IMPROVE STUDENT SUCCESS

- **Achieve a 75% “student success rate” by the end of FY 2015**
  - This is the percentage of FTPS credit-seeking students in a fall cohort that graduate, transfer to other institutions, or continue to be enrolled at Tri-County. The Technical College System uses this measure as a standard benchmark.
  - Tri-County achieved a 65.2% success rate in FY 2010, the highest in the Technical College System.

- **Institute process to measure career goal achievement**
  - TCTC will begin to measure the success for non-credential seeking students whose goal in coming to TCTC is to find employment, change careers, or advance in their careers.
    - Implement measurement for Community and Continuing Education career-seeking students in Fall, 2012.
    - Implement measurement for credit-seeking students in Fall, 2013.

- **Improve key measures of academic goal achievement for FTPS students by end of FY 2014**
  - **Arts & Sciences**
    - Maintain a Fall to Spring persistence rate of 90% or better.
    - Achieve a Fall to Fall retention rate of 40%.
    - Achieve a Fall to Fall transfer to 4-year institution rate of 45%.
    - Achieve a student success rate of 78%.
  
  - **Business & Public Services**
    - Achieve a Fall to Spring persistence rate of 78%.
    - Achieve a Fall to Fall retention rate of 56%.
    - Achieve a graduation rate for full-time students of 57% within 150% of credential time.
    - Achieve a graduation rate for part-time students of 22% within 200% of credential time.
  
  - **Health Education**
    - Achieve a Fall to Spring persistence rate of 84%.
    - Achieve a Fall to Fall retention rate of 55%.
    - Achieve a graduation rate for full-time students of 40% within 150% of credential time.
    - Achieve a graduation rate for part-time students of 20% within 200% of credential time.
  
  - **Engineering & Industrial Technology**
    - Achieve a Fall to Spring persistence rate of 86%.
    - Achieve a Fall to Fall retention rate of 72%.
    - Achieve a graduation rate for full-time students of 77% within 150% of credential time.
    - Achieve a graduation rate for part-time students of 30% within 200% of credential time.
PROTECT ACADEMIC QUALITY

- Achieve ratio of 50% of credit hours generated by full-time faculty.
- Insure comparable success rates in traditional and online course delivery formats.

STRATEGICALLY GROW ENROLLMENT

- Maintain an average annual college-wide credit enrollment growth rate of 2% through improved year-to-year student retention and strategic enrollment development.
- Grow enrollment of credit-seeking students attending Easley Campus exclusively to 400 by Fall Semester 2015.
- Grow enrollment of total credit-seeking students attending Easley Campus to 775 by Fall Semester 2015.
- Grow enrollment of credit-seeking students attending Anderson Campus exclusively to 670 by Fall Semester 2015.
- Grow enrollment of total credit-seeking students attending Anderson campus to 1,225 by Fall Semester 2015.
- Continue to exceed goals established for serving community needs at TCTC’s QuickJobs centers.

EXPAND/IMPROVE MAJOR FACILITIES

- Develop and implement a long-term deferred maintenance plan for key facilities.
- Execute key components of our long-term facilities plan
  o Complete construction of the new Industrial Technology Center for occupancy by Fall 2012.
  o Complete and start-up the Anderson campus QuickJobs Center by December 31, 2012.
  o Obtain all approvals to construct a new Student Success Center on Pendleton Campus by end of FY 2013.
  o Obtain all approvals and funding by end of FY 2013 to construct a new Vet Tech facility near the Pendleton Campus.
  o Complete Pendleton traffic safety and flow improvements by Fall of 2013.
CREATE A MORE SUSTAINABLE COLLEGE

- Create a sustainability strategy, beginning with a compelling business case, that sets direction and establishes goals for developing a more environmentally sustainable college in terms of academic programs and curriculum, operating practices, and facility investments by October of 2012.

- Achieve an energy efficiency index of 82 as established by the state of South Carolina
  - Generally, an 18% reduction in BTU’s per square foot from a year 2000 baseline; TCTC is required to achieve a 20% reduction, or index of 80, by 2020.

LEVERAGE DIVERSITY

- Achieve diversity in student body that mirrors diversity in Tri County’s service area as measured by ethnicity and gender.

- Create an employee diversity “scorecard” to begin understanding diversity of our workforce on multiple dimensions.

- Create a college-wide diversity program by December of 2012 that sets direction and establishes goals for our diversity efforts.

IMPROVE FINANCIAL STABILITY

- Grow the TCTC Foundation Endowment to $23 million by 12/31/2013.

- Prepare to operate College assuming State funding declines to zero by FY 2016.
PROGRAM STRATEGY: Identify the educational programs and services we will offer in the future, as well as how, where, and when we will deliver them

Major Initiatives:

Develop new credit programs

- Arts & Sciences
  - Develop a plan for expansion of Visual Arts program.

- Business & Public Services
  - Conduct a feasibility study for a Computer Forensics program.
  - Conduct a feasibility study for a Tax Preparation certificate.
  - Develop a Graphic Communications Degree and a Digital Media Degree.
  - Establish an Associate in Management university transfer emphasis.

- Health Education
  - Conduct a feasibility study for an Equine Science degree program in Veterinary Technology.
  - Conduct a feasibility study for a Dental Hygiene program.
  - Develop an accelerated AAS program in nursing.

- Engineering and Industrial Technology
  - Offer a Construction Management degree program.
  - Conduct a feasibility study for Automotive Customization and Restoration Program and a Chemical Engineering Technology Degree.

- Transition Pharmacy Technician and Advanced/Paramedic EMT programs from CCE to credit

Improve the Outcomes Assessment Process

- Pilot a General Education Outcome assessment process.

Enhance instructional delivery and support

- Define classroom technology standards.
- Research and recommend opportunities for synchronous delivery of instruction to multiple sites and uses of related connective technologies.
- Explore the creation of a Weekend College credit degree model at the Anderson Campus.
Create business continuity plan

Strategically grow community campuses and centers

- Create a Biomedical program for the Easley Campus.
- Conduct a feasibility study for a Mortuary Science program for the Easley Campus.
- Establish a Culinary Arts certificate at the Anderson Campus.
- Conduct a feasibility study for a Legal Assistant certificate at the Easley Campus.
- Explore strategies to expand credit and non-credit course offerings at the O’Dell Learning Center.
- Research market segments to determine maximum utilization of the Pendleton Campus and QuickJobs Centers in Anderson, Easley, and Seneca.
- Through creative use of technology, expand at least the first year of CIT programs to Anderson and Easley campuses.

Priorities and Critical Activities:

- Strategically grow enrollment at Community Campuses, filling existing capacity and maximizing use of community campus resources.
- Develop and pilot an academic program review process.
- Analyze the needs assessment performed in FY12 against current and proposed programs to ensure alignment and identify gaps.
- Implement decisions regarding increasing/reducing online offerings based on the FY 12 assessment.
STUDENT SUCCESS STRATEGY:  Develop approaches and capabilities that help our students achieve and exceed their goals

Major Initiatives:

Improve infrastructure to support student success

- Substantially complete construction of a Student Success Center by 2015.
- Provide Mobile Rush Store at Anderson and Easley Campuses.
- Complete a feasibility study for a college-wide call center.
- Complete a feasibility study to meet the mobile application needs of students.

Develop a comprehensive plan to improve retention

Revise the matriculation process

Revise our processes to support student success

- Pilot an Early Warning/Student Success System at Easley Campus with the goal of increasing student retention.
- Implement academic monitoring and intervention system.
- Use SmarterMeasure readiness assessment data and other student data to establish criteria for students taking online classes.
- Determine student success in job placement rates after completion of QuickJobs/WIA programs.
- Revise our student communication strategy and capitalize on new and emerging technologies.
- Offer on-site Compass testing at the Oconee Campus.

Provide academic support and services that improve student success

- Design a Peer Mentoring Program.
- Expand Career Services to all campuses by assigning one staff member as a liaison to each campus.
- Develop a Student Athlete Academic Success Program.
- Create a stronger infrastructure between Disability Services and the Assessment Center for providing seamless services to those requiring testing accommodations.
- Develop a Financial Aid training plan for Anderson, Easley, and Oconee Campuses.
- Provide special assessment services to veterans interested in attending TCTC.

Improve curricula and instruction to improve student learning

- Implement themed linked learning communities.
- Implement integrated learning communities.
- Develop a SIFE Program for business technology.
- Implement certification program for faculty teaching via distance delivery.
- Investigate methods of incorporating remedial science into a comprehensive developmental studies program.
**Priorities and Critical Activities:**

- Complete a retention plan using the strategic retention framework and begin implementing activities.
- Complete a pre-design study for a Student Success Center.
- Implement changes in the matriculation process using results from the matriculation project team.
- Design and implement an Academic Advising Resource Center.
- Implement enhanced advising process to include a pre-advising module and DegreeWorks educational plans.
- Create a process to identify career goals and document achievements.
- Establish essential student services and academic support services/resources at the Oconee Campus.
- Implement the plan developed in FY12 for significantly increasing the number of student credit hours generated by full-time faculty.
STUDENT LIFE STRATEGY: Create an environment that attracts and retains students and makes their student experience enjoyable and memorable

Major Initiatives:

Enhance the student grievance process
  • Review the College judicial system.

Expand co-curricular opportunities
  • Expand service learning affiliation with Anderson, Oconee, and Pickens free medical clinics.
  • Expand opportunities for student employment.
  • Create a community choir.
  • Seek collaboration with various departments in educating employees about the athletic program.
  • Seek collaborations, provide service learning opportunities, and engage in community outreach activities in the TCTC service area.

Develop and implement a Bridge to Clemson minority student recruitment and mentoring plan

Priorities and Critical Activities:
  • Document the existing student complaint process.
  • Explore options for providing professional counseling services for students.
INTEGRATION STRATEGY: Strengthen relationships and collaboration between the College and the community

Major Initiatives:

Develop collaborative opportunities with area high schools

- Develop a High School Communications and Collaboration Plan.
- Reconstitute the PACE Board.
- Investigate interest, need, and support for offering summer enrichment program for middle school students in literature, mathematics, and science.

Expand collaborative opportunities with Clemson University

- Expand the pre-professional cluster.
- Develop the Clemson/MLT non-traditional bridge program, contingent on grant funding.
- Explore and develop 2+2 articulation agreements involving the CIT major.
- Conduct a needs analysis of a community health associate degree for future articulation with Clemson University’s Public Health degree.

Expand collaborative opportunities with other higher education institutions

- Explore partnerships with other institutions on shared technology such as disaster recovery.
- Develop a 2+2 articulation with Lander University’s Equine Program.

Expand collaborative opportunities with Adult Education Centers

- Expand Adult Education Partnership Program (LINC) into Anderson Districts 1 and 2.
- Build the link between Adult Education and QuickJobs training.

Explore community engagement opportunities

- Expand community engagement plans for Anderson, Easley, and Pendleton to include strategies at the county level.
- Conduct a feasibility study for an Easley Conference Center.
- Conduct a Folk Art Center feasibility study.
- Establish a signature event at the Easley Campus and partner with community agencies to plan and offer the event.
- Create Simulation Specialty Centers at community campuses and an Adult Simulation Center at the Pendleton Campus.

Priorities and Critical Activities:

- Resolve long-term housing for the Bridge to Clemson program.
- Create processes to help students take advantage of 2+2 articulation agreements.
- Implement Small Business/Entrepreneurial Program to help support small business and new business start-ups.
PEOPLE STRATEGY: Ensure we have the right people in the right positions equipped and highly motivated to achieve our goals of service, instructional, and operational excellence

Major Initiatives:

Expand the College’s diversity program

Foster professional development
  • Expand development programs to include mentoring options for new employees.

Implement a succession planning process

Priorities and Critical Activities:

• Create a college-wide diversity program.

• Adapt our temporary employment strategies to changes in health care reform.
EXTERNAL COMMUNICATION STRATEGY:  Formulate and communicate our value proposition to audiences that have a vested interest in our services

Major Initiatives:

Fully define Tri-County’s value proposition and incorporate into both internal and external communications and marketing materials

Target additional key audiences

- Develop a recruitment program for underrepresented groups.
- Ensure college outreach increases diversity of the student body.
- Develop a communication and marketing plan for all bridge programs offered at the college.

Priorities and Critical Activities:

- Help our community to understand our value proposition.
- Create a recruiting strategy for growing enrollment at community campuses.
- Create a target marketing strategy to promote enrollment at Anderson and Easley campuses.
FACILITIES AND INFRASTRUCTURE PLANNING: Construct, upgrade, refurbish, and acquire facilities, equipment, real estate and technology needed to deliver outstanding educational programs and services

**Major Initiatives:**

**Plan and develop new facilities**

- Determine the appropriate location for the Automotive Program.
- Relocate the welding facility.
- Identify the need and location of a Research Facility.
- Complete Anderson QuickJobs center at the Anderson Campus.
- Investigate land acquisition for the relocation of the Veterinary Technology program.

**Enhance Existing Campuses**

- Execute long-term facilities plans for Pendleton Campus traffic improvements.
- Complete a feasibility study for Ruby Hicks refurbishment.
- Complete a feasibility study to develop Southeast parking.

**Leverage use of Information Technology**

- Develop an integrated technology plan that most effectively supports student success.

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**Priorities and Critical Activities:**

- Develop an IT Roadmap for current and future technology needs.
- Complete a feasibility study for developing a Central Plaza/Energy Loop.
- Complete a feasibility study for the relocation of the Veterinary Technology program and replacement of current facilities.
- Complete construction and upfit of the College’s new Industrial Technology Center; and successfully relocate Welding and HVAC programs to the Center.
FUNDING STRATEGY: Manage and develop financial resources to support our plan

Major Initiatives:

Pursue funding from donors and grants to:

- develop and implement a planned giving program.
- secure funding for programs, equipment, and operation of the new Industrial Technology Center.
- secure funding opportunities to support Master Plan implementation on the Pendleton Campus.
- secure funding for Veterinary Technology.
- develop a funding model and business plan for a Research Foundation.
- secure funding for a Student Success Center.
- increase “Hawks Club” Booster Club fundraising efforts to assist in the operation of the athletic program.

Evaluate the viability of performance contracting as a financing alternative for projects that generate substantial operating expense savings

Maintain financial stability

- Apply to become an experimental site for the Department of Education to determine methods for limiting unsubsidized loans to students.

Priorities and Critical Activities:

- Continue the Major Gifts Campaign with a goal of raising $7-9 million dollars by TCTC’s 50th anniversary.
- Develop a plan for elimination of state funding.
CULTURAL ADAPTATION: Cultivate attitudes, habits, and a mindset integral to achieving our vision

**Major Initiatives:**

Develop a Sustainability Program

- Create a college-wide Sustainability Program to guide future facilities development, operating practices, and academic program offerings.

Develop a comprehensive college-wide bonus program based on goal achievement

Foster a culture of evidence

- Pilot dashboard for measuring achievement of selected strategic objectives.
- Improve problem-solving skills of staff and leadership.

**Priorities and Critical Activities:**

- Develop guiding principles that support the mission, vision, and value proposition.
- Identify key performance indicators for strategic objectives.