A Commitment to
COMPLETION
2019-2021
STRATEGIC PLAN

PIEDMONT
Technical College

A Commitment to Completion
2019 – 2021 Piedmont Technical College Strategic Plan

Introduction

Piedmont Technical College remains focused on student success through its commitment to assisting students with reaching their education and career goals. The 2019-21 Strategic Plan addresses strategies and tactics related to five broad strategic areas: access to quality programs; effective academic and student support services; student and employee success; continuous improvement; community, workforce, and economic development; and institutional sustainability and growth.

A strategic planning process began in spring 2018 with broad-based institutional and external input. The process included a review of the accomplishments of the 2015-18 Strategic Plan: *Pathways to Success*, the gathering of input through community and employee focus groups, and a review of student data obtained through three national student surveys.

After reviewing the accomplishments of the 2015-18 plan, focus group feedback, and student data, the Strategic Planning Leadership Team reviewed the current Mission Statement, Core Values, and Institutional Vision. Minor edits were made to the language of the core values. The 2019-2021 strategic plan includes strategic directions, strategies and tactics to support the accomplishment of the mission goals of the college. The plan's focus is on student success and student development from entry to graduation. While the strategic directions serve to create a common focus, the mission goals allow the college to demonstrate continuous improvement in institutional quality and accomplishment of its Mission.

The Institutional Scorecard of key performance indicators (KPIs) was reviewed and is aligned with the strategic directions of the institution. Annual targets and three-year goals are being established for each KPI that will allow us to assess the progress with each institutional metric. Subsets of the KPIs have been identified and aligned with the strategic plan's mission goals to measure institutional achievement of each strategic direction. The annual KPI milestone measures, updated according to local, state, and federal reporting timelines, allow for ongoing staggered data analysis and implementation of improvement actions.

The implementation of the strategies and tactics of the strategic plan will be documented through PTC Institutional Effectiveness Framework that includes annual operational and assessment planning and reporting at institutional, divisional, program, and departmental levels, budget reviews, and employee accountability and evaluation over the lifecycle of the 2019-2021 strategic plan.

Institutional Vision

We will become a premier community college with a shared commitment to create vibrant learning communities through relentless pursuit of student success and economic prosperity for all stakeholders.

Institutional Core Values

Piedmont Technical College is guided by the practice of these Core Values: (last approved by PTC Area Commission, January 15, 2019)

- Proactive Leadership and Innovation
- Integrity, Accountability, and Transparency
- Collaboration and Collegiality
- Inclusivity, Diversity, and Accessibility
- Student Success and Customer Service
- Awareness of and Responsiveness to Emerging Trends
- Entrepreneurship and Workforce Development
- Lifelong Learning and Community Improvement
- Data-informed Decision Making
- The Ongoing Pursuit of Excellence
- Commitment to Lean Principles

Institutional Mission Statement

Piedmont Technical College transforms lives and strengthens communities by providing opportunities for intellectual and economic growth.

The College, a member of the South Carolina Technical College System, is a public comprehensive two-year post-secondary institution. Piedmont Technical College contributes to the economic growth and development of the largest and most diverse region of the technical college system, Abbeville, Edgefield, Greenwood, Laurens, McCormick, Newberry and Saluda counties and to the state. The College responds to the academic, training and public service needs of the community through excellence in teaching and educational services. Piedmont Technical College's open admissions policy provides accessibility for individuals with diverse backgrounds the opportunity to acquire the knowledge and skills for employment in engineering technology, industrial technology, agriculture, business, health, and public service. Piedmont Technical College graduates develop competencies in communication, mathematics, problem solving and technology.

The College offers university transfer; associate degrees, diplomas and certificates in technical and occupational areas; college preparatory programs; student development programs providing academic,

career and individual support; and custom-designed credit and non-credit programs to provide training for business and industry and to meet the needs of the community. To optimize access to higher education in the rural seven-county service area, Piedmont Technical College offers distance learning courses through   multiple modes of delivery. (Revision approved by the PTC Area Commission on April 21, 2015. Approved by the South Carolina Commission on Higher Education on June 30, 2015.)

Directions, Strategies & Tactics

Direction A: Transforming Lives

Promote excellence in teaching and learning and academic and student support services to ensure that our students are well-positioned for success in career and technical fields, and university transfer. *(Mission Goal 1).*

STRATEGIES

A.1. Create a culture of completion by enabling all students to see a direct path toward their educational goals.

> **Tactics:**
>
> **A.1.1.** Expand use of degree plans to every student. (2020 – ongoing)
>
> **A.1.2.** Integrate DegreeWorks with College Scheduler to enable streamlined registration. (2019 – ongoing)
>
> **A.1.3**. Review student facing portions of degree plan and scheduling system from the student's point of view to ensure system is user friendly. (2019 – ongoing)
>
> **A.1.4.** Implement internal processes for administrative graduation, increased use of transfer back and dual enrollment completion. (2019)
>
> **A.1.5.** Establish a methodology to identify and implement success checkpoints to guide student progress, engagement, and continued enrollment to completion. (2019 – ongoing)

A.2. Create college-wide structures to better facilitate academic goal setting and planning.

> **Tactics:**
>
> **A.2.1.** Implement the CAREPlan proactive advising model for pre-health science, pre-nursing and direct admit health science programs as outlined in the quality enhancement plan. (2019)
>
> **A.2.2.** Dedicate physical space to create a location for the CAREPlan advising center. (2019)

A.2.3. Apply lessons learned during CAREPlan implementation to expand the CAREPlan advising model to other academic clusters utilizing meta-majors and cross-functional teams of faculty and staff. (2020 – ongoing)

A.2.4. Provide structured advising through ongoing advisor training and use of an advising syllabus. (2019 – ongoing)

A.2.5. Procure a college-wide, student-facing scheduling system to allow students to easily find and make appointments with advisors and other college offices. (2021)

A.3. Review and refine current services to ensure we offer students the support they need for academic and career success.

Tactics:

A.3.1 Refine and expand structured career planning and validation at pre- and post-enrollment phases to ensure students have chosen a career path that aligns with their goals. (2019 - ongoing)

A.3.2. Enhance the new student orientation experience through online modules in D2L, and develop methodology for "just-in-time" dissemination and delivery of content. (2020)

A.3.3. Create a cross-functional team to review current support services for students on academic probation, first-generation college students, minority students, and other academically at-risk groups and to develop a more robust support structure where necessary. (2020)

A.3.4 Provide additional support to students with career preparation and job placement, to include a centralized student information center for internship, co-operative education, apprenticeship, and job opportunities. (2019)

A.3.5. Connect students with external services and agencies needed to reach their educational goals. (2019)

A.3.6. Refine placement mechanisms and developmental education to facilitate faster access to credit coursework where appropriate. (2019)

A.3.7. Form a cross-functional student behavior intervention team. (2020)

A.4. Offer a robust student life program.

Tactics:

A.4.1. Increase and incentivize student participation in student life experiences. (2019 – ongoing)

A.4.2. Strengthen community partnerships, services, and activities for all students. (2019 – ongoing)

A.4.3. Explore the badging concept for application to a "student life transcript." (2020)

A.5. Expand integrated student support and engagement opportunities into the learning experience to positively impact learning outcome attainment.

Tactics:

A.5.1. Adopt institutional strategies to assess general education outcomes across the institution, to provide validation of program general education achievement. (2019)

A.5.2. Incorporate best practices for academic coaching, peer mentoring, tutoring, and supplemental instruction with measureable/actionable outcomes. (2020 – ongoing)

A.5.3. Further refine and institutionalize integrated support measures that show results. (2019 – ongoing)

A.5.4. Develop cross-functional collaboration on student engagement, work ethic skills, student support, and career-readiness initiatives. (2020)

Direction B: Expanding Student Access

Ensure widespread access to our educational programs through enrollment and communication planning and effective, efficient processes. (***Mission Goal 2).***

B.1. Develop a college-wide strategic enrollment plan.

Tactics:

B.1.1. Conduct market research to gain a deeper understanding of market opportunities to facilitate enrollment growth and sustainability. (2019)

B.1.2. Implement a structured process based on new and existing market opportunities to identify, develop and launch new and repackaged credit programs and college services. (2020 – ongoing)

B.1.3. Review offerings and refine to make flexibility more understandable where options currently exist, and to develop new options where we have gaps. (2020 – ongoing)

B.1.4. Identify underserved markets in the College's service region and implement recruiting and outreach strategies designed to increase enrollment in these areas. (2019 – ongoing)

B.1.5. Supplement recruiting efforts through the application of effective marketing strategies and through the wise use of technology. (2020 – ongoing)

B.2. Improve effectiveness of recruiting and student intake.

Tactics:

B.2.1. Implement a Constituent Relationship Management (CRM) system to modernize the intake system. (2021)

B.2.2. Streamline intake communications to increase efficiency, automate transactional messages to improve the student experience. (2020)

B.2.3. Make use of technology to deliver "just in time" communication to prospective students. (2021)

B.2.4. Make effective use of commonly used, but underutilized communication channels, text messaging, push notifications, mobile communications to reach students. (2019 – ongoing)

B.2.5. Review the effectiveness of the student intake system in Greenwood, at a distance, and at the county campuses to standardize processes and increase efficiency for the student. (2020)

B.3. Communicate flexibility and return on investment more effectively.

Tactics:

B.3.1. Refine communications to non-traditional students to emphasize flexibility, support and return on investment at PTC. (2019)

B.3.2. Update and modernize PTC branding. (2020)

B.3.3. Cross-sell credit and non-credit programs to students by emphasizing skills acquisition and career laddering. (2020 – ongoing)

B.3.4. Provide new opportunities to experience and explore PTC. (2019 – ongoing)

B.4. Strengthen partnerships with regional employers, school districts, and community groups to build a stronger pipeline into our programs, and into employment after completion.

Tactics:

B.4.1. Expand dual enrollment partnerships in Career and Technical Education (CATE) programs, and create career pathways for dual enrollment students. (2019)

B.4.2. Develop a comprehensive recruitment plan to attract our dual enrollment population. (2019)

B.4.3. Develop co-operative (co-op) educational experiences between academic programs and area industries so that students can earn and learn. (2021)

B.4.4. Expand apprenticeships programs and connect to high school level to create youth apprenticeships, offering students a structured pathway to career fields. (2019 – ongoing)

B.4.5. Work with community groups to expand promise program coverage in our service region. (2019 – ongoing)

Direction C: Supporting our People

Cultivate a talented, diverse, and inclusive workforce that is responsive to the changing needs of the college by providing a collaborative culture and professional development opportunities for future success **(*Mission Goal 3*).**

STRATEGIES

C.1. Attract, develop, and engage a diverse workforce by effectively utilizing human resource processes based on our mission, vision, and values.

Tactics:

C.1.1. Implement the on-boarding and off-boarding functionality for the workforce in the human resources applicant tracking system (NEOGOV). (2019-20)

C.1.2. Expand the overall recruiting efforts to meet the workforce needs of the college. (2019 – ongoing)

C.1.3. Improve the diversity recruiting strategy to attract and hire qualified and diverse applicants for vacant positions. (2019 – ongoing)

C.1.4. Provide training for hiring officials to ensure their understanding of federal and state regulations related to hiring and employment matters. (2019 – ongoing)

C.2. Create an institution-wide diversity team to ensure that our faculty and staff are aware of and sensitive to the differences that make up our institution, and that we reflect the communities we serve.

Tactics:

C.2.1 Assemble a cross-functional team representative of college departments, faculty and staff, incorporating representatives from student leadership. (2019-20)

C.2.2. Examine current practices regarding diversity awareness and training. (2019-20)

C.2.3. Develop and implement an institution-wide diversity training and awareness program, incorporating best practices currently in use on campus, and from other leading institutions and organizations. (2020-21)

C.3. Offer comprehensive employee services and programs that add value to employees' overall success.

> **Tactics:**

> **C.**3.1. Host interactive sessions to introduce and explain services and benefits available to college employees. (2019-ongoing)

C.4. Promote the achievement of holistic employee wellness in the work environment.

> **Tactics:**

> **C.4.1.** Promote wellness services available through the Employee Assistance Program (EAP) and the State Health Plan. (2019 – ongoing)

> **C.4.2.** Continue the distribution of wellness information and/or other health resources regularly. (2019 – ongoing)

C.5. Continue to improve Human Resources processes to enhance the overall human resource experience.

> **Tactics:**

> **C.5.1.** Configure and implement an electronic reference system to conduct critical reference checks during the pre-employment process. (2019-20)

> **C.5.2** Create electronic forms for temporary employment and revisions to employment acknowledgements. (2019-20)

> **C.5.3.** Implement Banner 9 Administrative Pages and Time and Leave Reporting System. (2019-20)

C.6. Provide strategically-aligned professional development and learning opportunities for faculty and staff that support best practices for student success and institutional governance.

> **Tactics:**

> **C.6.1.** Form a professional development council to create an annual training program. (2019-20)

> **C.6.2.** Provide customer service training to student-facing college personnel. (2019 – ongoing)

C.6.3. Provide targeted training on best practices to support student success and ensure structures are in place to share knowledge across divisional structures. (2020 – ongoing)

C.6.4. Continue to provide employees with training in basic and advanced lean principles. (2019 – ongoing)

C.6.5. Provide compliance-driven employee training modules to assist employees with implementation of federal/state regulations. (2019 – ongoing)

C.6.6. Increase the proficient use of Zogotech and Argos reporting through additional college-wide training and access. (2019 – ongoing)

C.6.6. Provide a comprehensive onboarding program of professional development for new college staff. (2020 – ongoing)

C.6.7. Safe guard against technological threats through employee education and training and proactive monitoring. (2019 – ongoing)

Direction D: Embracing Continuous Improvement

Use data and assessment results to make well-informed academic and operational decisions regarding the continuous improvement of the College's financial and physical resources **(*Mission Goal 4*)**.

STRATEGIES

D.1. Streamline program structures to provide the quickest possible path to completion.

    Tactics:

    D.1.1. Continue to utilize a Lean approach to review academic program structures and completion pathways, and implement changes on a yearly cycle. (2019 – ongoing)

    D.1.2. Refine course schedules by campus, modality, etc. to ensure maximum access and flexibility for learners with different scheduling needs. (2019 – ongoing)

    D.1.3. Identify and implement minimum course schedule by program to support degree planning. (2020)

    D.1.4. Create flexible entry and exit points for students by implementing a stackable credential model in existing and new programs. (2019 – ongoing)

D.2. Utilize Lean tools and processes to improve and document institutional continuous improvement activities.

Tactics:

D.2.1. Use Lean tools to analyze, from the student perspective, the student experience from application to completion, and implement improvement measures. (2020 – ongoing)

D.2.2. Apply Lean to review and improve student learning outcomes. (2020)

D.3. Conduct annual planning to support the accomplishment of our mission goals and strategic plan and document through operational and assessment plans and reports.

Tactics

D.3.1. Establish and monitor key institutional and programmatic performance indicators and resulting improvement actions quarterly, adjusting the strategic plan as necessary to respond to the college's operating environment. (2019 – ongoing)

D.3.2. Use the institutional scorecard, dashboards, and planning technologies to monitor progress in achieving each mission goal. (2019 – ongoing)

D.3.3. Utilize integrated operational, budget, and outcomes assessment reporting to inform planning and decision-making. (2019 – ongoing)

D.3.4. Assess and revise the Annual Program Performance Review templates and processes to focus on positive growth of established metrics. (2019 – ongoing)

D.3.5. Implement a non-academic annual program performance review process. (2020 – ongoing)

Direction E: Strengthening Communities

Promote community and workforce development and economic prosperity through new and existing partnerships with individuals, business, industry, government, community agencies, and educational institutions **(*Mission Goal 5*).**

STRATEGIES

E.1. Develop and leverage community partnerships to mitigate existing barriers to attendance and student success.

Tactics:

E.1.1. Serve as a catalyst to assist communities in identifying and resolving student transportation challenges, in partnership with local providers. (2019 – ongoing)

E.1.2. Serve as a catalyst to assist communities in identifying and resolving student child care challenges, in partnership with local providers. (2020 – ongoing)

E.1.3. Reduce textbook costs through the implementation of open educational resources (OERs) and low-cost alternatives. (2019 – ongoing)

E.1.4. Evaluate the need, and identify and distribute information regarding community assets to address student housing and food insecurities. (2019 – ongoing)

E.2. Scale work ethic skills instruction across the curriculum and student life.

Tactics:

E.2.1. Map the curriculum to allow for the inclusion of work ethic skills and assessment of those skills through existing assessment reporting. (2019 – ongoing)

E.2.2. Fully implement and assess Level I and Level II work ethic skills. (2020 – ongoing)

E.3. Be proactive in addressing the educational and training needs of business and industry.

Tactics:

E.3.1. Expand and track the success of short-term, quick skills programs. (2019 – ongoing)

E.3.2. Align credit and non-credit program offerings with occupational needs of industry clusters (CIP) in our region. (2019 – ongoing)

E.3.3. Leverage training reimbursement benefit of local employees to attract students to programs and training opportunities. (2019 – ongoing)

Direction F: Ensuring Institutional Sustainability

Exercise efficient and responsible stewardship of the College's financial and physical resources (***Mission Goal 6***).

STRATEGIES

F.1. Explore additional opportunities for tuition and financial relief for qualifying students in order to safe guard the College's financial resources.

Tactics:

F.1.1. Implement financial literacy interventions throughout the student lifecycle for all students. (2019 – ongoing)

F.1.2. Investigate the expansion of student aid opportunities such as an alternative tuition financing. (2019 – ongoing)

F.1.3. Pilot and implement expanded student aid opportunities in order to incentivize continuous enrollment. (2019- ongoing)

F.2. Position the College to maximize local, state, federal and other funding streams.

> **Tactics:**
>
> **F.2.1.** Advance the institution through comprehensive and successful grant writing. (2019-ongoing)
>
> **F2.2.** Raise funds for the Upstate Center for Manufacturing Excellence through a PTC Foundation Major Gifts Campaign. (2019- ongoing)
>
> **F.2.3.** Leverage public and private collaboration to increase financial support for workforce development. (2019- ongoing)

F.3. Ensure campus facilities and college technology infrastructure are modern, safe, and environmentally efficient.

> **Tactics:**
>
> **F.3.1**. Maintain a Campus Police and Security Department that promotes and protects the safety of all through effective communication, the utilization of combined emergency management resources, and best practices for policing college campuses. (2019- ongoing)
>
> **F.3.2.** Continue to address ADA accessibility of college facilities to support a diverse student body and workforce. (2019- ongoing)
>
> **F.3.3** Reduce energy consumption through the installation of energy efficient equipment and control systems. (2019- ongoing)
>
> **F.3.4.** Evaluate facility and technology requests and prioritize needs to accommodate college and program innovations. (2019- ongoing)
>
> **F.3.5.** Comply with building and inventory reporting requirements to assess and address current and future deferred maintenance. (2019- ongoing)

F.3.6. Protect the technological infrastructure of the college from cyber threats and other external and internal risks. (2019- ongoing)

F.3.7. Establish a campus improvement plan with funding to improve the appearance of the walkways, breezeways, and landscape on the college campuses. (2020-21)