



Ins & Outs Assessment: Summary Outcomes and Assessment in Action

In 2018 the College engaged *Ins & Outs*, a higher education analytics firm, to conduct a comprehensive internal and external assessment of the institution. The objective of the study was to establish unbiased data-driven foundational information to aid strategic planning, financial and human resource investment, and facilities master planning. Deliverables included:

- Competitive landscape assessment;
- Market analysis;
- Student analysis;
- Current program analysis;
- New program opportunity analysis; and
- Strategic investment analysis.

The assessment was delivered in four phases and completed July 2020. This is a high level report of outcomes and current actions. The full detailed assessment is more than 630 PowerPoint slides. The College will use this assessment to inform the development of the College's five year strategic plan. The assessment will be a baseline for a schedule of regular institutional assessment. Resources, financial and human, are precious to an institution of TCL's size. Identifying priorities, targeting investment and committed implementation are crucial actions if we are to sustain and grow the College.

SUMMARY OUTCOMES

- The College as a whole has not overextended itself in terms of programs, human capital management or operations. This means there is very little need in terms of divestiture. However, there is opportunity to increase enrollment (revenue) by packaging and/or repackaging existing programs and adding new and adjacent programs.
- TCL can do a lot more with a little less. By shedding unnecessary certificate programs the College can focus resources on growth programs.
- The program mix appears sustainable in terms of enrollment, revenue and spend. Additionally, with the exception of unnecessary certificates, the program mix is well-matched for the labor market.
- Opportunity exists to generate revenue outside of tuition dollars – continuing education.

- Retention is a problem but in fairness, it is a problem everywhere.
- Campus locations were well selected but program locations require further investigations and should take into account market reach and student profiles.
- Other top-matching institutions were identified for further research into Key Performance Indicators (KPI) and to explore what these are doing well.
- The College needs to get students to the halfway point faster.
- The College should optimize data sources and technology to enhance student success management for the long term sustainable success.

Campus Market Reach

93% of the College student market is within 25 miles of a TCL campus. More than half (56%) are within 10 miles and 76% are within 15 miles. According to the American Association of Community Colleges, the median distance a student is willing to travel to attend community college is only 8 miles. To overcome distance and other perceived geographic barriers TCL should (1) offer relevant programs and (2) enhance brand value – offer students a degree at a college they're proud to tell others about.

- Bluffton New River Campus is within reach of 41% of the College's student market.
- Beaufort Mather Campus is within reach of 36% of the College's student market.
- Hampton Mungin Center is within reach of 23% of the College's student market.

(The Culinary Institute of the South was not included in the assessment.)

The New River Campus was identified as the campus positioned for a growth explosion. This was verified by student profiles, job creation, and population growth.

Student Profiles

Using application and enrollment data the assessment identified four student profiles. Although there were notable economic and educational differences, there were also notable commonalities across all student profiles:

1. All student profiles regardless of student residence or finances are heavy online and heavy mobile. The College's students and perspective students live on their phones or on the web.
2. In all four student profiles top career/academic interests were (1) Health Sciences, (2) Computer Technology, (3) Business, and (4) University Transfer.

Student Enrollment Market

- Sustainable enrollment number: 2140
This should be achieved with virtually no changes to strategy.
- Optimal enrollment number: 2320
This should be a natural progression as the College adapts to its environment.
- Feasible enrollment number: 2740
This will require strong leadership and an empowered strategic planning committee. If achieved it allows for a new sustainability number, one closer the current optimal number

Programs

The top programs in terms of demand and enrollment (revenue) are transfer (AAS and AAA), the Health Sciences and eventually business and computer technology. The College should consider repackaging and relocating its business and computer technology programs to optimize student enrollment markets.

Opportunity exists to generate revenue outside of tuition dollars. The College should invest resources in growing its Continuing Education Department.

Top 10 Industries

Below Bachelors:

1. Health Care/Social Assistance
2. Accommodation and Food Service
3. Retail Trade
4. Transportation & Warehousing
5. Public Administration
6. Administrative/Support/Waste/Remediation
7. Finance & Insurance
8. Manufacturing
9. Professional/Scientific/Technical Services
10. Real Estate

All Degrees:

1. Health Care/Social Assistance
2. Accommodation and Food Service
3. Retail Trade
4. Public Administration
5. Transportation & Warehousing
6. Administrative/Support/Waste/Remediation
7. Finance & Insurance
8. Professional/Scientific/Technical Services
9. Manufacturing
10. Educational Services

ASSESSMENT IN ACTION

Beaufort Mather Campus

It is the strategic vision of the College to establish a dedicated health sciences campus in Beaufort. Health science students are less deterred by geography and more willing to travel to pursue their calling. Currently the College is expanding the health sciences foot print on the Beaufort Mather Campus by renovating three buildings and adding new programs:

1. Patient Care Certificate
2. Occupational Therapy AAS
3. Gerontology Certificate (industry assessment underway)
4. Health & Human Services AAS
5. Pharmacy Technology

(Reference: Campus Reach; Student Profiles; Programs: Top 10 Industries)

Business and Computer Technology Program Expansion

College is reshaping and expanding its business and computer technology programs. New or revised programs include:

1. Accounting AAS
2. Supply Chain Logistics certificate/pathway
3. Retail Management
4. Human Resource Management
5. Marketing and Media Studies
6. Cyber Security certificate/AAS
7. Computer-Aided Design certificate/pathway

The assessment indicates program success is optimized when these program are located at the Bluffton New River Campus and/or the future Culinary Institute of the South. At this time, there is no full degree program located at the Bluffton New River Campus.

A good example of program alignment is accounting. Currently accounting is a pathway within the Business Administration AAS. However, the assessment indicated a need for a more robust accounting

associate degree that will better serve students and regional economic growth. Based on the assessment, all business programs are being evaluated for workforce needs and student interest.

Computer Technology programs need to be evaluated and strengthened in order to keep pace with technology and a dynamic labor market. The Cyber Security certificate will be redesigned to lead to an Associate Degree.

(Reference: Campus Reach; Student Profiles; Programs)

Bluffton New River Campus

Although oversubscribed, the campus is missing opportunity by not offering full degree programs. The campus is in the College's strongest market. Student profiles indicate strong interest in transfer and Business programs. This student market is more sensitive to distance and less willing to travel to Beaufort for a more generalist degree.

The College is discussing business programs to locate at the Bluffton New River Campus and/or the Culinary Institute of the South. The return of in person classes in Fall 2021 provides the College an unique opportunity to rebrand and market TCL business programs if relocated to Bluffton New River Campus.

The classroom space at the Culinary Institute of the South gives the College room to expand business and transfer offering. However, the availability of this space does not alleviate the critical need to expand the New River Campus. The College is confident that by 2023 the Culinary Institute of the South will be a full capacity – 300 students.

(Reference: Campus Reach; Student Profiles; Programs: Top 10 Industries)

Hampton Mungin Center

The pandemic stalled the implementation of the Medical Assisting Program at the Mungin Center. This will now be offered Fall 2021. The Medical Assisting Program expands opportunity for dual enrollment in the area.

Currently at the Mungin Center five CE programs are offered: Certified Nursing Assistant; Phlebotomy Technician; Electrocardiogram Technician; Commercial Driver's License and Welding. It is anticipated that welding will relocate to Hardeeville. Beginning January/February 2021, the College working with

ReadySC will offer customized training for Yield Scientific and the Agri Tech Initiative at the Mungin Center.

(Reference: Programs)

Continuing Education

The College is reshaping, rebranding and investing in technology in order to optimize the revenue potential of the Office of Continuing Education. Initiative includes:

- Implementation of enrollment management software to eliminate manual processes and improve financial performance.
- Development of new programs to include OSHA Safety, CNC, Fiber Optics, HVAC, Forklift Operator and ManuFirstSC.
- The relocation of programs to optimize enrollment.
- The relocation of staff to optimize industry/business engagement.
- Active partnership with the military bridge program.

(Reference: Programs)

Other Actions

- Evaluate current credit certificate programs
Many of the College's certificate programs are heavy in credit hours. This undermines the purpose of a certificate program - to provide flexible, short-term workforce training.
- Evaluate of program Pathways vs. Full Associate Degree
To best serve students and the area's economic growth, programs must optimize the professional opportunities available to students.
- Implement the College's Title III grant, *Pathways to the Future*
The successful grant proposal was based on the data gleaned from this assessment:
 - As the Colleges evaluates and aligns programs, establishing robust guided pathways for curriculum development and most important student advising is far ahead of schedule;
 - The HUB, a student centric advising center, starts its pilot population (new Arts and Science students) for Spring 2021 semester. Students will be assigned a Navigator who

will follow the student throughout their time at TCL with the goal of retaining and aiding that student in completion.

- A powerful student success technology platform has been procured and implementation is starting Spring 2021;
- Additional technology will be added to aid with curriculum development and course scheduling with emphasis on sequencing for student success.
- Evaluate marketing strategy

The assessment provided detailed student profiles including specific program interests.

Marketing and Enrollment Management will strategically integrate this information in advertising and communications. Marketing and Enrollment Management staff meet routinely to discuss trends and strategy.

CONCLUSION

The *Ins and Outs* assessment is the most comprehensive study of the College in more than twenty years. While this report provides a broad view of the assessment, the level of detail available to the TCL leadership team is an invaluable tool for strategic decision making and fiscal planning and management. The ability to more confidently plan and decisively execute will enable the College to utilize its valuable and limited financial and human resources to achieve excellence.