



*Arts & Sciences Division*

STRATEGIC PLAN

2022/23 – 2026/27

Technical College of the Lowcountry

# Technical College of the Lowcountry

## **Mission**

The TCL provides quality, affordable academic and technical programs leading to Associate Degrees, Diplomas, and Certificates in an environment fostering excellence in teaching and learning.

## **Vision**

Our vision is to elevate each student and every community we serve through transformative technology and exceptional teaching.

## **Values**

### *Excellence*

We value continuous quality improvement leading to true excellence in all areas of the college.

### *Innovation*

We value expansion and enhancement of the college's services and educational offerings to meet the increasing and changing needs of students, employers and the communities we serve.

### *Integrity*

We value responsibility, accountability, ethical behavior in an atmosphere of honesty, open communication, and with mutual respect.

### *Respect*

We value an education environment that attracts and supports a diverse student and staff community, and fosters awareness.

### *Stewardship*

We value the responsible use of resources to achieve balance among social, economic, and environmental practices.

## **Institutional Goals**

1. Enhance and sustain student success from application to completion.
2. Advance academic quality.
3. Improve operational effectiveness and promote resource stewardship.
4. Cultivate an environment of accountability, communication and teamwork.

## UNIT OVERVIEW

### Vision

The vision of the Arts & Sciences division is to inspire our students and communities we serve through exceptional teaching and learning.

### Mission

The mission of the Arts & Sciences division is to support the college by supporting students with the academic skills and knowledge needed for success in their chosen field of study or continued educational pursuits.

### Unit Level Summary

The Arts and Sciences Division is made up of 17 full-time faculty members teaching across both of its main associate programs: Associate in Arts and Associate in Science. Within each of these two main programs are subtle concentrations, but their missions, visions, academic standards, and dedication to students remain the same as does the bond they share as a whole division.

The Arts and Sciences Division sees pass through its doors (both real and virtual) the greatest number of students in the college. Some of those students stay and complete programs within the department, while others move on to other departments. This is because Arts and Sciences holds not only its own full associate's programs, but pre-gateway programs, and the general education core. This makes the Arts and Sciences department unique in its duties and dedication to uphold academic integrity while welcoming students of varying skill levels and helping them on their journey to varying paths within the college.

Holding both pre-gateway and gateway courses within the shared core means Arts and Sciences has to work hard at retention and completion with students. Our division approaches this through multiple avenues such as excellent communication, diverse critical thinking, and up to date information literacy, which are all the things we expect of our students and their success as well.

	Enhance and sustain student success from application to completion	Advance academic quality	Improve operational effectiveness and promote resource stewardship	Cultivate an environment of accountability, communication and teamwork
Communication	X	X		X

Critical Thinking	X	X	X	X
Information Literacy		X	X	X

## STRATEGIC SCAN

### The External Environment

#### Opportunities:

The COVID Landscape has left many people feeling less satisfied with their working situations, and has also put many people out of work. Though this is negative, it also provides many of people with the opportunity to make career moves and come to TCL for the educational background to do so.

Still considered external to the college would be the high schools, which have been pushing harder for dual enrollment opportunities, which is a chance for TCL and our division to provide them with more transferable courses. Also, in the same vein, some high schools are working to mimic the early college model such as Whale Branch uses. Currently both Ridgeland High School and Hampton High School are looking to provide Ealy College high school models for their students which means more opportunities for Arts & Sciences to work on retention and completion starting with the high school aged students.

#### Challenges:

With opportunities come challenges. While COVID has presented us with some opportunities, it has brought with it some outside issues at the same time. One of those challenges has been students that lost full-time work and are now working multiple part-time jobs have a hard time fitting their college courses into their schedules. Also, because during COVID we were online for 3 semesters for the most part in Arts and Sciences, many students became used to this model, and are having a hard time with going back to being “in seat”, and demand more online classes.

## The Internal Environment

Opportunity: Some of the biggest opportunities to explore and utilize for Arts and Sciences in order to effectively do our jobs as a division and individuals and prosper as a division recently have come via grants. One of the biggest being the Title III grant opportunities currently underway which coincide with the divisions' goals by providing a myriad of tools to improve and support teaching and learning in our division. These tools include items such as Simple Syllabus, Navigate (EAB), and Curriculog to name a few.

Challenges: Internal challenges include a struggle often plaguing such a large division and that is the balance of full-time faculty and adjuncts. Ever-shifting courses/programs/curriculum and time slots make offerings change all the time, so making decisions on which departments get the FTE's is not always an easy one to make, as one semester (like Fall), may be a night and day difference from another (like Spring, or Summer). Currently, for example, while we are a shorthanded on adjuncts because of COVID, we don't need another full-time person in English, because it will all change soon, BUT we do need another full-time person in BIO, as that department is extremely overloaded, and adjuncts are very hard to come by. That challenge alone creates a great rift in our divisions ability to uphold our own strategic plan because we cannot offer courses sometimes (like in science) that students may need to graduate (which affects completion). When students cannot complete in a time when they think they should be able to, they may quit or go to another college (affecting our retention). Being able to make the decision as a division to acquire FTE's for faculty when necessary is an important step in our division's ability to be successful.

## STRATEGIC FOCUS AREAS

The Arts and Sciences Division is dedicated to helping students on their educational journey regardless of where that journey began. As a student-centric college and division, the Arts and Sciences' Division focuses on student retention and student completion. These goals are in alignment with the institutional goals.

### 1. Strategic Focus Area: Retention

#### A. Student retention within Arts and Sciences Division Fall-to-Fall

The Arts & Sciences Division will focus on strategies to increase student retention, such as academic integrity, professional development, and technology.

#### B. This focus directly correlates with the institutional goals as institutional goals as:

- a. 1. Enhance and sustain student success from application to completion.
  - i. Retention is pivotal in maintaining this flow from application to completion.
- b. 2. Advance academic quality.
  - i. As will be seen below academic quality plays heavily into the success of students to remain in programs for retention.
- c. 3. Improve operational effectiveness and promote resource stewardship.
- d. 4. Cultivate an environment of accountability, communication and teamwork.
  - i. Both 3 and 4 speak to both a student level and faculty/division level vital in creating an atmosphere of change and success for learning necessary for retention.

#### C. Success criteria

Success is defined as completion of strategies mapped out in the implementation plan meant to bolster overall retention.

#### D. Implementation Plan and tactics (See template)

#### E. Resources (see template)

#### F. Key performance indicators (see template)

Focus Area	Steps	Description	Timeli ne	Primary Actor	Resources	Assessment/Measure
A		Student retention within Arts and Sciences Division. The Arts & Sciences Division will focus on strategies to increase student retention, such as academic integrity, professional development, and technology.				
	1	Academic Integrity: A&S yearly General Education Review		A&S Division	none	Multiple rubrics measuring communication, critical thinking, and information literacy of gateway courses
	2	Professional Development Opportunities for faculty		Human Resource s/HIP	In work through HIP team currently	Completion screen/outgoing quiz
	3	Use of new technology for streamlining work, both academic and administrative within the division		Title III Grant	no additional resources required	each faculty member creates syllabi within Simple Syllabus, works within Navigate, starts migration to Bb ultra and attends training for each when available.

## 2. Strategic Focus Area: Completion

### A. Student completion within Arts and Sciences Division

The Arts & Sciences Division will focus on strategies to increase student completion rates within their chosen programs (whether those are certificates or degree programs).

### B. This focus directly correlates with the institutional goals as institutional goals as:

- a. 1. Enhance and sustain student success from application to completion.

- i. As student completion is also part of a focus for the institution overall, it lines up exactly with division goals.
  - b. 2. Advance academic quality.
    - i. As will be seen below academic quality plays heavily into the continuing success of students to remain in programs for completion.
  - c. 3. Improve operational effectiveness and promote resource stewardship.
    - i. As a division, operational effectiveness creates more opportunities for curriculum overhauls and streamlining, which effects student outcomes and completion.
  - d. 4. Cultivate an environment of accountability, communication and teamwork.
    - i. Both 3 and 4 speak to both a student level and faculty/division level vital in creating an atmosphere of change and success for learning necessary for student success in enrollment, retention, course success, and program success and completion.
- C. Success criteria
 

Success is defined as completion of strategies mapped out in the implementation plan meant to bolster overall completion.
- D. Implementation Plan and tactics (See template)
- E. Resources (see template)
- F. Key performance indicators (see template)

Focus Area	Steps	Description	Timeli ne	Primary Actor	Resources	Assessment/Measure
A		<p>Student completion within Arts and Sciences Division</p> <p>The Arts &amp; Sciences Division will focus on strategies to increase student completion rates within their chosen programs (whether those are certificates or degree programs) through strategies program streamlining, pre-requisite modifications,</p>				



		additional certificates and courses as necessary for program success, and additional full time faculty to bolster program success to create successful paths for student completion.				
	1	Program Streamlining: working through pathways and mapping, A&S will ensure any non-functioning paths/programs/certificates are removed		A&S Division	none	Successful removal of programs/certificates /paths no longer in use or that are problematic and barriers to completion
	2	Pre-Requisite Modifications: Going through all programs/paths/& certificates will alter/remove/add/ or create co-requisites where necessary to remove barriers and blockages to student success and completion expectations.		A&S Division	none	Successful scanning of courses and paths for issues via pre-reqs, and modifications through curriculum committee
	3	Additional certificates/paths/courses added if needed for student success and completion		A&S Division	no additional resources required	Evaluation of current programs and certificates as well as current class offerings done and decisions made to see of additions would be helpful to students in moving through degree plans/or new certificates or new course offerings. New offerings will go through Curriculum Committee

	4					Assessment of situation in departments in A&S to ascertain if more full-time faculty are needed, such as in Biology, where the full-time faculty are heavily overloaded. Gathering information and numbers would be needed here to justify such a need, but would also create opportunities for spreading the work load among full time faculty which leads to quality in the department and affects student outcomes, retention, and completion.
		Additional Full –Time Faculty in some areas as needed and decided by A&S division.		A&S Division	Full Time FTE for Faculty as needed	

FY 2022/23 to 2025/26 Enrollment and Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	370	389	408	428	449
Retention Rate Target	46%	49%	52%	55%	58%

Enrollment is the total number of students registered in a given academic unit at a given time.

Retention rate is the percentage of students who continue in the academic unit the next year. For example, a student who studies in the fall semester and keeps on studying in the program in the next fall semester is counted in this rate.

### **Division Future Needs**

The Health Sciences Division will be adding three new programs within the next five years:

- Human Services
- Occupational Therapist Assistant
- Pharmacy Tech (Associate Degree)

Human Services and Occupational Therapist Assistant have the following high demand courses: BIO 210, ENG 101, PSY 201, and SPC 205.

With increasing dual enrollment demand and new HS programs, we anticipate needing to hire a new Speech and Biology instructor within the next five years, as well as a new Biology lab at the New River Campus.