



STRATEGIC PLAN 2018-2021

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Ensuring Student Success and College Sustainability

The 2018-2021 Midlands Technical College Strategic Plan was prepared by the MTC Strategic Planning Leadership Team through two collaborative full-day work sessions. The team included members of the Commission, the business and K-12 sectors, the administration, and faculty and staff 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 ***Ensuring Student Success and College Sustainability***.

During the planning sessions, the main 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 (known as WIGs) 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 2018-2021 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.

2018-2021 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 2018-21 Midlands Technical College Strategic Plan facilitates the creation of manageable, actionable and measurable initiatives will be developed based on local, regional and national environmental scanning data, student success information collected by the college, and projections of employer and workforce requirements.

The plan's Goal of **ENSURING STUDENT SUCCESS AND COLLEGE SUSTAINABILITY** is divided into the following four Focus Areas:

- **ENROLLMENT**
- **ADVISEMENT**
- **RETENTION**
- **SUSTAINIBILITY AND RESOURCES**



MISSION, VISION, VALUES, ROLE & SCOPE
May 7, 2018 Revisions

MTC Vision Statement

Midlands Technical College, as the premier higher education partner, creates innovative learning environments, promotes individual and business success, drives economic vitality, and enhances quality of life.

MTC Mission Statement

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 accessible, affordable, quality education that prepares a diverse student population to succeed in the job market, 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 by generating a world-class workforce and enhancing the social vitality of the community.

MTC Statement of Role and Scope

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

Academic Programs. MTC serves approximately 14,500 credit students annually through courses leading to associate degrees, diplomas and/or certificates in Arts and Sciences, Business, Engineering Technology, Health Sciences, Industrial Technology, Information Systems Technology, Nursing, and Public Service.

Corporate and Continuing Education Programs. MTC provides professional and career training and development through open enrollment and customized courses with approximately 13,500 students annually. The college serves individuals, businesses and the community. The college also offers self-supporting, non-credit activities for personal enrichment.

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 through recruitment, developmental education, financial services, counseling and career services, evaluation, and support services.

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

Economic Development Programs. 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.

Collaboration 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. Business Solutions 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

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

Commitment to Students - Belief in providing a learner-centered environment offering quality instruction, resources and services and presenting challenging 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. The college assists students in clarifying their lifelong goals, navigating career pathways, fostering entrepreneurship, embracing social responsibility, developing life skills, and maximizing their potential.

Commitment to Excellence in Education - Belief in offering the highest quality programs and services through a variety of delivery methods that reflect the relevant education required for future success. The college builds a community of life-long learners and prepares students for the work environment, further education, and responsible citizenship.

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 curriculum 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, Diversity and Inclusiveness - Belief in providing 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, 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 and Renewal - 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 2018-2021

The One Goal for MTC's 2018 - 2021 Strategic Plan

- **Ensuring Student Success and College Sustainability**

MTC Strategic Plan 2018-2021 - Four Focus Areas

- **Enrollment**
- **Advisement**
- **Retention**
- **Sustainability and Resources**

Wildly Important Goals (WIG's)

Executive Council members and planning Guides identified 11 initiatives, known as Wildly Important Goals (WIG's), within each of the four Focus Areas, and will work with the Champions, Team Leaders and Team Members to implement the 2018-2021 Strategic Plan. These WIG's will address all areas of the college, including Corporate and Continuing Education. WIG metrics are currently being defined by the Planning Teams.

Enrollment

WIG - Increase yield of recent high school graduates

WIG - Increase enrollment of new and first-time adult student learners

WIG - Increase percentage of admitted to enrolled students

Advisement

WIG - Reduce the number of first semester students not meeting the college's standards for academic progress

WIG - Increase average student credit hours

Retention

WIG - Increase success in targeted gateway courses

WIG - Increase Fall to Spring persistence

WIG - Increase the graduation rate of the first-time, full-time freshmen

Sustainability and Resources

WIG - Decrease expenses

WIG - Increase revenue

WIG - Automate three manual processes per fiscal year

WIG – Increase interaction with business (Increase student placement rate by Fall 2021)

Strategic Planning Timeline

2018-2021



**Strategic Planning process
Timeline – 2018-2021**

Objective	Date	
2016-18 Strategic Planning Executive Council Review	First Quarter 2018 (All Day)	<p>The purpose of this meeting is pre-planning before the initial 2018-2021 Strategic Planning process begins.</p> <p>Executive Council will,</p> <ul style="list-style-type: none"> ▪ Receive a review of each initiative from the Guides and Champions. Discussion will focus on the ideas and strategies that worked well, lessons learned and challenges ▪ Recommend to either continue initiatives into the next strategic plan or incorporate the initiative into the MTC whirlwind ▪ Draft recommendations for new initiatives to be incorporated into the 2018-2021 Strategic Plan

Planning Activities Timeline – 2018

Objective	Date	
Planning Activity - 1	March 2018 (All Day)	<p>Strategic Planning Leadership Team* - Off-site meeting</p> <ul style="list-style-type: none"> ▪ Review MTC Mission, Vision, Role and Scope ▪ Set MTC's vision for the next three years ▪ Introduce MTC's 2018-2021 Strategic Goals ▪ Discuss initiatives based on MTC's Mission, Vision and Goals
Planning Activity - 2	April 2018 (All Day)	<p>Strategic Planning Leadership Team - Off-site meeting</p> <ul style="list-style-type: none"> ▪ Review new initiatives ▪ Set measures

* The Strategic Planning Leadership Team will consist of a Commissioner from each of the three counties and representatives of the K-12 and business communities.

Objective	Date	
MTC Executive Council Review	June 2018	ARP completes final draft of MTC 2018-2021 Strategic Plan and presents to Executive Council Executive Council members review and approve MTC 2018-2021 Strategic Plan
MTC Commission Approval	July 2018	MTC President presents the MTC 2018-2021 Strategic Plan to the MTC Commission MTC Commission approves 2018-2021 Strategic Plan
MTC Commission / Executive Council Review	August 2018	2016-18 Strategic Plan Scorecard presented at MTC Commission Retreat
Inservice	August 2018	Completion event of 2016-2018 Strategic Plan for 4DX Team members before Inservice 2018-2021 Strategic Plan overview presented at Inservice MTC Commissioners are invited to attend

Objective	Implementation 2018- 2021 Strategic Plan	
Strategic Plan Finalized	September 2018	Guides and Champions, <ul style="list-style-type: none"> ▪ Identify team leaders and team members ▪ Identify team WIG's and 'X to Y by When' ▪ 4DX team on site for training for implementation of weekly WIG sessions
Strategic Plan Implementation	September -October 2018	Guides and Champions work with ARP to, <ul style="list-style-type: none"> ▪ Input team leads, WIG's and 'X to Y by When' into 4DX software ▪ Train team leads and team members
Assessment	November 1, 2018	MTC 2018-2021 Strategic Plan implemented. Weekly WIG sessions begin

Objective		2019
Inservice	January 2019	College-wide presentation 2018-2021 Strategic Plan by 4DX teams. Two hour presentation before Inservice MTC Commissioners are invited to attend
MTC Executive Council Review	July 2019	MTC Executive Council reviews 2018-2021 Annual Scorecard
MTC Commission / Executive Council Review	August 2019	Annual Scorecard for 2018-2021 Strategic Plan presented at Commission Retreat
Inservice	August 2019	College-wide presentation 2018-2021 Strategic Plan by 4DX teams. Two hour presentation before Inservice. MTC Commissioners are invited to attend

Objective		2020
Inservice	January 2020	College-wide presentation 2018-2021 Strategic Plan by 4DX teams. Two hour presentation before Inservice. MTC Commissioners are invited to attend
MTC Executive Council Review	July 2020	MTC Executive Council reviews 2018-2021 Annual Scorecard
MTC Commission / Executive Council Review	August 2020	Annual Scorecard for 2018-2021 Strategic Plan presented at Commission Retreat
Inservice	August 2020	College-wide presentation 2018-2021 Strategic Plan by 4DX teams. Two hour presentation before Inservice. MTC Commissioners are invited to attend

Objective	2021	
Inservice	January 2021	College-wide presentation 2018-2021 Strategic Plan by 4DX teams. Two hour presentation before Inservice. MTC Commissioners are invited to attend
MTC Executive Council Review	July 2021	MTC Executive Council reviews 2018-2021 Annual Scorecard
MTC Commission / Executive Council Review	August 2021	Annual Scorecard for 2018-2021 Strategic Plan presented at Commission Retreat
Inservice	August 2021	College-wide presentation 2018-2021 Strategic Plan by 4DX teams. Two hour presentation before Inservice. MTC Commissioners are invited to attend