



**Greenville Technical College Area Commission
Strategic Planning Retreat**

**The Greenville Country Club
San Souci Room**

February 20, 2018

Members Present

David Stafford
Kenneth Southerlin
James Blakely
Paul Batson
Coleman Shouse
Ray Martin
Keith Smith
Hunter Howard
Ray Lattimore

Members Absent

Dean Jones
Dr. Burke Royster
Jo Watson Hackl

Staff Present

Dr. Keith Miller
Jacqui DiMaggio
Lauren Simer
Dr. Jermaine Whirl
Susan Jones
Wendy Walden
Dr. Matteel Jones
Ann Wright
Jennifer Moorefield

Call to Order and Welcome

Chair Stafford called the retreat to order at 9:00 a.m. and welcomed members of the board and staff. Chair Stafford announced that in accordance with the Freedom of Information Act, the press had been notified of the meeting, but no representatives from the media were in attendance. Chair Stafford acknowledged that the agenda was posted on the GTC website. Chair Stafford also acknowledged that a quorum of board members was present.

Overview of Retreat Expectations

Chair Stafford opened the retreat with the below remarks.

- Action items will be acted upon at the next board meeting.
- The mission of the college is to transform lives and to positively impact the community. The mission of the board is to provide guidance on how the college can fulfill its mission between now and the year 2025.
- Chair Stafford and Dr. Miller determined four focus areas for the retreat.
 - 1) Educational Programming
 - 2) Technology (infrastructure and classroom)
 - 3) Facilities
 - 4) Outcomes (targets such as graduation rates, dual enrollment, etc.)

- Chair Stafford stated the four roles for the Area Commission.
 - 1) Be the voice of the community.
 - 2) Be connected to the action areas from a board level for strategy and vision.
 - 3) Focus on how the board and committees will be involved in drawing vision input while the leadership builds the strategic plan.
 - 4) Express clarity on key outcomes for measuring success of the college in the next five years versus the mission.

Overview of the Strategic Plan Process

Dr. Miller stated that the current strategic plan would wrap up in 2020. The college has new mission and vision statements. At the board's request, a new internal tagline was created to help employees understand and embrace the new mission and vision: *Empower Individuals. Change Lives. Reshape Communities*. The tagline is the result of collaboration between college employees, students, and the community.

The expected outcomes of the retreat are 1) finalize the 2025 outcomes, and 2) general agreement with the strategic imperatives and overall strategic direction.

Dr. Miller presented an overview of the strategic plan process. (See attached.)

Dr. Whirl presented the focus priority of educational services. The academic leadership team met early January to take a predictive look at 2025. The team is considering a full rebranding strategy that would elevate or shelf programs, provide a higher identity, and help market repackaged offerings. The programs of study would be rebranded and refreshed with the words *School of* with an emphasis on academic programs and CE modular offerings.

Chair Stafford clarified Dr. Whirl's top educational services for strategic growth are 1) grow online, 2) teacher education, 3) allied health, 4) noncredit/CE, and 5) special populations (home school students, ESL, etc.)

Board Discussion

Mrs. Moorefield facilitated a board discussion of the following questions:

- What are the biggest threats to the mission of the college?
- What is missing that the college should be focusing on?
- Are there items that are unnecessary?
- Key Outcomes

The discussion ideas are attached.

Closing Remarks

Chair Stafford provided a recap.

- Chair Stafford emphasized that the raw ideas are to be captured as provided and shared with the board and leadership team.

- The key focus areas have been identified.
 - The facilities component: need to decide eventually on investment and maintenance priorities. Chair Stafford asked that the Building and Grounds Committee and the Finance Committee work closely with Mrs. DiMaggio to prioritize facility needs and funding.
 - The education component: Chair Stafford asked that the Education and Training Review Committee work closely with Dr. Whirl on programs and funding.
 - The technology component: Chair Stafford asked that the Audit Committee look into the technology needs and funding.
- Come up with a plan for the 2025 goals that will help measure Dr. Miller's success for the next five years.

Chair Stafford reiterated that today was the first step in developing a strategic plan for 2020-2025. The commissioners will not make the plan. The college and its leadership team will develop the strategic plan. The board's responsibility is to provide help with the plan to guarantee the success of the college. Chair Stafford recommended that the leadership team have its listening opportunities to include input from the community, college employees, and students before paring down the captured ideas.

Chair Stafford announced that the optional March 21, 2018, board meeting date will now be a regular board meeting.

The board members that are up for reappointment this year are Mr. Blakely, Dr. Royster, and Mr. Jones.

A new slate of officers will be nominated this year. Chair Stafford has asked Dr. Royster to chair the nomination committee. The nomination committee officially starts in May according to the by-laws.

Mr. Martin announced that the Marketing, Recruitment, and Enrollment Committee meeting that was planned for today had been rescheduled to March 13, 2018.

Chair Stafford noted the below upcoming events.

- April 11 – Student Scholar Showcase at the TRC Building 102
- April 26 – Donor Appreciation Event at CMI
- April 23 – Ribbon Cutting for the Joint Use Facility at SCTAC
- May 4 – Commencement at the TD Convention Center

The meeting adjourned at 12:56 p.m.

Greenville Technical College
Area Commission

Strategic Planning Retreat

February 20) 2018

Empower Individuals.

Change Lives.

Reshape Communities.



Executive Summary

As noted in the letter you received and included in this packet, this retreat is the initial stage of creating a strategic plan for 2020-2025. We will focus on four key components, Educational Programming, Technology (infrastructure & classroom), Facilities, and Outcomes (targets such as graduation rates, dual enrollment, etc.). The intent is to hone in on the questions, "What educational and support services should the College be providing by 2025 and what does that require in terms of programs, facilities, technology, and finances?"

Each of you were asked to prepare for the retreat by considering the question above in the context of the Board's community representation to the College and the specific expertise and insight from the business &/or nonprofit sector you bring to discussion.

1. Based on your background ask yourself if the information you will be receiving on the four focus areas listed above address the needs of the community?
2. Are there items presented that you believe are unnecessary?
3. What is missing that the College should be focusing on?
4. What in your opinion are the biggest threats to the Mission of the College?

As previously noted, the planning process will continue after this discussion to include input from community, college employees, and students. It will culminate late fall 2018 with Strategic Imperatives finalized to be presented to the Board at their February 2019 retreat. Action steps will be added and the plan will be fully implemented spring 2019. By fall 2018, Strategic Objectives are to be finalized based on all inputs, with a final draft presented to the Board February 2019.

Mission

Greenville Technical College transforms students' lives and helps our community thrive by providing a world-class, affordable education to students and building an educated, engaged workforce committed to life-long learning.

Vision

Greenville Technical College is recognized as a world-class learning institution where students from all backgrounds and life stages find flexible career and educational opportunities of the highest quality and value. By collaborating with community and business leaders, the college is a primary driver of economic growth through workforce development.

Strategic Imperatives *(proposed)*

1. Sustainable Growth
2. Dynamic Learning Environment
3. Service Distinction

Within each of these three Imperatives, every division and department throughout the institution plays a role to ensure all students succeed. It breaks down silos that exist within our current plan. Outcomes and targets are better aligned to demonstrate progress. For example, *student engagement* is an outcome of the Learning Environment and Service Distinction Imperatives.

Outcomes

Accountability for ensuring sustainable growth, inspiring learning environments, and service distinction.

Success Measure	Current	2020 goal	2025 goal
Employee Satisfaction	3.8%	4.0%	4.1%
Employee Survey Response Rate	30%	n/a	75%
Persistence	77%	79%	80%
Retention	58%	64%	64%
Total # of Awards (duplicated)	2,040	n/a	2,520
Total # of Graduates (unduplicated)	1,880	n/a	2,100
Placement Rate (in field)	81%	85%	90%
Dual Credit	1,319	1,500	1900
Greenville County HS students enrolling at GTC	23%	32%	34%
Market Share – Credit	3.3%	n/a	3.7%
Market Share – non Credit	2.8%	n/a	3.4%
EDCT - annualized headcount	10,752	n/a	12,300
EDCT - annualized contact hours	461,790	n/a	468,000



Programs

Themes - Growth & Distinction

School of Business and Computer Information Systems

Academic Programs:

- Development of CPA & BSBA/BBA Degree Tracks
- Computer Technology Pathways for SC Codes and *Iron Yard Graduates
- Fully online degree offering in business administration

CE Modular Offerings:

- Certified Financial Planning
- Information Security Program
- Social Media Programming w/Marketing Degree
- Forensic Accounting & Auditing Principles Courses
- Professional Insurance Certification Prep Courses: CLU, CLCS, CIC, AAI
- Microsoft Imagine Academy Training

School of Advanced Manufacturing, Aviation & Transportation

Academic Programs:

- BAS in Advanced Manufacturing Technology
- BAS in Aviation Technology (First in State)
- HS Aviation Academy in Partnership with GCS
- Additional Automotive Brand Programs (i.e., First BMW Automotive Repair Program)

CE Modular Offerings:

- Commercial Construction
- Plastic Injection Molding
- 3D Printing & Robotics
- Boiler Operator HVAC Concentration
- Linemen Training
- ASE Recertification Programs
- Expansion of solar technology training & review other alternative resource programs



Programs (cont.)

Themes - Growth & Distinction

School of Arts & Sciences

Academic Programs:

AA/AS Degrees with disciplinary distinction

CE Modular Offerings:

Develop K6-K8 Courses for Stay at Home Students (i.e., chemistry, algebra, etc.)

School of Teacher Education & Public Service

Academic Programs:

Develop Teacher Education Department: Develop Programs in Middle & Secondary Ed.
AAS in Homeland Security/Emergency Management

Academic Programs with CE Modular Offerings:

Legal Assistant Program

School of Health & Wellness Professions

Academic Programs:

BAS in Allied Health Programs (i.e. OTA-2020)
BAS Completion program for Health Information Systems and Dental Hygiene
AAS in Healthcare Administration and Wellness
RAD: Community Health &/or Technology Concentration
DMS: Community, Public Health, or Vascular Concentration completion program online
AAS Degree in Surgical Technology
Vet Tech Assisting Program: 100% online
Strong Pre-Med Pathway Program

CE Modular Offerings:

Pathways for all CE Offerings: Scribe, PCT, CAN, PHM, Ophthalmology, Phlebotomy
and OMA



Programs (cont.)

Themes - Growth & Distinction

Economic Development & Corporate Training

Programming:

- Fully Develop Middle and High School Summer Camp Programs
- Fully Develop programs for ages 55 & Older
- Fully Develop programs for home school students
- Fully Develop pathways for non-credit healthcare and skill trade programs
- Develop Staple Program Offerings: National OSHA Training Center, Safety Leadership Conference, Microsoft Imagine Academy Training Location, etc.
- Summer Training Conference for skill trade teachers in high school career academies
- Joint Offerings with Corporate Partners
- Recertification Training Provider for State LLR License Programs
- Develop online environmental occupational safety programs
- Embedding non-credit certifications into appropriate credit programs.

Academic Advancement & Support

Academic Programs:

- Expansion of ESL Programs (strong pathway for GLA and Lifelong Learning ESL Graduates)
- Expansion of Tutoring Services
- Expansion of First Year Experience Activities & Programming
- Robust Parent, Transfer, & Transient Engagement Programs
- Center for Civic Engagement

CE Modular Offerings:

- Expansion of testing services provided at our testing lab (i.e. national certification testing, GRE, LSAT, etc.)
- CE ESL Offerings with focus on occupational usage (i.e., Spanish for Police Officers, first responders, etc.)



Technology

Themes - Sustainability, Student Engagement, & Program Growth

Improve technology that impacts the student experience which may include computers, laptops, smartboards, projectors, and/or equipment for employees who work with students daily

State-of-the-art lab & classroom equipment such as the STAT center, science labs, etc.

New ERP system

Business school and corporate amenities



Facilities

Themes - Student Engagement, Enhanced Learning Environment

Center for Corporate and Continuing Education

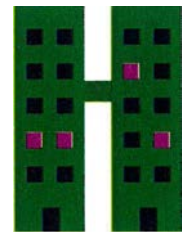
A&S/HS Building

Outdoor student engagement areas

Destination campus on West End - Culinary, Hospitality

21st Century Learning Center (Library)

Infrastructure sustainability (heating and cooling)



Strategic Planning Retreat

Empower individuals.

Change lives.

Reshape communities.



- Finalize 2025 outcomes
- General agreement with the strategic imperatives and overall strategic direction

Expected outcomes of
the retreat



Empower individuals . Change lives. Reshape communities .

Imperatives:

- Sustainable growth
- Dynamic learning environment
- Service distinction

To be accomplished through specific action plans related to programs, facilities, and technology

Five years into
the future

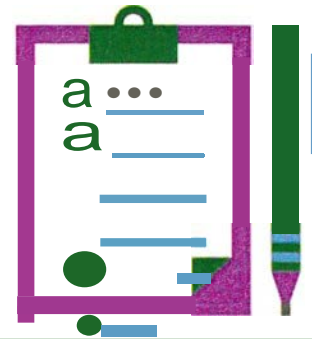


Empower individuals. Change lives. Reshape communities .

2025 Strategic plan will be affected by:

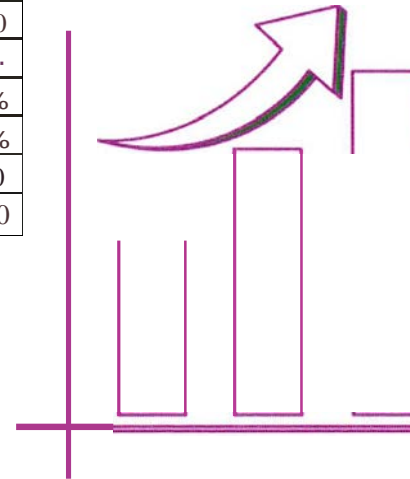
- Federal aid becoming more selective
- College risk sharing
- Internships/apprenticeships integrated into programs
- Intensive advising throughout educational career
- Traditional transfer model beginning to dismantle
- Accrediting bodies focusing on student outcomes

Major events



Accountability, Funding & Growth

Success Measure	2025 goal
Employee Satisfaction	4.1%
Employee Survey Response Rate	75%
Persistence	80%
Retention	64%
Total# of Awards	2,520
Total# of Graduates	2,100
Placement Rate	90%
Dual Credit	1,900
GCHS students enrolling at GTG	34%
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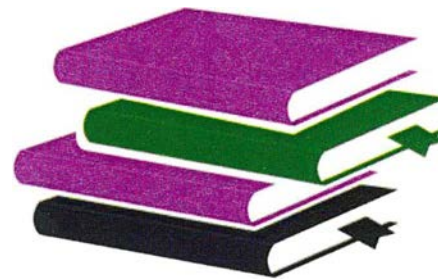
Targets

Empower individuals. Change lives. Restore communities.

Growth & Distinction

- School of Business and Computer Info. Systems
- School of Advanced Manufacturing, Aviation & Transportation
- School of Arts & Sciences
- School of Teacher Education & Public Service
- School of Health & Wellness Professions
- Economic Development & Corporate Training
- Academic Advancement & Support expansion

Programs

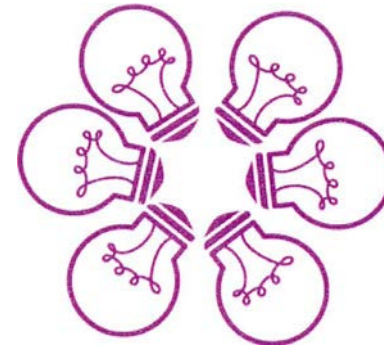


Empower individuals . Change lives. Reshape communities.

Sustainability, Student Engagement & Program Growth

- Technology that impacts the student experience
- State-of-the-art lab & classroom equipment
- New ERP system
- Business school and corporate amenities

Technology

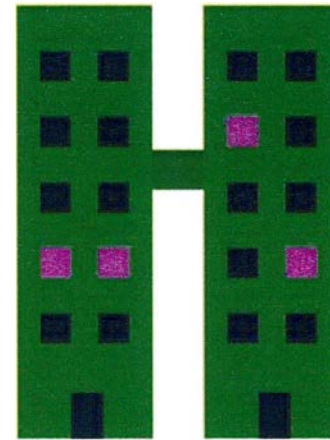


Empower individuals. Change lives. Reshape communities.

Sustainability , Learning & Engagement

- Center for Corporate and Continuing Education
- Arts & Sciences/Health Sciences building
- Outdoor student engagement areas
- Destination campus on the West End
- 21st-century learning center (library)
- Infrastructure sustainability (heating & cooling)

Facilities



Area Commission Strategic Planning Retreat Notes

February 20, 2018

What are the biggest threats to the mission of the college?

- Dropping enrollment resulting in decreased revenue
- Funding mechanism decreases impact on underserved
- Rapid pace of technology
- Uncertainty of fiscal resources
- Infrastructure needs, maintenance sustainability
- Strategic plans of 4-year institutions – Clemson, Wofford, growth competition
- Shortfalls of bureaucracy leads to lack of decision making
- Political environment – legislative/local/state
- Retooling workforce leads to students working
- Growth in online education – hard to compete/cost/poor quality
- Need more branding/marketing
- Change in Pell grant/funding/scholarship – student funding and enrollment loan debt
- Student life/campus safety issues
- Projected shortage of teachers and faculty - baby boomers and retirements

What's missing?

- Environmental scan – listening forums with community
- Metrics - impact change will have students/faculty and community needs – measuring more of what happens to students and faculty
- Independent incubator for research and development, future curriculum
- Ongoing employee development
- Scan: demographics/current base of students/customers
- Changes in financial education and future of higher education
- Avenues for future funding
- Enrollment projection 3-10 years
- What is Greenville County School District's vision for dual enrollment
- Name change reflects future – change name of college
- Identify technology for future
- Maximize opportunity with charters/private/home school/dual enrollment
- Talent recruitment and retention
- Embrace diversity and inclusion
- Clarity on workforce needs – international global partnerships with community/partners/students
- Stakeholder input (students, customers, K-12, partners) – what are their plans? – integration
- Student campus workspace will attract and keep students on campus

Any items not needed?

- Are we thinking outside of the box? Challenging ourselves?

Key Outcomes

- Key player in workforce development/partnerships
- Known as affordable, top quality operation – market to parents – create understanding of dollar savings – more aggressive in marketing
- Top educational resource by employer – workforce development
- 2025 reduce skill gap by 50% - labor ready workforce
- Top 10 colleges – top 10% community college in US – quality of delivery/faculty – recruit from other geographical areas to GTC will result in workforce
- Retain graduates in community
- Increase minority enrollment – targeted career paths
- Workforce development metrics
- Return on investment methods: metrics to show state value (dollars spent – value to community through education)
- Placement of graduates in a position above state average wages
- Cost vs value of GTC education
- Transform lives: number of students, graduates, jobs, dependable income stream
- Thriving community
 - Economic impact
 - Number of counties served
 - Increase brand value
- Employee engagement