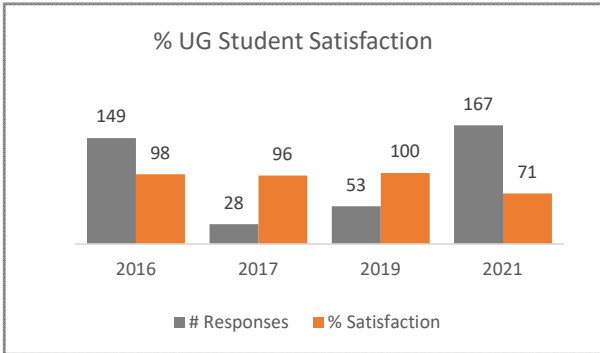
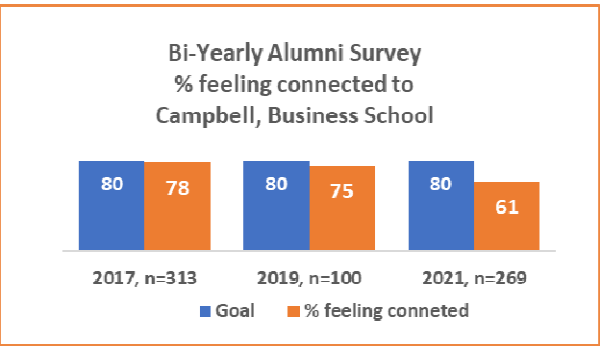


## Organizational Performance Results

### 1. Student and Stakeholder Focus - Excerpted from ACBSP Evidence File Table 3.2 for Criterion 3.2 - 3.4

Performance Measure & Measurable Goal	Measurement instrument or process	Current Results:	Analysis of Results:	Action Taken or Improvement made, and next step	Provide a graph or table of resulting trends (3-5 data points preferred)																					
At least 75% of faculty and staff will contribute to the annual employee-giving campaign at Campbell.	Annual employee-giving campaign.	95% of faculty/staff contributed in the current year.	LF School of Business faculty/staff contribution rate exceeded the national norm of 75% in the past 6 reporting years.	<b>Action Taken and Improvement Made:</b> The faculty/staff contribution and good work are recognized in every faulty/staff meeting, which instill loyalty to and pride in the LF School of Business. <b>Next Step:</b> Include and enhance loyalty and support from Business Advisory Council (BAC) in the fund-raising activities in the next reporting cycle.	<div><p><b>% Faculty/Staff contributed to the Annual Employee-Giving Campaign</b></p><table><tr><th>Year</th><th>% Faculty/Staff contributing</th><th>Goal (national norm)</th></tr><tr><td>2016</td><td>100</td><td>75</td></tr><tr><td>2017</td><td>100</td><td>75</td></tr><tr><td>2018</td><td>92</td><td>75</td></tr><tr><td>2019</td><td>100</td><td>75</td></tr><tr><td>2020</td><td>97</td><td>75</td></tr><tr><td>2021</td><td>95</td><td>75</td></tr></table></div>	Year	% Faculty/Staff contributing	Goal (national norm)	2016	100	75	2017	100	75	2018	92	75	2019	100	75	2020	97	75	2021	95	75
Year	% Faculty/Staff contributing	Goal (national norm)																								
2016	100	75																								
2017	100	75																								
2018	92	75																								
2019	100	75																								
2020	97	75																								
2021	95	75																								

Performance Measure & Measurable Goal	Measurement instrument or process	Current Results:	Analysis of Results:	Action Taken or Improvement made, and next step	Provide a graph or table of resulting trends (3-5 data points preferred)																					
At least 80% of graduate students are satisfied with their overall graduate programs experience at Campbell.	Program exit survey taken at the conclusion of their program curriculum	100% are satisfied with their overall graduate program experience at Campbell.	Positive trend of student satisfaction percentage But students desire to gain more industry-relevant technical skills and team project outside the classroom.	<b>Action Taken:</b> Updated curriculum, hired new faculty with active industry work experience and changed curriculum to incorporate more interactive projects within the courses. (see <b>Standard 3, Appendix A</b> ). <b>Improvement Made:</b> Increasing participation rate due to changes in timing and procedure of implementing program exit survey. <b>Next Step:</b> See <b>Standard 3, Appendix B</b> Goals and Plans for AY2021.	<div><p><b>% Graduate Programs Satisfaction Results</b></p><table><tr><th>Month</th><th>n= #Respondents</th><th>Satisfaction %</th></tr><tr><td>May, 2016</td><td>29</td><td>83</td></tr><tr><td>May, 2017</td><td>13</td><td>77</td></tr><tr><td>May, 2018</td><td>5</td><td>20</td></tr><tr><td>May, 2019</td><td>7</td><td>71</td></tr><tr><td>May, 2020</td><td>6</td><td>83</td></tr><tr><td>May, 2021</td><td>28</td><td>100</td></tr></table><p>■ n= #Respondents      ■ Satisfaction % ..... Linear (Satisfaction %)</p></div>	Month	n= #Respondents	Satisfaction %	May, 2016	29	83	May, 2017	13	77	May, 2018	5	20	May, 2019	7	71	May, 2020	6	83	May, 2021	28	100
Month	n= #Respondents	Satisfaction %																								
May, 2016	29	83																								
May, 2017	13	77																								
May, 2018	5	20																								
May, 2019	7	71																								
May, 2020	6	83																								
May, 2021	28	100																								

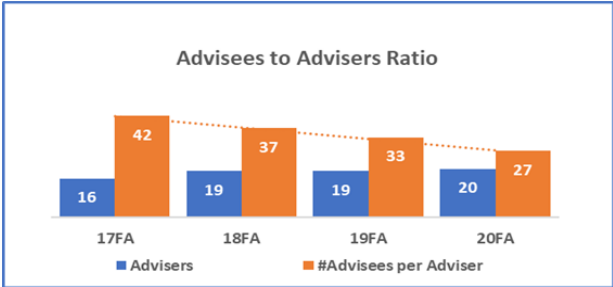
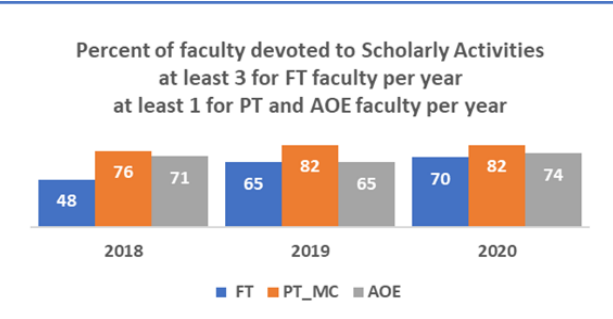
Performance Measure & Measurable Goal	Measurement instrument or process	Current Results:	Analysis of Results:	Action Taken or Improvement made, and next step	Provide a graph or table of resulting trends (3-5 data points preferred)																
At least 80% of undergraduate students are satisfied with their overall Campbell experience.	Annual spring survey emailing to UG students in April each year	71% satisfaction rate out of 167 respondents in 2021 spring survey.	The goal was not met in 2021. Pre-COVID student satisfaction rates ranged from 96% to 100%. Due to COVID protocols, no survey was conducted in 2020 and lower satisfaction rate was reported in 2021. Students felt discontent with their Campbell experience because of limited in-person activities in 2021. (Notes: no survey in 2018 was conducted due to understaffing)	<b>Next Step</b> - Resume student focus programs including: 1. Adding a Career Week with collaboration between MBA, UG student success, alumni, and career services 2. Creating workshops with focus on student needs and self-reported interests 3. Hosting "Major Retreats" to build community and development amongst the students 4. Resuming and enhancing academic, career, and community/social events after COVID restrictions are lifted. (see <b>Standard 3, Appendix C</b> )	 <table><caption>% UG Student Satisfaction</caption><thead><tr><th>Year</th><th># Responses</th><th>% Satisfaction</th></tr></thead><tbody><tr><td>2016</td><td>149</td><td>98</td></tr><tr><td>2017</td><td>28</td><td>96</td></tr><tr><td>2019</td><td>53</td><td>100</td></tr><tr><td>2021</td><td>167</td><td>71</td></tr></tbody></table>	Year	# Responses	% Satisfaction	2016	149	98	2017	28	96	2019	53	100	2021	167	71	
Year	# Responses	% Satisfaction																			
2016	149	98																			
2017	28	96																			
2019	53	100																			
2021	167	71																			
At least 80% of alumni will feel connected to Campbell, Business School	Bi-Yearly Alumni Survey  2017: n= 313, LFSB, UG&MBA  2019: n=100, MBA alumni only  2021: n= 269, LFSB, UG&MBA	61% of 269 respondents felt connected to Business School.	The goal was not met in 2021. There was a decline trend and the connectedness feeling exhibited a 14% decrease from 2020. The sharp decrease was due to the COVID-19 restrictions on the in-person activities. In the same survey, 85% alumni expressed their enthusiasm to get involved in the social events once the COVID-19 restriction is lifted.	<b>Next Step</b> - Resume and enhance alumni-focus activities: 1. Sending quarterly e-newsletters to update on Business School news 2. Invite all Business alumni back for on campus and off campus social events 3. Invite alumni to become alumni mentors to students and to be guest speakers 4. Have more alumni events in cities outside of Raleigh (see <b>Standard 3, Appendix E</b> )	 <table><caption>Bi-Yearly Alumni Survey % feeling connected to Campbell, Business School</caption><thead><tr><th>Year</th><th>n</th><th>Goal</th><th>% feeling conncted</th></tr></thead><tbody><tr><td>2017</td><td>313</td><td>80</td><td>78</td></tr><tr><td>2019</td><td>100</td><td>80</td><td>75</td></tr><tr><td>2021</td><td>269</td><td>80</td><td>61</td></tr></tbody></table>	Year	n	Goal	% feeling conncted	2017	313	80	78	2019	100	80	75	2021	269	80	61
Year	n	Goal	% feeling conncted																		
2017	313	80	78																		
2019	100	80	75																		
2021	269	80	61																		

Performance Measure & Measurable Goal	Measurement instrument or process	Current Results:	Analysis of Results:	Action Taken or Improvement made, and next step	Provide a graph or table of resulting trends (3-5 data points preferred)																																	
At least 80% of internship employer will rate 4 or better on our student interns in a scale of 1=poor and 5=excellent.	Final Internship (for credit) Evaluation by supervisor/employer.	88% of internship supervisors rated their satisfaction with our interns a 4 or better in 2020 academic year.	The goal was met and the employer ratings revealed a negative trend. However, the response sizes are smaller in 2020 and spring 2021 due to COVID-19 restrictions, during which many internships were canceled.	<b>Action Taken:</b> Launched a new Business Employer-Focus Survey in June 2021 (see <b>Standard 3, Appendix F</b> ). Of the 51 respondents, 23 employers will be more likely to convert the internships into perm hires. <b>Next step:</b> 1. Resume "Industry Days" to actively engage potential employers back to campus to increase internship and job placement opportunity in fall 2021. 2. Follow-up feedback from employer survey to keep track of the conversion rate from internships to the perm hires.	<div><p>Percent of Internship Rating ≥ 4 by Employer</p><p>Scale: 1= poor, 5= excellent</p><table><tr><th>Year</th><th>n</th><th>Percent of Internship Rating ≥ 4</th></tr><tr><td>2018</td><td>97</td><td>97</td></tr><tr><td>2019</td><td>70</td><td>97</td></tr><tr><td>2020</td><td>69</td><td>88</td></tr></table></div>	Year	n	Percent of Internship Rating ≥ 4	2018	97	97	2019	70	97	2020	69	88																					
Year	n	Percent of Internship Rating ≥ 4																																				
2018	97	97																																				
2019	70	97																																				
2020	69	88																																				
At least a 10% increase in the student-support events to foster a higher student retention rate and lower the attrition rate.	Student Success Event & Planning records kept by the Student Success Coordinator	<table><tr><th>Events</th><th>20FA</th><th>21SP</th></tr><tr><td>Student Support Meetings</td><td>27</td><td>147</td></tr><tr><td>Starfish (CUSucceed) Flags</td><td>272</td><td>220</td></tr><tr><td>Success Coaching-# Students</td><td>7</td><td>4</td></tr><tr><td>Leadership Events</td><td>4</td><td>4</td></tr><tr><td>Student Success Events</td><td>3</td><td>8</td></tr><tr><td>Total Student-support Events</td><td>313</td><td>383</td></tr></table>	Events	20FA	21SP	Student Support Meetings	27	147	Starfish (CUSucceed) Flags	272	220	Success Coaching-# Students	7	4	Leadership Events	4	4	Student Success Events	3	8	Total Student-support Events	313	383	The goal was met. The total student-support events increased by more than 10%. The UG program 1st-year retention and attrition rate for the 20FA incoming cohort will be available in 21FA.	The goal was met. The total student-support events increased by more than 10%. The UG program 1st-year retention and attrition rate for the 20FA incoming cohort will be available in 21FA.	<div><p>Student Support Events</p><table><tr><th>Year</th><th>Events</th></tr><tr><td>19SP</td><td>178</td></tr><tr><td>19FA</td><td>415</td></tr><tr><td>20SP</td><td>263</td></tr><tr><td>20FA</td><td>313</td></tr><tr><td>21SP</td><td>383</td></tr></table></div>	Year	Events	19SP	178	19FA	415	20SP	263	20FA	313	21SP	383
Events	20FA	21SP																																				
Student Support Meetings	27	147																																				
Starfish (CUSucceed) Flags	272	220																																				
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Performance Measure & Measurable Goal	Measurement instrument or process	Current Results:	Analysis of Results:	Action Taken or Improvement made, and next step	Provide a graph or table of resulting trends (3-5 data points preferred)
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## 2. Faculty Focus Results - Excerpted from ACBSP Evidence File Table 5.3 in Standard 5

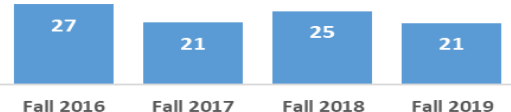
Performance Measure:	Measurement instrument or process	Current Results	Analysis of Results	Action Taken, or Improvement Made, Next Step	Graph or Table of resulting trends															
The ratio of full-time (FT) to part-time (PT) faculty workload measured in student credit hours ( <b>SCH</b> ) per section taught will not exceed 1.5.	Annual Report of Academic Program (ARAP) Data provided by the Office of Institutional Effectiveness (IE).	The ratio was 1.55 (62 : 40), slightly higher than the goal. But the ratio was improving during the past 4 years.	The Student Credit Hours (SCH) per section taught by the full-time faculty decreased from 73 to 62. The SCH per section taught by the part-time faculty held fairly stable around 40.	<p><b>Action Taken:</b> The class size at Main Campus were restricted to 50% capacity in compliance with the Social Distancing Guideline due to COVID-19 challenge.</p> <p><b>Improvement made:</b> Full-time faculty workload has improved.</p> <p><b>Next Step:</b> In-person delivery mode will be restored in fall, 2021. When the Social Distancing Guideline is lifted and enrollment increases, the trend might be expected to reverse in fall 2021.</p>	<div><p><b>Faculty Workload-Student Credit Hours per course section</b></p><table><thead><tr><th>Year</th><th>Full-Time</th><th>Part-Time</th></tr></thead><tbody><tr><td>17FA</td><td>108</td><td>42</td></tr><tr><td>18FA</td><td>72</td><td>40</td></tr><tr><td>19FA</td><td>73</td><td>38</td></tr><tr><td>20FA</td><td>62</td><td>40</td></tr></tbody></table><p>Legend: Full-Time (blue bar), Part-Time (orange bar), Linear (Full-Time) (dotted line)</p></div>	Year	Full-Time	Part-Time	17FA	108	42	18FA	72	40	19FA	73	38	20FA	62	40
Year	Full-Time	Part-Time																		
17FA	108	42																		
18FA	72	40																		
19FA	73	38																		
20FA	62	40																		

Performance Measure & Measurable Goal	Measurement instrument or process	Current Results:	Analysis of Results:	Action Taken or Improvement made, and next step	Provide a graph or table of resulting trends (3-5 data points preferred)																
The ratio of advisees to advisers will not exceed 35.	Advisees data were the primary program majors derived from IE data (same as above). The Advisers were the actual head count from SEDON record. Some full-time faculty at Main Campus do not advise students.	On average, advisees-adviser ratio was 27 during this self-study year. The goal was met. The advisees-adviser ratio revealed a decreasing trend since 17FA.	The full-time faculty increased from 19 to 20, but the primary program enrollment decreased from 624 to 547 during the self-study year.	<b>Action Taken:</b> The full-time faculty increased and primary program enrollments decreased in the self-study year due to COVID-19 challenge. <b>Improvement Made:</b> Advisement load decreased. <b>Next Step:</b> Enrollment is expected to increase and advisees to adviser ratio to increase as well, but still maintained below manageable ratio of 35 or less.	 <table><caption>Advisees to Advisers Ratio</caption><thead><tr><th>Year</th><th>Advisers</th><th>#Advisees per Adviser</th></tr></thead><tbody><tr><td>17FA</td><td>16</td><td>42</td></tr><tr><td>18FA</td><td>19</td><td>37</td></tr><tr><td>19FA</td><td>19</td><td>33</td></tr><tr><td>20FA</td><td>20</td><td>27</td></tr></tbody></table>	Year	Advisers	#Advisees per Adviser	17FA	16	42	18FA	19	37	19FA	19	33	20FA	20	27	
Year	Advisers	#Advisees per Adviser																			
17FA	16	42																			
18FA	19	37																			
19FA	19	33																			
20FA	20	27																			
At least 60% of FT faculty and 40% of PT faculty will devote to scholarly activities per year by the following criterion: least 3 for FT faculty and 1 for PT and AOE faculty	Faculty CV collected during spring and summer, 2021 with scholarly and professional activities list over the past 3 year.	The goal was met with 70% of full-time (FT) and 82% of part-time (PT) faculty at MC, and 74% of PT at AOE met the criterion on their devotion to the scholarly activities per year. ( FT >=3 and PT >=1).	There was an increasing trend of devotion to scholarly activities by both full-time and part-time faculty in the past 3 years.	<b>Action Taken:</b> Encouraged faculty to devote time to the scholarly activities for continuous update knowledge and pedagogy. <b>Improvement Made:</b> Percent of faculty committed to the scholarly activities revealed an upward trend. <b>Next Step:</b> (1) Encourage faculty to use the SEDONA systems to keep track of their activities. (2) Increase the participation rate in the scholarly activity in the next report by 5% for FT faculty and 2% for PT faculty.	 <table><caption>Percent of faculty devoted to Scholarly Activities at least 3 for FT faculty per year at least 1 for PT and AOE faculty per year</caption><thead><tr><th>Year</th><th>FT</th><th>PT_MC</th><th>AOE</th></tr></thead><tbody><tr><td>2018</td><td>48</td><td>76</td><td>71</td></tr><tr><td>2019</td><td>65</td><td>82</td><td>65</td></tr><tr><td>2020</td><td>70</td><td>82</td><td>74</td></tr></tbody></table>	Year	FT	PT_MC	AOE	2018	48	76	71	2019	65	82	65	2020	70	82	74
Year	FT	PT_MC	AOE																		
2018	48	76	71																		
2019	65	82	65																		
2020	70	82	74																		

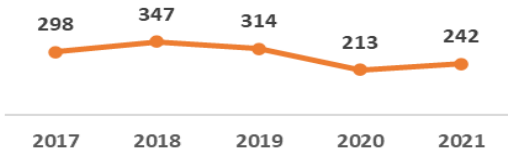
Performance Measure & Measurable Goal	Measurement instrument or process	Current Results:	Analysis of Results:	Action Taken or Improvement made, and next step	Provide a graph or table of resulting trends (3-5 data points preferred)												
At least 80% of FT faculty and 40% of PT faculty will participate in at least 6 professional activities over the past 3 years.	Faculty CV collected during spring and summer, 2021 with scholarly and professional activities list over the past 3 year.	The goal was met: 87% of full-time faculty and 71% of part-time faculty at MC, and 44% of adjuncts at AOE participated in the professional activities.	Two part-time faculty at Main Campus (MC) did not submit their update CVs. Two adjuncts at Adult & Online Education (AOE) were no longer employed at Campbell after spring, 2021 and their CV files were not updated.	<b>Action Taken:</b> Faculty were encouraged to apply for funding on their professional activities. <b>Next Step:</b> (1) Provide in-person or on-demand video training on how to use the SEDONA systems to keep track of the scholarly and professional activities. (2) Increase the participation rate in professional activities in the next report by 3% for FT and PT faculty, respectively, in the next report	<div><p>Percent of Faculty Participated at least 6 Professional Activities AY2018-2020</p><table><thead><tr><th>Category</th><th>n =</th><th>Percent</th></tr></thead><tbody><tr><td>FT</td><td>23</td><td>87</td></tr><tr><td>PT_MC</td><td>17</td><td>71</td></tr><tr><td>PT_AOE</td><td>34</td><td>44</td></tr></tbody></table></div>	Category	n =	Percent	FT	23	87	PT_MC	17	71	PT_AOE	34	44
Category	n =	Percent															
FT	23	87															
PT_MC	17	71															
PT_AOE	34	44															

### 3. Operations and Support- Excerpted from ACBSP Table 7.1.b.

Performance Measure:	Measurement instrument or process	Current Results	Analysis of Results	Action Taken, or Improvement Made, Next Step	Graph or Table of resulting trends										
<p>Increase overall program retention rate of the incoming FF* &amp; TF* cohort in 20FA from 66% to 70%.</p> <p>*Note: FF= First-Time Full-Time; TF= Transfer Full-Time</p>	<p>The Institutional Effectiveness Office (IE) Provides the official data every May.</p>	<p>66% overall retention rate for Business School; Ranging from 33% to 86% for 19FA incoming cohort for individual programs.</p>	<p>3% increase from 63% in 18FA retention rate.</p>	<p>Increased early intervention report on the risk-to-fail-the course students to 3 times each semester at Main Campus. Increased contact with high-risk students by the Student Success Coordinator.</p>	<div><p><b>UG Program 1st-year Retention Rate For Incoming Cohort Fall 2016- Fall 2019</b></p><table><thead><tr><th>Year</th><th>Retention Rate</th></tr></thead><tbody><tr><td>Fall 2016</td><td>67</td></tr><tr><td>Fall 2017</td><td>76</td></tr><tr><td>Fall 2018</td><td>63</td></tr><tr><td>Fall 2019</td><td>66</td></tr></tbody></table></div>	Year	Retention Rate	Fall 2016	67	Fall 2017	76	Fall 2018	63	Fall 2019	66
Year	Retention Rate														
Fall 2016	67														
Fall 2017	76														
Fall 2018	63														
Fall 2019	66														

Performance Measure & Measurable Goal	Measurement instrument or process	Current Results:	Analysis of Results:	Action Taken or Improvement made, and next step	Provide a graph or table of resulting trends (3-5 data points preferred)										
Decrease overall attrition rate of the incoming FF & TF cohort in 20FA to less than 20%.	Same as above	21% for Business School; Range from 0 to 39 % for 19FA incoming cohort for individual programs.	4% decrease from 25% in 18FA attrition rate.	Same as above	<div><p>UG Business Program 1st-year Attrition Rate</p><table><thead><tr><th>Fall Year</th><th>Attrition Rate</th></tr></thead><tbody><tr><td>Fall 2016</td><td>27</td></tr><tr><td>Fall 2017</td><td>21</td></tr><tr><td>Fall 2018</td><td>25</td></tr><tr><td>Fall 2019</td><td>21</td></tr></tbody></table></div>	Fall Year	Attrition Rate	Fall 2016	27	Fall 2017	21	Fall 2018	25	Fall 2019	21
Fall Year	Attrition Rate														
Fall 2016	27														
Fall 2017	21														
Fall 2018	25														
Fall 2019	21														
<b>Improve curriculum</b> to be more industry-relevant and schedule-flexible to allow students to explore different academic disciplines.	(1) Curriculum change may be initiated by the Curriculum Committee or the program coordinator at the monthly faculty meeting. (2) The proposal is then submitted to the university curriculum committee (UCC) for approval. (3) The new curriculum is then implemented effective from the fall of following year.	<p>New 5+3 curriculum is fully implemented in all business programs effective from fall 2020 except ECON, INTBU, and</p> <p>PGA-GM and TRST. PGA-GM and Trust have their own structured professional requirements.</p>	<p>(1) It encourages double majors and/or minor with business school.</p> <p>(2) The flexibility of new curriculum makes it possible to change majors and increase retention rate at business school.</p>	<p>Reviewed and revised the curriculum by program.</p> <p>Next Step:</p> <p>(1) Propose to change BS.ECON to BBA.ECON;</p> <p>(2) Propose to revise and implement 5+3 curriculum for BBA in International Business (INTBU)</p>	<p>(1) Fall 2015- established business core courses; combined 2 accounting principles into one (ACCT215); created management accounting (ACCT216); deleted computer and Technology application (BADM125) and replaced by management Information Systems (BADM325, renumber MGMT310 in fall 2020).</p> <p>(2) Fall 2020- implemented 5+3 curriculum (5 major courses and 3 upper-level business electives), made 124 total hours for most business degree requirement except Trust (reduced from 136 to new 126 hours)</p>										



Performance Measure & Measurable Goal	Measurement instrument or process	Current Results:	Analysis of Results:	Action Taken or Improvement made, and next step	Provide a graph or table of resulting trends (3-5 data points preferred)												
Increase job placements (Perm Hires & Internships) and Admission to Graduate schools	Career Placement Center housed in Business School. Data is updated constantly as information received.	242 job placements and admission to graduate schools as of 6/15/21.	Positively increasing trend after COVID-19 challenging. About 30 more job placements in 6 month of 2021 as compared to the total placements (213) in 2020.	Created a newly equipped Simulation Lab for interview practice. Created mentor systems to connect Alumni with the current students at Business School. Next Step: Restore Alumni Recognition Day and Job Fair Day at the school and university level in fall 2021.	<div><p><b>Job Placements and Admission to Graduate Schools 2017- 2021* (as of 6/15/21)</b></p><table><tr><th>Year</th><th>Placements</th></tr><tr><td>2017</td><td>298</td></tr><tr><td>2018</td><td>347</td></tr><tr><td>2019</td><td>314</td></tr><tr><td>2020</td><td>213</td></tr><tr><td>2021</td><td>242</td></tr></table></div>	Year	Placements	2017	298	2018	347	2019	314	2020	213	2021	242
Year	Placements																
2017	298																
2018	347																
2019	314																
2020	213																
2021	242																

4. Contribution to the Community, Society Impact, and Industry Connection

4.a. TRUST Programs: (1) Trust Advisors Forum held at Pinehurst annually; offered continuing education credit for CFP, CTFA, ATFA, CRST, and CLE; (2) Trust Advisors Institute (formerly Known as Southeastern Trust School (SETs) held annually at Buies Creek, and (3) Accredited Trust and Financial Advisor (ATFA) Certification. Already over 1,000 fiduciaries nationwide hold the ATFA certification.

Year	Trust Advisors Forum Professional Participants	Trust Advisors Institute Fiduciaries Participants	Notes: 1. Due to COVID-19, Trust Advisors Forum in 2021 was limited to 90 senior fiduciaries. In a typical year, about 270 senior fiduciaries from 30 states representing 140 institutions will participate. The profit generated by the Foundation conducting the continuing education programs are used to fund trust scholarships and/or benefit the Trust Program.  2. The Annual Sessions of the Trust Advisors Institute in 2020 and 2021 were canceled due to the COVID-19 pandemic. Over the years, the profits generated by this program have been used to fund the \$300,000 SETS scholarship , provide \$120,000 towards the cost of the First Citizens Bank wealth Centers, as well as many other "Contributions" to the University's mission
2021	90*	n/a due to COVID-19	
2020	265	n/a due to COVID-19	
2019	276	87	
2018	266	76	
2017	233	79	
2016	262	86	

4.b. VITA/TCE Program by Filing Season (Tax Year)

Filing Season (tax year)	2021 (2020)	2020 (2019)	2019 (2018)	2018 (2017)	2017 (2016)
# Faculty	2	2	2	2	2
# Student volunteers	21	18	13	13	3
# Community volunteers	2	2	2	3	3
E-filing	166	142	166	257	228
Paper filing	20	5	22	42	22
Not Filed	16	9	10	11	6
Total returns prepared	202	156	198	310	256
% Rejected Rate	2%	2.82%	3.01%	3.89%	2.19

Note: (1) Total returns prepared in 2019 declined due to government shutdown and changes in on-site procedures.  
(2) Due to the Covid-19 pandemic, the Harnett County Volunteer Income Tax Assistance site was closed on March 16, 2020 which was 3 weeks earlier than planned. This resulted in fewer tax returns being prepared.  
(3) In the 2021 filing season, the location of the VITA site changed from the library to Harnett County Commons. While our site was open all of February and March, we saw fewer taxpayers than anticipated. It is not unreasonable to assume that this was due to the change in location, combined with the ongoing challenges of the Corona Virus.  
(4) The site rejection rates only considers e-filed returns that were rejected due to volunteer error. In some cases, rejections are related to software or other issues beyond our control. For example, during the 2021 filing season, the software manufacturer had to make last minute changes due to federal legislation and economic impact payments. These issues caused a number of rejections.