC Earn Grant - 238,000; Child Care - 25,613; Targeted Assistance - 8,174; Less Than Half Time - 4,324; NESLP - 11,000, SEOG - 37,697; Sallie Mae Loan - 8,107; American Education Services - 6,000; Golden Leaf - 8,250.

Total aid provided to students was \$4,129,790.67.
Pell was administered to 1220 students for 2008-09.
10. Four student services staff members participated in the Bladen County Gang Awareness Task Force in collaboration with various community organizations to create programs focused on deterring gang activity and promoting community awareness.
11. Initiated a BCC men's basketball team through the Bladen Baptist Association. This activity served as marketing, recruiting, and retention tool.

12. Secured \$30,000 in funding from NCCCS for the operation of “Men of Standard” Minority Male Mentoring program. Conducted weekly meetings with group participants to discuss goals, academic progress/regression, employment opportunities, positive decision-making, etc...
13. Revised SGA constitution to assist in making SGA members accountable to fellow students and administration; strengthened criteria of those seeking to hold SGA office.
14. Mr. Chad Smith graduated from the NCCCS Student Leadership Institute. Ms. Elizabeth Ferrell attended the NCCCS Leadership Institute for the summer of 2009.
15. For a second year, BCC nominated Mr. Jason Britt for the Robert W. Scott Leadership Award in conjunction with the presidents association of NCCCS.
16. Created Student Handbook that will be distributed free of charge to all BCC students.
17. Transfer counselors made 13 visits to BCC from various colleges and universities in North Carolina to assist students by answering questions related to transferability of courses.
18. Thirty high school seniors participated in the College Transfer dual-enrollment program, 90 students participated in Huskins and vocational classes at BCC and West Bladen High School during 2008-09 school year. We served 120 high school students for 2008-09.
19. Thirty-one high school English classes were visited in the fall and spring semesters. Ninety minute recruiting, career exploration, social skills, relationship, and information sessions were conducted for every junior and senior high school English class in Bladen County.
20. Completed several annual college surveys such as Petersons, College Board, and Chronicle Guidance Publications annual Institutional Data survey.
21. Conducted college and career workshops for 4 middle schools in Bladen County.
22. Maintain up-to-date and current information on colleges and universities for students and advisors.
23. Other recruitment activities included: phone contacts, participation in every parade and festival in Bladen County, College Days, literature distribution, referrals from service agencies in Bladen County, and campus tours.
24. Four ambassadors selected to represent BCC for the 2008-09 school year. Last year’s ambassadors participated in 15 events, including parades, registration, marshals for GED graduation, orientation days and presented programs to civic and church organizations.

25. Responsible for all aspects of the graduation ceremony; Allen Meadors was the commencement speaker.
26. One hundred thirty-six students graduated from BCC from fall 2008 through spring 2009.
27. Continued to revise and update the records management manual for full-time and part-time BCC faculty. This manual covers information on advisement, record keeping, policies, FERPA, tuition costs, and forms needed for faculty to keep accurate records.
28. Successfully provided classroom and individual training for employees on how to use Colleague.
29. Completed all reports accurately and on time.
30. Held several meetings/discussions with public school personnel to discuss Huskins program admission standards, policies, and practices.
31. Revised and updated the college catalog to incorporate a smarter design to be more space and cost efficient. Program brochures are maintained and updated as programs change.
32. With Board approval a transcript fee was instituted and the college began charging \$3.00 for every transcript. Monies generated from this fund will help redirect costs of office supplies and student-related expenses.
33. All student services staff participated in presidential installation committees and activities.
34. Several student services staff served on Diversity Committee to deliver a variety of cultural enrichment activities to the student body: Martin Luther King Jr. celebration, Black History, and Women's History events.

PUBLIC INFORMATION

1. All citizens of Bladen County were mailed information as to the programs offered at BCC in bulk mailing of class schedules prior to registration for the fall and spring semesters. Curriculum and Continuing Education class schedules, HRD, GED, Adult High School Diploma, Library, Foundation, Financial Aid, and Counseling services information was also provided.
2. Developed new literature for low budget ad campaign and purchased pieces with FY 2008 end-of-year funds. Designed and produced 5,000 copies of a folder to be handed out to new and prospective students when they make application. Designed and produced new handout designed in the same mode as the folder – had 10,000 copies printed.
3. Contracted with Lamar Outdoor Advertising for three billboards for six months. Two billboards remained in place an additional 5 months at no cost to the college.

4. Designed and produced a number of different cards for College President, including a Christmas card sent to constituents of the college.
5. Began producing a campus newsletter, The Flyer, weekly. Designed primarily to keep faculty, staff, and students abreast of events scheduled or have happened on campus; published each Wednesday for release on Thursday.
6. Wrote ad copy and placed advertising for print, on-line and radio media for fall and spring semester registration.
7. Submitted 90 feature articles to various publications; virtually all were published.
8. Submitted approximately 80 public service announcements to local print and on-line media.
9. Purchased and placed 16 signs throughout the county advertising each registration.
10. Shot approximately 5,000 photos covering events of the college. Photos used in promotional releases and submitted to media as appropriate.
11. Approximately 30 advertising and public relations initiatives were completed.

HUMAN RESOURCES

1. Coordinated educational meetings for 401(k) and held a luncheon paid for by Prudential.
2. Assisted with first Retiree Recognition Celebration.
3. Coordinated Walk-A-Mile-In-My-Shoes (special needs) presentation to BCC staff and students
4. Organized first Veteran's Day celebration.
5. Held fifth annual Benefit Fair for BCC employees. Approximately 70 employees participated.
6. Cooperative Extension presented programs for faculty and staff, concentrating on healthy eating, weight loss and line dancing.
7. Coordinated Flu Shot Clinic for fourth year in a row. Approximately 50 employee or family members took advantage of the clinic.

IMPROVEMENTS AND GOALS FOR 2009-2010

1. Continue to work with faculty to facilitate proper withdrawal of students to reduce the number of students who owe a refund to the Department of Education. (R2T4)
2. Continue to use Hershey document imaging program to scan student records.
3. Gain Board approval for SGA scholarships.
4. Continue to bring campus clubs under the umbrella of SGA.
5. To establish a complete and thorough orientation process that will orient new employees to the campus and operating procedures.
6. To conduct a new student orientation program for all new students in conjunction with early advisement.
7. To initiate a Southeastern Regional Personnel Officers Association within the NCCCS; create a human resources user group.
8. Continue to encourage professional development opportunities for all staff especially in critical areas such as financial aid, VA, and records and registration.
9. Add two additional internet testing positions and replace four computers and monitors that are better able to maintain a secure internet connection for testing purposes.
10. Create computer lab for registration, admissions, and financial aid.
11. Automatic up-load of BCC college application from Internet to Datatel.
12. Scan all financial aid forms into the document imaging system.
13. PIO to develop new skills in publication layout and design, particularly with Adobe products such as Indesign.
14. Have employee handbook on the BCC website.
15. To reactivate the WebAdvisor Committee. Allow students to view their student record by fall 2009. Allow students to register using WebAdvisor by fall 2010. Registering would include pay features including tuition/fee payment, transcript request payment and graduation fee payment.

Performance Measures/Standards

**STATUS OF BLADEN COMMUNITY COLLEGE IN
MEETING THE PERFORMANCE STANDARDS
2007-2008**

	<i>Performance Measures</i>	<i>Standard Met</i>
Measure A	Progress of Basic Skills Students	Met
Measure B	Passing Rates for Licensure and Certification Exams	Met
Measure C	Performance of College Transfer Students	
Measure D	Passing Rates in Developmental Courses	Met
Measure E	Success Rate of Developmental Students in Subsequent College-Level Courses	Met
Measure F	Student Satisfaction of Completers and Non-completers	Met
Measure G	Curriculum Student Retention, Transfer and Graduation	Met
Measure H	Business/Industry Satisfaction with Services Provided	Met
<i>Total Standards Met</i>		<i>7</i>

*Source: North Carolina Community College System
Twentieth Annual Critical Success Factors Report July 8, 2009*

*Summary Report on
Performance Measures for 2007-2008
North Carolina Community College System*

<i>MEASURES</i>	<i>STATE STANDARD</i>	<i>BCC PASSING RATE</i>
1. Progress of basic skills students	75%	76%
2. Passing rate on licensure and certification examinations	Aggregate= 80% Exams = 70%	90%
3. Performance of students who transfer to a four year institution	83%	78%
4. Passing rates in developmental courses	75%	90%
5. Success rate of developmental students in subsequent college-level courses	80%	97%
6. The level of satisfaction of students who complete programs and those who do not complete programs	90%	94%
7. Curriculum student retention & graduation	65%	75%
8. Client satisfaction with customized training (Business & Industry)	90%	99%

NOTE: Recognition for Exceptional Institutional Performance- the College must meet all eight performance measures and meet the following criteria:

The passing rate on all reported licensure /certification exams for which the colleges have authority over, who sits for the exam must meet or exceed 70% for first-time test taker, and (2) The percent of college transfer students with a 2.0 GPA after two semesters at a four-year institution must equal or exceed the performance of students who began at the four-year institution (native students).

Marketing Plan

Marketing Plan 2007-2011

The goal of the BCC Marketing Plan is to inform the public of the many educational opportunities available at the college. Faculty, staff, and administration are vital to the implementation of the plan as developed by the Marketing and Recruitment Committee of the college. The various marketing activities to be conducted during the year consist of the following components:

1. Mail BCC program offerings to all citizens of Bladen County prior to registration for the fall and spring semesters. This will include schedules for Curriculum and Continuing Education classes as well as information on HRD, GED, Adult High School Diploma, Library, Financial Aid, East Arcadia Campus, Counseling Services available, and other activities. Provide registration schedule on college's website.
2. Set up information booths in shopping areas of high-traffic activity throughout the county prior to registration for each semester as deemed appropriate by counselors/recruiters and the Vice-President of Student Services.
3. Place advertisements in local newspapers, yellow pages, school yearbooks, library magazine covers, chamber of commerce publication, radio stations, and TV stations and online services prior to registration each semester as advertising funds permit.
4. Use billboards, radio, online services, and other media forms to promote the college throughout the year as funds permit.
5. Contact all high school students indicating an interest in attending the college but does not have an application on file.
6. Give presentations to all high school juniors and seniors as well as civic groups using faculty from all areas.
7. Conduct College Day for high school juniors and seniors in the county and send a representative to College Days in adjoining counties.
8. Distribute catalogs and brochures to all high schools, public agencies and selected businesses in the county.
9. Publish newspaper articles highlighting the many campus events scheduled and use radio and online services for public service announcements.
10. Establish and maintain contacts with the various county agencies for student referrals including the Employment Security Commission, Department of Social Services, and NC Department of Vocational Rehabilitation.

11. Provide BCC Information to new county residents through the Chamber of Commerce.
12. Participate in parades sponsored by the towns in the county.
13. Conduct campus tours for any interested school group.
14. Conduct career assessment workshops in the local high schools.
15. Maintenance of Bladen Community College Home Page and current college catalog on the Internet.
16. Annual Foundation/Scholarship Dinner held once a year to showcase happenings of the college to the community.
17. Advertise college events on the Marquee.
18. SGA- purchased tee shirts or other advertising items procured for students as funds permit.
19. Participation in selected annual and one-time community events as deemed appropriate.
20. Mail and/or disseminate college prospects and program brochures to all interested inquiries.
21. Purchase novelty items to be given to friends of the college.
22. Representation of Bladen Community College student ambassadors at selected events both on campus and in the surrounding community.
23. Analyze student data (demographics) periodically to determine market penetration patterns and, in turn, target advertising efforts. Periodically conduct surveys to measure effectiveness of advertising efforts.

Divisions/Departments
Priority/Projected Needs

**Curriculum Projected Needs List
2008-2013**

YEAR	PERSONNEL NEEDS	FURNITURE NEEDS	EQUIPMENT NEEDS	FACILITY NEEDS
2008-2009	<ul style="list-style-type: none"> • History Teacher-Huskins • Math Teacher-Huskins • Accounting Teacher-Huskins 	<ul style="list-style-type: none"> • 25 Computers • 25 Printers • If lab or nursing building comes to fruition, will need furniture for both 	<ul style="list-style-type: none"> • Computer and printer for mobile unit (Early Childhood) • Shredder,- (curriculum office) • Bldg. 6/117 color laser printer • Bldg. 6/117 Digital camera • Bldg. 6/117 Offices and Lab (5- Office 2007 Professional Software) • Bldg. 17 Offices/labs 106 & 108 (Office 2007 Professional Software) • Bldg. 1 labs 102 & 104 (Office 2007 Professional Software) • Bldg. 17 labs 106 & 108 (Digital camera) 	<ul style="list-style-type: none"> • Tutoring Lab • Nursing Building
2009-2010	<ul style="list-style-type: none"> • Biology Teacher • Nursing Instructor <p>Will begin SACS self-study (not sure of monetary costs)</p>	<ul style="list-style-type: none"> • Office Furniture/Office space • Office Furniture/Office space 	<ul style="list-style-type: none"> • New Scanner for evaluation assessments and software (curriculum office) • New computer for Criminal Justice Bldg. • Bldg. 1/123 new 	

			<p>computers</p> <ul style="list-style-type: none"> • All Early Childhood classrooms will need 42' laser screen TV, laptops and projectors • Early Childhood office new computer with updated software 	
2010-2011	<ul style="list-style-type: none"> • Marine Biology Instructor • (Planning to have cooperative agreement with UNC-W on training people to farm the sea, an upcoming avenue in biotechnology.) 	<ul style="list-style-type: none"> • Office space and furniture 	<ul style="list-style-type: none"> • Bldg. 6/117- 20 computers for lab • Bldg. 17/108- Color laser printer • Bldg. 17 labs 106 & 108 32 computers to update labs (20 for lab 106 and 12 for lab 108) • Bldg. 17 labs 106 & 108 2 servers, one with 2 NIC's needed to make labs utilize client/server and for the advanced Information Technology curriculum students required server courses • New van for transport of students to UNC-W for hands on projects • Printer in copying room (curriculum office) 	

2011-2012	•	•	<ul style="list-style-type: none"> • 5 new computers for the curriculum office • Professional software (Early Childhood) 	
2012-2013	•	•	<ul style="list-style-type: none"> • Laptop for Curriculum Specialist and Vice President of Instruction • Professional software (Early Childhood) 	

**Curriculum Department
Equipment Needs
Five-Year Plan
College Transfer & Industrial Technology
Presented by Edward Dent February 29, 2008**

Department	2008/09	2009/10	2010/11	2011/12	2012/2013
Spring 2008 For all Departments Lap Tops for all full time instructors \$34,000 42" HD TVs in all classrooms \$20,000.00 Projectors in computer labs and science labs \$20,00.00					
Science Dept.	Video Microscope \$ 3000.00 6-computers \$6000.00 6-microscopes \$6,000.00	6-microscopes \$6,000.00 2 computers \$1000.00 Video Microscope \$ 3000.00	Video Microscope \$3000 00. 2 computers \$1000.00 6- microscopes	2 computers \$1000.00	2 computers \$1000.00 6-microscopes

	1-Dishwasher \$500.00 1- (Lab)Microwave \$400.00 Presentation Technology		\$6,000.00		\$6,000.00
		Presentation Technology	Presentation Technology	Presentation Technology	Presentation Technology
Psy. Dept	2- lap tops \$2000.00 1- projector \$2000.00 2-TV with VHS/DVD \$1,200.00 Flip charts in PSY rooms \$400.00	1- projector \$2000.00 2-	Flip charts in PSY rooms \$400.00		2- lap tops \$2000.00 Flip charts in PSY rooms \$400.00
History Dept	Presentation Technology	Presentation Technology	Presentation Technology	Presentation Technology	Presentation Technology
Math Dept	Presentation Technology	Presentation Technology	Presentation Technology	Presentation Technology	Presentation Technology
Rel. and Soc Dept.	Presentation Technology	Presentation Technology	Presentation Technology	Presentation Technology	Presentation Technology
Eng Dept	Presentation Technology	Presentation Technology	Presentation Technology	Presentation Technology	Presentation Technology

Spanish Dept	Presentation Technology	Presentation Technology	Presentation Technology	Presentation Technology	Presentation Technology
Elec/Elect	1-PLC \$1000.00	1-PLC \$1000.00	1-PLC \$1000.00	1-PLC \$1000.00	1-PLC \$1000.00
	Motor and control trainer \$10,000.00	Transport simulator \$10000.00		Transport simulator \$10000.00	
	Gas pack \$3000.00	Heat Pump split system \$3000.00			
	Presentation Technology	Presentation Technology	Presentation Technology	Presentation Technology	Presentation Technology
Indust. Systems Dept.	HYD/PNEU trainer \$12000.00	Rigging Trainer \$11,000.00	Gas pack \$3000.00	Pumps and piping simulator \$10000.00	Hydraulic shear \$12000.00
	Transport simulator \$10000.00	Vacuum Pump and refrigerant evacuation system \$6,000.00	Transport simulator \$10000.00	Heat Pump split system \$3000.00	Lathe \$12000.00
	1-XMT welding machine \$3500.00	1-XMT welding machine \$3500.00		1-XMT welding machine \$3500.00	1-XMT welding machine \$3500.00
	Presentation Technology	Presentation Technology	Presentation Technology	Presentation Technology	Presentation Technology
Carpentry	Radial Arm Saw	Sheet metal break	Power miter	Planer	Radial Arm Sas

Dept.	\$600.00 Table Saw \$800.00 Presentation Technology	for aluminum siding \$ 3,000.00 Presentation Technology	saw \$500.00 Jointer \$ 1500.00 Presentation Technology	\$1500.00 Presentation Technology	\$600.00 Table Saw \$800.00 Presentation Technology
Welding Dept	4 xmt welding machines \$14,000.00 High Frequency welding machine \$ 2,000.00 Electrode oven \$500.00 Air compressor \$ 1500.00 Presentation Technology	2 XMT welding machines \$7000.00 Pipe beveling \$2500.00 Presentation Technology	2 XMT welding machines \$7000.00 Automatic Pipe Torch \$2500.00 Presentation Technology	2 XMT welding machines \$7000.00 High Frequency welding machine \$ 2,000.00 Presentation Technology	2 XMT welding machines \$7000.00 Presentation Technology

In addition, the electrical department would like to have a mock house somewhere close to the electrical shop as a tool for:

COST-- \$.00 (?) (\$5,000.00 to \$20,000.00)

ELC 112 CAC Electricity

ELC 113 Basic Wiring I

ELC 114 Basic Wiring II

Industrial Systems Technology would also use the house for:

PLU 111 Intro to Plumbing

PLU 130 Plumbing Systems

AHR 120 HVACR Maintenance

This is a minimum needs list to keep the programs running in manner to that would allow adequate educational presentation over the next five years. There will be needs that arise within programs or courses that may supercede the needs listed above. These additional needs may include but not limited to new and emerging technology or needs of new or expanding industry.

**Curriculum/Library Department Projected Needs
2008-2013**

YEAR	PERSONNEL NEEDS	EQUIPMENT NEEDS	FURNITURE NEEDS	NEW FACILITY NEEDS	RENOVATION NEEDS
2008- 2009		8 laptops (replacements) 3 LCD projectors 2 Desktop (staff) 1 Staff laser printer			
2009- 2010					
2010- 2011					
2012- 2013					

**Student Services Projected Needs List
2008-2013**

YEAR	PERSONNEL NEEDS	EQUIPMENT NEEDS	FURNITURE NEEDS	FACILITY NEEDS	
				NEW FACILITY NEEDS	RENOVATION NEEDS
2008-2009	- Admissions Secretary to assist students, faculty, and general public in interpretation of admission program policies and procedure; assist with data entry of admission applications; document imaging; and receptionist/switch-board responsibilities	-4 printers for: Administrative Assistant to VP of SS, Financial Aid Secretary, Financial Aid Director, and Personnel Officer -1 wireless laptop computer for Personnel. - 2 caller ID, Hands free, conference capability phones for Financial Aid Director and Personnel Officer -7 new computers with 19” flat screen monitors	-Two sets of Office furniture for Student Activities Coordinator and Recruiter/Counselor: 2 Desk L-shape Workstation; 2 Return L-shape Workstation; 1 Stack on Storage Hutch; 2 Two Drawer Model; 1 Five Shelf Bookcase -4 High Back Swivel Chairs for Testing Coordinator, Recruiter/Counselor, Student Activities Coordinator, and Fin. Aid Technician -1 Desk unit with computer keyboard for PIO	- Testing lab that will accommodate at least 30 people -Tutoring Center	-Office space for Financial Aid Admissions Secretary -Restrooms for Student Services Staff

2009-2010	Counselor for Early College, Dual Enrollment, Tech Prep, and Huskins programs; to coordinate classes with high school and serve as a liaison to Board of Education.	-1 Printer for receptionist -SGA Van or Mini-Bus	-new furniture for student center -One fireproof hanging file cabinet for personnel	-Snack Bar or Grill	-New building to accommodate Student Services Department
2010-2011	Transcript Clerk	-6 new printers	-additional file cabinets	-Bathroom for employees -Water fountain	- Stove and cabinets for kitchen
2011-2012	-Personnel Secretary to assist Personnel Officer.	-7 new computers with 19” monitors		-Student Center to accommodate several hundred students.	
2012-2013		-6 new printers			

**Administrative/Fiscal Resources Projected Needs List
2008-2013**

YEAR	PERSONNEL NEEDS	EQUIPMENT NEEDS	FURNITURE NEEDS	NEW FACILITY NEEDS	RENOVATION NEEDS
2008-2009	Secretary for VP of Business Office and Foundation	New safe (\$10,000)	Office setup for secretary for VP & Foundation (\$5,000)		Restrooms in Administration building \$7,500
2009-2010		Replacement Computers (8 - \$16,000)	Office Replacements (8 - \$24,000)		Security entrance for IT Dept. \$4,000
2010-2011					Replacement geo-thermo windows for Administration bldg. \$22,000
2011-2012					
2012-2013					

**Technology Projected Needs List
2008-2013**

YEAR	PERSONNEL NEEDS	EQUIPMENT NEEDS	NEW FACILITY NEEDS	FACILITY RENOVATION NEEDS
2008-2009	None	Web advisor integration Replace other line printers with laser printers Informix report software Replace student email server Replace old switches	None	None
2009-2013	None	Web advisor integration Replace two servers with newer ones Look at voice over IP Replace old switches Software upgrades Adding cell phone to Group wise software integration(needs new server) This does not include service agreements and other contracts	None	None

**Continuing Education
Projected Needs List
2008-2013**

YEAR	PERSONNEL NEEDS	SUPPLY NEEDS	EQUIPMENT NEEDS	FACILITY NEEDS	FURNITURE NEEDS
2008-	CE Recruiter	Fire/Law/EMS/CPR Video Series	Props for Fire Training	Fire Training Tower	Career Start Office Furniture
2013	CE Basics Skills Tester	Expendable Fire Supplies	Fire/Law/EMS 2-Storage Buildings	EMS Building	CE Office Furniture
	Full-time CNA I & II Instructor	GED/ESL Computer Software	Designated School Car Fire/Law/EMS	CNA I & II Lab	
	O.E. Director	Phlebotomy Centrifuge	Fire Truck	Bio-work Lab	
	Distance Ed Director	AED's Defibrillators 15-CPR Manikins 15-Intubation Manikins	Printer E-town Campus 6-Laptops Phlebotomy Chair		
		Advanced Life Support Supplies	CNA I Vita Signs Monitor		
		Bio-work Lab Supplies	Ambulance Shelter ALS Full Body Manikin Stryker Stretcher		

**Institutional Effectiveness/Planning Department Projected Needs List
2008-2013**

YEAR	PERSONNEL NEEDS	EQUIPMENT NEEDS	FURNITURE NEEDS
2008-2009	Part-time clerical assistance for (SACS) process, Planning Office, and Foundation.	1 computer, 1 color printer to support clerical duties	Administrative Assistant Furniture
2009-2010	Full-time clerical support for the (SACS) process, Planning Office	1 computer 1 color printer 1 large laser printer	Administrative Assistant Furniture
2010-2011	Full-time clerical support for the (SACS) process, Planning Office	1 computer 1 color printer 1 large laser printer	Administrative Assistant Furniture
2011-2012	Full-time clerical support for the (SACS) process, Planning Office	1 computer 1 color printer 1 large laser printer	Administrative Assistant Furniture
2012-2013	Full-time clerical support for the (SACS) process, Planning Office	1 computer 1 color printer 1 large laser printer	Administrative Assistant Furniture

**Curriculum/Library Equipment and Furniture Needs
In priority order**

In priority order:

1. Eight laptops (replacements)
2. Two desktop staff
3. Three LCD Projectors (replacements)
4. One staff laser printer

**Student Services
Equipment and Furniture Needs
In Priority Order**

In priority order:

- File Cabinet additions for student records
- Enlarge closet in registration room
- Desk leaflet for financial aid
- FAX machine
- Three cordless phones
- Credenza/bookcase
- New chairs for Financial Aid Office
- Three desk chairs
- Printer for transcripts
- Partition off offices in the registration room
- Additional power outlets and wiring for testing lab
- Seven additional computers for testing lab
- Ten new computers and printers

**Student Services/Personnel
Equipment and Furniture Needs
In Priority Order**

In priority order:

- One chair
- One desk
- One computer
- One printer

**Fiscal Resources/Maintenance
Equipment/Personnel/Facility Renovation Needs
In Priority Order**

- 1 full-time maintenance person with electrical experience.
- Maintenance Trucks
- 2 Weed Eaters
- John Deere Gator (front-deck mower)
- Pressure Washer
- 2 Dewalt Grinders
- Commercial Push Mowers
- Shaft Hedger- Echo
- Replace facial boards on maintenance shed (rotten)
- Electrical repairs (shop)
- Insulation (shop)
- Wet Vac. Machine

**Fiscal Resources/Technology
Equipment/Facility Renovation Needs
In Priority Order**

In priority order:

- Document Scanner & Software for Web page (\$1,000)
- Fiber run from High-tech Bldg. to Library (\$1,000)
- 2 Gigabyte Cards for High-tech Bldg. and Bldg. 2 (\$2,000)
- 2 Nortel Switches for Electrical Shop and Maintenance Bldg.
- Tester for Network Cable testing (\$80)
- 1 New server for Database Management (\$5,000)
- Connect rooms 105 and 106 together for more space.

**Continuing Education
Priority Needs
March 4, 2008**

1. Occupational Extension Director
2. Distance Education Director
3. Continuing Education Recruiter
4. Continuing Education/Basic Skills Tester
5. CNA I & II Instructor Full-time
6. GED/ESL Computer Software
7. Printer Elizabethtown Campus
8. Fire/EMS Expendable Supplies
9. 15-CPR Manikins
10. 15-Intubation Manikins
11. 10-AED's
12. Phlebotomy Centrifuge
13. ALS Manikin
14. Props for Fire Training
15. Fire/Law/EMS/CPR Video Series
16. 6 Laptops
17. Office Furniture for Career Start
18. CNA Vital Signs Monitor
19. 2-Storage Buildings for Fire/Law EMS 10' x 20'
20. Designated Car for Fire/Law/EMS
21. Fire Truck
22. CNA I & II Lab
23. Bio-work Lab
24. EMS Building
25. Fire Tower
26. Phlebotomy Chair
27. Continuing Education Office Furniture

**IE/Planning Equipment and Furniture needs
In Priority Order**

- Part-time clerical support for SACS, and for the IE/Planning Director
- Computer, printer, desk, chair, credenza

Distance Education Equipment Needs In Priority Order

URGENT Fax machine for NCIH suite.

1. The Distance/Evening area needs a networked color printer for James/Ann/Kathy to share. (NEED July 2008)
2. DVD-Recorder / VCR Combo - The Distance Education Department (NCIH) records classes and needs the ability to convert from VHS to DVD. (NEED August 2008)
3. Moodle / Moodle Server - Moodle is a course management system (like Blackboard) that is a cheaper (virtually free and the direction the NCCCS is headed) alternative. To fully test the functionality of Moodle, a server has to be purchased (or older one reloaded) to begin the transition from Blackboard to Moodle (runs on Linux) (NEED ASAP but no later than July 2008). The option also exists of third party server support for this platform.
4. Media Server - System Office is encouraging the usage of multimedia within online classes. In order to have enough space to accommodate the use of media, we need another server to hold the data so that courses on the course management platform only have links to the media storage. Saves bandwidth and server space.
5. Adobe CS3 Premium - Software program that can be used to do a lot of brochure work and other online designs we currently handle: could be used by PIO and by other areas.
6. Video Capturing Device - If instructors wish to record video to incorporate into their online course, this device is necessary NEED sometime in 2008--preferably by start of fall semester.
7. A Tablet PC for NCIH rooms 101 and 103. The 1999 laptop used in these rooms is struggling. (NEED before the old one dies--2008).
8. **This item is one that should be researched and coordinated through IT department.** Mobile Video Conferencing Unit for use between East Arcadia Campus and main campus. Use of the unit will enable us to share classes here and save the cost of instructor payment for there. Mr. Horne already has proposals. **NEED: as soon as administration decides to pursue this option. ****No unit should be ordered until connectivity has been checked and is reliable enough for video connection.**

Bladen County Profile

Bladen County Profile

Population

Population 1990	28,663
Population 2000	32,278
Population 2008	32,312
Population Density 2000	37
Percent Population Change 1990-2000	12.6%
Percent White	57.2%
Percent Black	37.9%
Percent American Indian	2.0%
Percent Asian	0.1%
Percent 0-17	24.6%
Percent 65 and over	14.2%
Median Age	37.9
Percent Born in NC	83.2%

Income and Poverty

Median Household Income 2000	\$26,877
Per Capita Income 2000	\$14,735
Population in Poverty 2000	6,622
Poverty Rate 2000	21.0%
Child Poverty Rate	28.7%
Elderly Poverty Rate	24.2%
Percent Receiving Food Stamps	17.5%

Housing

Percent Unaffordable Housing	17.8%
Percent Substandard Housing	0.1%
Home-ownership Rate	77.8%

Health

Physicians Per Population	6.2
Infant Mortality Rate	12.9
Percent Uninsured	21.0%

Education

Students Passing End of Grade Exams	39.3%
White Students Passing End of Grade Exams	52.4%

Black Students Passing End of Grade Exams	27.8%
American Indian Students Passing End of Grade Exams	37.5%
Asian Students Passing End of Grade Exams	
Hispanic Students Passing End of Grade Exams	36.2%
Per Student Expenditures K-12	\$8,754
Percent with Less Than High School Education	29.4%
Percent with High School Diploma	33.8%
Percent with Bachelor's Degree or Higher	11.3%
Graduation Rate	61.7%

Labor Force and Employment

Percent Working Age Population	61.1%
Unemployment Rate 2006	6.4%
Labor Force 2007	15,646
Unemployed 2007	970
Unemployment Rate 2007	6.2%
Labor Force 2008	15,274
Unemployed 2008	1,235
Unemployment Rate 2008	8.1%
Female Labor Force Participation Rate	49.6%
Percent Working in Manufacturing	
Average Wage for Manufacturing	
Percent Professionals	24.0%
Percent Working in Production	22.8%
Percent Working in Sales	21.3%
Total Announced Layoffs 2006	75
Manufacturing Layoffs 2006	75
Total Announced Layoffs 2007	25
Manufacturing Layoffs 2007	
Total Announced Layoffs 2008	
Manufacturing Layoffs 2008	

Agriculture and Natural Resources

Total Agricultural Receipts	\$338,494,000
Total Farms 2002	551
Percent Family Owned Farms	93.3%
Average Farm Size 2002	264
Tobacco Dependency Ranking	Medium

Other

Crime Rate	49.6
Property Tax Rate	0.740
Ability to Pay	8.5
Voting Rate	72.5%

Source: NC Rural Economic Development Center

<http://www.ncruralcenter.org/databank/profile.asp?county=Bladen>

Updated on June 8, 2009