



# STRATEGIC PLAN 2021-2024

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The 2021-2024 Midlands Technical College (MTC) Strategic Plan was prepared by the MTC Strategic Planning Leadership Team through multiple collaborative work sessions. The team included members of the MTC Commission, MTC Executive Council, business leaders, along with faculty, staff and students from across the college.

The plan is targeted to bolster MTC's role in economic development and workforce preparedness through student success, and to build an improved and sustainable college infrastructure. Programs and services from all areas of MTC will be reviewed and enhanced to meet the plan's goal of ***Reimagining student success and college excellence***.

During the planning sessions, the One Goal and four Focus Areas were established to enable a comprehensive look at robust changes that will make a positive impact in the lives of students, their employers and the community. Implementing, documenting and evaluating the resulting initiatives will bring together numerous internal planning teams to concentrate on developing initiatives to improve areas of engagement for Academic and Corporate and Continuing Education.

Through examination of longitudinal enrollment and persistence data, demographics and other statistical factors, the 2021-2024 Strategic Plan will directly target areas of the college that data show would benefit from reassessment and intervention to better ensure student success and workforce enhancement.

## 2021-2024 Strategic Plan

The purpose of the MTC Strategic Planning process is to provide the college with a road map to successfully address its Mission, Vision, Values and Role and Scope as defined by the MTC Commission.

The 2021-2024 Midlands Technical College Strategic Plan facilitates the creation of manageable, actionable and measurable outcomes that will be developed based on local, regional and national data, student success information collected by the college, and projections of employer and workforce requirements.

The plan's goal of ***Reimagining student success and college excellence*** is divided into the following four Focus Areas:

- **Recruitment, Enrollment and Economic Development**
- **Teaching, Learning and Student Support**
- **Resource Management**
- **Diversity, Equity and Inclusion**



MISSION, VISION, VALUES, ROLE & SCOPE  
April 29, 2021 Revisions

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## MTC Vision Statement

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Midlands Technical College, as a premier higher education institution, creates innovative learning environments, promotes student success, contributes to economic vitality, and enhances quality of life.

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## MTC Mission Statement

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Midlands Technical College is a comprehensive, multi-campus, two-year public college serving the primary region of Richland, Lexington and Fairfield counties of South Carolina. College programs and services provide the community with accessible, affordable, quality education and training that prepares a diverse student population to attain competitive, high-demand careers; to transfer to four-year colleges and universities; and to achieve their professional and personal goals. The college equitably provides higher education opportunities that stimulate the local economy through workforce development and community social vitality.

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## MTC Statement of Role and Scope

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The college equitably implements its mission through a clearly defined set of programs, services and partnerships that include:

**Education Programs** - MTC provides education and training through Academic programs and Corporate and Continuing Education programs that lead to associate degrees, diplomas, academic certificates, training certificates and course mastery. Offered through multiple delivery modes, these programs and courses are aligned with local employer needs and serve individual students, businesses and the community.

**Student Development Programs and Services** - MTC offers programs and services to current and prospective students and alumni to increase their success and enhance their potential for personal, educational and professional growth. The college increases student access to higher education and careers pathways through recruitment, academic and career advising, financial services, counseling and career services, tutoring, and student support and engagement services.

**College Administrative Services** - MTC, through an array of comprehensive administrative services, ensures an effective and fiscally sustainable institution.

**Economic Development** - MTC proactively promotes business growth and regional prosperity. The college enhances the economic vitality and quality of life of the region by providing a world-class workforce and opportunities for business and community engagement.

**Collaborations and Partnerships** - MTC initiates and expands collaborative interaction with the higher education and K-12 education sectors, and promotes business relationships through advisory board participation and business outreach activities. The college works with potential and existing business customers to identify needs and provide specific education and training for their potential and current employees.

## MTC Statement of Values

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

**Commitment to Student Success** - Belief in providing a learner-centered environment by offering quality and relevant instruction, resources, services, and opportunities for the continued growth and development of students. Midlands Technical College transforms lives by proactively working with each student so that he or she can achieve career and lifelong learning objectives. Through guided pathways, the college assists students in clarifying their career goals, navigating educational pathways, fostering entrepreneurship, embracing social responsibility, developing life skills, and maximizing their potential.

**Commitment to Service Excellence** - Belief in providing welcoming, professional, respectful, responsive, and flexible service to all constituents.

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

**Commitment to Economic Vitality and Quality of Life** - Belief in preparing students for successful careers by providing a seamless pathway bridging secondary education, higher education and lifelong learning. The college serves as a resource for community engagement and partners with business, education and government to enhance the growth and prosperity of the region.

**Commitment to Access, Equity, Diversity and Inclusion** - Belief in providing equitable access to programs and services while embracing the dignity and uniqueness of each individual who collectively represents the cultural, economic and demographic diversity of the community.

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

**Commitment to a Quality Campus Environment** - Belief in the importance of creating an inviting and secure environment for the college community. The college values clear communications, open exchange of ideas, involvement in decision-making through shared governance, and respect for all individuals.

**Commitment to the Management and Diversification of Resources** - Belief in the effective and efficient use of college resources to provide quality education and services for the students and community and in being accountable to constituents. The college seeks to diversify its financial support through pursuing new and innovative resources and developing a culture of philanthropy.

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

# STRATEGIC PLAN 2021-2024

## The One Goal for MTC's 2021 - 2024 Strategic Plan

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### **Reimagining student success and college excellence.**

#### MTC Strategic Plan 2021-2024 - Four Focus Areas

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Executive Council members through extensive planning sessions with students, faculty, staff and community members have identified the 2021-2024 Strategic Plan's four focus areas, the outcomes for each area, and the metrics that will be utilized. Focus Area leaders will identify teams (composed of faculty and staff) that will implement and execute the 2021-2024 Strategic Plan to address the area outcomes and effect the metrics. The Outcomes have been developed to address all areas of the college.

- Recruitment, Enrollment and Economic Development
- Teaching, Learning and Student Support
- Resource Management
- Diversity, Equity and Inclusion

# Recruitment, Enrollment and Economic Development

MTC actively supports the growing Midlands workforce by recruiting students through a streamlined process that leads to enrollment in high-demand career pathways.

## Outcomes

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- **Grow Enrollment**
- **Facilitate a hassle-free student business experience**
- **Increase student placement, education, and training with Midlands employers**

## Metrics

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Recruitment, Enrollment and Economic Development - Metrics	Baseline	2021-2022	2022-2023	2023-2024	Goal
<b>Increase Academic Enrollment</b>					
Average Credit Hours Fall Term Per Student	9.79				10.79
Academic Headcount	TBD				+6%
<b>Increase CCE Enrollment</b>	TBD				+13%
<b>Increase Apprentices/Pre-Apprentices</b>	273				+60%
<b>Increase Yield Rate of Applicants</b>	44%				+9%
<b>Enterprise Campus Authority (ECA)</b>	N/A	Evaluate ECA			Yes

# Teaching, Learning and Student Support

Engage excellent teaching, learning, and support services to ensure every student succeeds.

## Outcomes

- Invest in the Guided Pathways Initiative
- Deliver excellent instruction
- Support the basic needs of students
- Ensure all students complete their educational objective - includes Academics and CCE
- Enrich the student learning experience

## Metrics

Teaching, Learning and Student Support - Metrics	Baseline	2021-2022	2022-2023	2023-2024	Goal
<b>Increase Completion Percentage</b>					
Fall to Spring Persistence Rate	67%				72%
Fall to Fall Retention Rate	44%				47%
Graduation Rate*	39%				42%
<b>Increase Students Earning 6+ College Credits in the First Term (Early Momentum)</b>					
Fall	59%				65%
Spring	44%				47%
<b>Increase Student Satisfaction Survey (Scale 1 to 7)</b>					
Teaching	5.77				6.00
Campus Environment	5.80				6.00
Student Support	5.83				6.00

\*Source: National Student Clearinghouse



# Resource Management

Ensure the institution has sufficient fiscal, physical, human, information and technological resources to achieve our mission.

## Outcomes

- Ensure Fiscal needs of the college are met
- Promote effective Human Resources planning, development, recruitment, and retention
- Expand and maximize Information Technology resources
- Develop Physical Resources for maximum utilization college-wide

## Metrics

Resource Management - Metrics	Baseline	2021-2022	2022-2023	2023-2024	Goal
<b>Decrease Expenditures</b>					
Personnel	1,006				-5%
Fiscal	TBD				-\$4.1 mil
<b>Increase Revenue</b>					
Student (Academic/CCE)	TBD				+6%
Foundation Dollars	\$1.5 mil				\$2.5 mil
New Grants	6				12
<b>Continuous Improvement</b>					
Automate Major Processes/Services	NA				6
Employee Professional Development	NA				80%
<b>Instructional Utilization*</b>	58.4%				63.0%

\*Source: Commission on Higher Education

# Diversity, Equity and Inclusion

Ensure the institution has an academically enriching and supportive climate for all members of its community, to include faculty, staff, students, partners, and community members.

## Outcomes

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- Create an inclusive environment
- Increase diversity among faculty and staff
- Encourage student participation and involvement

## Metrics

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Diversity, Equity and Inclusion (DEI) - Metrics	Baseline	2021-2022	2022-2023	2023-2024	Goal
Establish a DEI Office/Officer	NA				Yes
Affirmative Action Goals*	89.7%				95%
Number of African American Male Faculty	32				+20%
Employee Satisfaction - DEI Survey (Scale 1 to 7)	TBD				TBD
Student Satisfaction - DEI Survey (Scale 1 to 7)	5.75				6.00

\*Source: South Carolina Human Affairs Commission

## Strategic Planning Timeline 2021-2024

Activity	Date	Objective
<b>2021-2024 Strategic Planning Executive Council Review</b> <b>Planning Activity - 1</b> (Zoom Meeting)	February 17, 2021 1:00 PM to 5:00 PM	Attendees: MTC Executive Council <ul style="list-style-type: none"> <li>▪ Review MTC Mission, Vision, Values, Role and Scope</li> <li>▪ Discuss MTC's vision for the next three years</li> <li>▪ Identify Focus Areas for 2021-24 Strategic Plan</li> <li>▪ Identify Outcomes for Focus Areas</li> <li>▪ Identify Executive Council members to lead Focus Area</li> <li>▪ Identify individuals to lead Outcomes (Outcome Leaders)</li> <li>▪ Identify attendees for Planning Activity 1</li> </ul>
<b>MTC Commission Executive Committee</b>	March 2, 2021	Present overview of the proposed 2021-2024 strategic planning process
<b>Planning Activity - 2</b> (Zoom Meeting)	March 16, 2021 8:30 AM to 5:00 PM	Attendees: MTC Strategic Planning Leadership Team: Commission representatives, MTC Executive Council, select AVP's and Directors, Academic Deans, Faculty Council and Staff Council chairs, Student Leadership and others as identified.  Objectives: <ul style="list-style-type: none"> <li>▪ Review MTC Mission, Vision, Values, Role and Scope</li> <li>▪ Introduce MTC's Focus Areas</li> <li>▪ Identify Outcomes for Focus Areas</li> <li>▪ Identify Indicators designed to affect Outcomes</li> </ul>
<b>Planning Activity - 3</b> <b>Student Panel Discussion</b> (Zoom Meeting)	April 20, 2021 4:00 to 5:30 PM	Attendees: MTC Strategic Planning Leadership Team, representatives from MTC student body  Objectives: <ul style="list-style-type: none"> <li>▪ Obtain input from MTC students</li> </ul>

Activity	Date	Objective
<b>Planning Activity - 4 Employer Panel Discussion</b> (Zoom Meeting)	April 26, 2021 3:00 PM to 4:00 PM	Attendees: MTC Strategic Planning Leadership Team, representatives from K-12, and select business leaders.  Objectives: <ul style="list-style-type: none"> <li>▪ Obtain input from Employers and Community Leaders</li> </ul>
<b>Planning Activity - 5 MTC Executive Council</b> (Zoom Meeting)	April 29, 2021 8:30 AM	Attendees: MTC Executive Council  Objectives: <ul style="list-style-type: none"> <li>▪ Review Focus Areas, Outcomes, and Metrics</li> </ul>
<b>MTC Commission Executive Committee</b>	May 5, 2021 7:30 AM	Present update on the 2021-2024 strategic planning process
<b>MTC Commission Meeting</b>	May 19, 2021	Present update on the 2021-2024 strategic planning process
<b>Planning Activity - 6</b>	May 11, 2021 1:00 PM to 3:00 PM	Attendees: MTC Executive Council, the Strategic Planning Leadership Team, Faculty Council, Staff Council  Objectives: <ul style="list-style-type: none"> <li>▪ Obtain input from Faculty and Staff Council</li> </ul>
<b>Planning Activity - 7</b>	May 26, 2021 2:00 PM to 4:00 PM	Gather feedback from MTC Faculty and Staff
<b>MTC Executive Council</b>	June 23, 2021	MTC Executive Council reviews the draft plan to send to the MTC Commission Executive Committee
<b>MTC Commission Executive Committee</b>	June 30, 2021	MTC Commission Executive Committee reviews the draft plan for full Commission approval
<b>MTC Commission</b>	July 22, 2021	MTC 2021-2024 Strategic Plan presented to the MTC Commission for review and approval
<b>MTC Commission</b>	August 5, 2021	2018-21 Strategic Plan Scorecard presented at MTC Commission Retreat
<b>Fall Inservice</b>	August 16, 2021	Present MTC new Strategic Plan to the college

**Planning Activity 1 - MTC Faculty, Staff, Administration and Commissioners**

Date: February 17, 2021

	Name
<b>MTC Executive Council</b>	<ul style="list-style-type: none"><li>▪ Ron Rhames – President</li><li>▪ Barrie Kirk - Provost</li><li>▪ Starnell Bates - VP Institutional Support</li><li>▪ Debbie Walker - VP Business Affairs</li><li>▪ Mary Holloway - VP Student Development Services</li><li>▪ Stefanie Goebeler - AVP Marketing Communications</li><li>▪ Joseph Bias - MTC General Counsel</li> <li>▪ Kevin Bray - Director - Assessment, Research, and Planning</li><li>▪ Chris Lownes - Assistant Director, Assessment, Research and Planning</li></ul>

**Planning Activity 2 - MTC Faculty, Staff, Administration and Commissioners**

Date: March 16, 2021

Focus Area	Groups	Participants
<p><b>Teaching, Learning and Student Support (Barrie Kirk)</b></p>	<p>Group 1 - Teaching and Learning</p>	<p>Barrie Kirk Carla Kaiser Suzie Lee Jonathon Sorrenti Diane Carr Melinda Eagle Drew Newton Jessica Booth Kevin Floyd Beth Rickenbacker Rachel Zitzman Rebecca Kemfort Eric Goff Brook Spires Terrance Cusaac</p>
	<p>Group 2 - Student Support</p>	<p>Stefanie Goebeler Cheryl Lindsey Kaci Greene Emily Burns Suzette Senn Charmin Carlos Permelia Luongo Sherry Shores Shickre Sabbagha Emily Wilson Carl Carraway Kate Shelton Lisa Corning Damian Rankin Christina Joseph Tony Wingard Bob Witkowski</p>

Focus Area	Groups	Participants
<b>Recruitment, Enrollment, and Economic Development (Mary Holloway)</b>	<b>Group 1 - Recruitment and Enrollment</b>	Mary Holloway Alexia Boulware Sylvia Littlejohn Rebecca Taylor Gina Polizzi Carrie Newell Lee Price Eric Bothur Lee Hunt Matt Stilwell Joey Henderson
	<b>Group 2 - Economic Development</b>	Chuck Whipple Wayne Marter Amy Scully Ray Thomas Carey Page Amanda Gilmer Jeremy Catoe Candice Geiger Beth Zambrano Rob Gasparik Mike Ross Sandra Hackley Darryl Jones Ryan Hemby

Focus Area	Groups	Participants
<b>Resource Management (Debbie Walker)</b>	Group 1 - Fiscal	Sheila Smith Angela Graham Kristin Cobb Latitia Trezevant Angela Williams Alice Appleby Tom Schlichtman Angela Stallings Larry Saunders Rob Gilmer Charlene Cornwell
	Group 2 - Physical	Teresa Cook Debra Hill Stanley Bolton Nancy McKinney Phillip Lown Ben Gaston Jan Jake Florence Mays Tom Ledbetter Ben Steinberg
	Group 3 - Human Resources	Faye Gowans Sallie Thomas Allen Sharpe Connie Hill Doretha Glymph Mal Reeder Lloyd Pilkington Kathy Patnaude Melodie Honeycutt Donna Zeek Jennifer Aull
	Group 4 - Information and Technology	Tony Hough Michael Zanfardino Megan Parrott Danny Colligan Becca Johnson Danielle Alexander Erica Peake Devin Henson Rhonda Grego David Pfaehler Leah Norris



Focus Area	Groups	Participants
<p><b>Diversity, Equity and Inclusion (Joseph Bias)</b></p>	<p>Group 1</p>	<p>Joseph Bias  Patrick Bennett  Nicole Edwards  Muffy Allison  Kate Champnella  Henry Edwards  Becky Garnett  Mary Helen Hendrix  Dwayne Lee  Candace Doyle  Lakisha Phillips  Shinnell Jones</p>

### Planning Activity 3 - Student Focus Group

Date: April 20, 2021

Hosts	Group	Participants
Ron Rhames Starnell Bates Debbie Walker Joseph Bias Kevin Bray Chris Lownes Michael Zanfardino	Group 1	Barrie Kirk Brittany Steffler-Barr Kamy Gibbons Disney Cuddington Adam Broome Crystal Herndon Jasmine Urbina Genean Hainsworth
	Group 2	Stefanie Goebeler Jaidibell Ortiz Santiago Susan Danna Breanna A. Davis Mattie Fuqua Ciara Purday Madison Brown-Waites Raekwon Lee
	Group 3	Mary Holloway Marilyn Simmons Alexandria Cole Jasmine Gant Faith Bassey Megan Fera Hana Shurafa Zachary Young Gage Pierce Katrisha Simon Michael Caudle

## Planning Activity 4 - Midlands Area Employers

Date: April 26, 2021

Hosts	Employers
Ron Rhames Starnell Bates Debbie Walker Barrie Kirk Mary Holloway Stefanie Goebeler Joseph Bias Chris Lownes Michael Zanfardino	Brooks Backman, Director of Training and Development - Nephron Pharmaceuticals Robin Blackburn, Tech Wage and Scholar/Apprenticeship Recruiter - Michelin Lindsey Smith - Electric Cooperatives of SC Brian Currence - Captain - Lexington County Sheriff's Department Cari Moyer, Director, Early Head Start - Richland County Early Head Start Brian Smith, VP Human Resources - Lexington Medical Center Charlie Webb, SR. VP Human Resources and General Counsel - Diesel Laptops Robert Anderson, Director of Public Works - City of Columbia Marcia Leander, AVP Talent Acquisition - Colonial Life

## Planning Activity 5 - MTC Executive Council

Date: April 29, 2021

	Name
<b>MTC Executive Council</b>	<ul style="list-style-type: none"><li>▪ Ron Rhames – President</li><li>▪ Barrie Kirk - Provost</li><li>▪ Starnell Bates - VP Institutional Support</li><li>▪ Debbie Walker - VP Business Affairs</li><li>▪ Mary Holloway - VP Student Development Services</li><li>▪ Stefanie Goebeler - AVP Marketing Communications</li><li>▪ Joseph Bias - MTC General Counsel</li> <li>▪ Kevin Bray - Director - Assessment, Research, and Planning</li><li>▪ Chris Lownes - Assistant Director, Assessment, Research and Planning</li></ul>

## Planning Activity 6 - MTC Faculty and Staff Councils

Date: May 11, 2021

Hosts	Group	Name
Ron Rhames Starnell Bates Debbie Walker Barrie Kirk Mary Holloway Stefanie Goebeler Joseph Bias Kevin Bray Chris Lownes	Faculty Council	Carla Kaiser Charlene Cornwell Darryl Jones Douglas Culler (Susan Lass Representative) Elnora Campbell Jennifer Aull Jonathan (Wes) Gantt Kathy Patnaude Laura Baker Mal Reeder Mary Helen Hendrix Michael Horton Michael Lema (Perry Carter Representative) Patrick Bennett Sandra Scialabba (Lisa Corning Representative) Terrance Cusaac Terry Rogers (Joseph Henderson Representative) TJ Kimel
	Staff Council	Alisha Morgan Andrew Davis Angela Graham Deborah Taylor Jayne Harris Laureen Billingsley Lori Padgett Nicole Edwards Rebecca Painter Sallie Thomas Tracy Cooper

## Planning Activity 7 - MTC Faculty and Staff

Date: May 26, 2021

	Name
<b>MTC Executive Council</b>	<ul style="list-style-type: none"> <li>▪ Ron Rhames – President</li> <li>▪ Barrie Kirk - Provost</li> <li>▪ Starnell Bates - VP Institutional Support</li> <li>▪ Mary Holloway - VP Student Development Services</li> <li>▪ Stefanie Goebeler - AVP Marketing Communications</li> <li>▪ Joseph Bias - MTC General Counsel</li> <li>▪ Sheila Smith – AVP for Business Affairs</li>   <li>▪ Kevin Bray - Director - Assessment, Research, and Planning</li> <li>▪ Chris Lownes - Assistant Director, Assessment, Research and Planning</li> </ul>

	Name
<b>Faculty and Staff Participants</b>	<ul style="list-style-type: none"> <li>▪ Becky Garnett – CCE Program Director</li> <li>▪ Robert Witkowski – English Faculty</li> <li>▪ Christine Witkowski – SBS Faculty</li> <li>▪ Helena Ferguson – SBS Faculty</li> <li>▪ Sara Rabieh – Dept. Chair Math</li> <li>▪ Michael Ross – CCE Program Director</li> <li>▪ Rebecca Taylor – Business Solutions</li> <li>▪ Nicole Davis – Counselor – Counseling and Career Services</li> <li>▪ Becca Johnson – CCE Operations Director</li> <li>▪ Connie Hill – CCE Program Director</li> <li>▪ Courtney Brockington - Advisor</li> <li>▪ Antia Martin - Advisor</li> <li>▪ Linda Blair – EOC Admin</li> <li>▪ Leah Norris – Faculty SBS</li> <li>▪ Elena Martinez-Vidal – Humanities Faculty and Faculty Council Chair</li> <li>▪ Susan Lass – Math Faculty</li> </ul>