Technical College of the Lowcountry

FY 2020/21 to 2024/25 COVID Interruption

FY 2022/23 to 2026/27

Strategic Plan
Meeting Outline

I. Overview of Strategic Planning

II. Fundamental Components of a Strategic Plan

III. The Process
   i. Resources
   ii. Format
   iii. Timeline
I. Overview of Strategic Planning

A strategic plan is a proactive stance in an environment of changing demands and declining resources.
Definition of Strategic Planning

Ongoing, comprehensive, documented process of planning and assessment of mission driven long term institutional goals:

• Guides senior management and empowers middle managers by guiding the decision-making process at all levels
• Provides the basis for budgetary decisions and resource allocations
• Links unit-level operations and objectives with defined institutional goals
• Five-year plan enables impactful, sustainable solutions
• Plan is public and published
<table>
<thead>
<tr>
<th>The Strategic Plan is the Initiator &amp; Integrator of the:</th>
<th>Academic Plan</th>
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<tbody>
<tr>
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<td>Enrollment Management Plan</td>
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<td>Budget Plan</td>
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<td>Facilities Master Plan</td>
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<td>Advancement Plan</td>
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<td>Marketing Plan</td>
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Top Five Reasons Strategic Plans Fail

1. Failure to commit to the process
2. Lack of ownership
3. Lack of courageous leadership
4. Lack of accountability
5. Failure to celebrate success
II. Fundamental Components of a Strategic Plan

Strategic Plans have multiple components and each component serves a purpose.
Components of a Strategic Plan

Foundation
- Mission Statement

Supporting Components
- Vision Statement
- Values
- Environmental Scan

Strategic Plan
- Institutional Goals
- Unit Level Strategy, Objectives and Tactics
- Implementation Plan
- Key Performance Indicators (KPI)
General Infrastructure

Vision

Mission

Institutional Goals

Strategy

Objectives

Tactics

Key Performance Indicators

Environmental analysis: Insights & Outcomes

College Values
Plan Development Flow

Top down guidance:
- Vision
- Mission
- Values
- Institutional Goals

Bottom up planning:
- Strategy
- Objectives
- Tactics
- KPI

Academic Affairs
Admissions & Recruitment
Business Technologies
Culinary & Hospitality
Health Sciences
Industrial Technology
Institutional Advancement
President's Office
Student Affairs & Support Services
Administrative Services
Arts & Sciences
Continuing Education
Enrollment Services & Financial Aid
Human Resources
Information Technology
Instructional Support Services
Public Services
Veteran Resource Center
III. The Process

Successful strategic planning requires an inclusive, formal, ongoing process of assessment, planning and review.
<table>
<thead>
<tr>
<th>Vision</th>
<th>Our vision is to elevate each student and every community we serve through transformative technology and exceptional teaching.</th>
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<tbody>
<tr>
<td>Mission</td>
<td>TCL provides quality, affordable academic and technical programs leading to Associate Degrees, Diplomas, and Certificates in an environment fostering excellence in teaching and learning.</td>
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<td>Institutional Goals</td>
<td>Enhance and sustain student success from application to completion</td>
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<td>Advance academic quality</td>
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<td>Improve operational effectiveness and promote resources stewardship</td>
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<td>Cultivate an environment of accountability, communication and teamwork</td>
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<td>Values</td>
<td>Excellence</td>
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<td>Innovation</td>
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<td>Integrity</td>
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<td>Respect</td>
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<td>Stewardship</td>
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HVAC
Unit plan: Strategy Objectives Tactics KPI

Cosmetology
Unit plan: Strategy Objectives Tactics KPI

Building Construction
Unit plan: Strategy Objectives Tactics KPI

Legal Studies
Unit plan: Strategy Objectives Tactics KPI

Executive Leadership
• Reviews division plans
  • Alignment with institutional goals
  • Reasonableness and data support
  • Prioritizes creating COLLEGE-wide plan

Division Dean
• Reviews unit plans
  • Alignment with institutional goals
  • Reasonableness and data support
  • Prioritizes creating DIVISION-wide plan

Bottom up planning
Resources

• 2019-2020 Data Insights
• Ins & Outs Assessment
• 2019 Applicant Survey
• Institutional Research
• Strategic Planning Facilitator
Unit-level Planning Documentation

• Unit mission statement
• Unit summary
• Distinctive services
• External environment assessment
• Internal environment assessment
Review of Key Terms

• A **goal** is a broad primary outcome.

• A **strategy** is the approach you take to achieve a goal.

• An **objective** is a measurable step you take to achieve a strategy.

• A **tactic** is a tool you use in pursuing an objective associated with a strategy.
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<tr>
<th>January</th>
<th>April 2020</th>
<th>July 2020</th>
<th>October 2020</th>
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<th>February</th>
<th>May 2020</th>
<th>June 2020</th>
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<tr>
<td>2020</td>
<td>Exec. leadership sets institutional goals, Strat Plan Team meets with college leadership.</td>
<td>First meeting of the strategic planning committee</td>
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<td>2021</td>
<td>Strat Plan committee meets to review achievements and confirms or modifies goals</td>
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<td>Strat Plan committee meets to review achievements and confirms or modifies goals</td>
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<td>Strat Plan committee meets to review achievements and confirms or modifies goals</td>
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<td>2025</td>
<td>Process formally begins for 2025/26-2029/30 strat plan</td>
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<th>March</th>
<th>June 2020</th>
<th>September 2020</th>
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This will be updated!
Strategic Planning Committee

• Composition
  • Chair – college president
  • Executive leadership
  • Campus leadership
  • Faculty leadership
  • Student representation
  • External member

• Meet twice annually to review achievements and confirm or modify goals – January and August
June 2021 Strategic Planning Committee meeting

July 2021 Applicant Survey. Survey results to Committee.

July 2021 Strategic Plan website activated.

September 2021 Unit first draft submitted to supervisor. Supervisor reviews, discusses with unit, time for edits/amendments.

October 2021 Unit plan finalized and final plan submitted to supervisor.

November 2021 Presentations to Executive Leadership.

December Executive Leadership prioritizes and finalizes plan.

January 2022 Finalized Strategic Plan is presented to Strat Plan Committee.

February 2022 Strategic Plan is presented to TCL Area Commission, published and made public.

January 2022 Finalized Strategic Plan is presented to Strat Plan Committee.
Budget Cycle and Planning/Assessment Cycle are aligned.

Strategic Plan

Objectives

✓ __________________
✓ __________________
✓ __________________
✓ __________________
✓ __________________
✓ __________________
✓ __________________
✓ __________________
✓ __________________
✓ __________________

Budget

Expenditures

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$ __________________
$ __________________
$ __________________
$ __________________
$ __________________
$ __________________
$ __________________
$ __________________
$ __________________
The advantage for the college using its strategic plan to allocate resources is every one knows ahead of time which activities have priority and which will be receiving resources in any given budget year.