

Synopsis of Unit Strategic Initiatives: 2022/23 – 2026/27

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ACADEMIC AFFAIRS

HEALTH SCIENCES DIVISION

Strategic Focus Area

- A. Objective: The TCL Health Sciences Division will focus on expansion through the following methods:
 - 1. Add at least 3 Health Sciences programs to address the local needs by 2026.
 - Current programs
 - Human Services
 - Occupational Therapy Assistant (OTA)
 - Other programs – (will be based on local needs-based analysis)
 - Medical Laboratory Technician
 - Diagnostic Medical Sonography (DMS)
 - 2. Expand current programs based on local needs and student interest
 - Programs Considered
 - Medical Assisting – Start Hampton Campus
 - Nursing Program
 - Others as indicated by student interest and space allocation (SUR/RAD)
- B. Objective: The TCL Health Sciences Division will prioritize faculty’s professional development, including 100% participation in professional membership, licensure, service, and/or continuing education on a yearly basis.
- C. Objective: The TCL Health Sciences Division will increase graduation rates of accepted students to >75% in 5 years.
- D. Objective: The TCL Health Sciences Division will increase applications to all programs by 10-15% in 5 years.
- E. Objective: The TCL Health Sciences Division will hire and position faculty to meet staffing needs for all programs based on accreditation requirements and loading needs.

Enrollment & Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	226	235	242	247	257
Retention Rate Target	180 (79.6%)	189 (80.4%)	194 (80.2%)	202 (81.8%)	210 (81.7%)

Nursing Program

Strategic Focus Area

- A. Objective: To increase the number of qualified applicants to the ADN nursing program by 25% within 5 years in an effort to improve NCLEX scores to >90%.
- B. Objective: The TCL nursing program will partner with navigators to help identify students who are seeking to complete the PN program of study. This means instead of all students coming in

under the ADN major and later being given the chance to “opt out” and exit as a PN, these students will be identified prior to acceptance into the nursing program. This will prevent students from being required to take courses which they do not need for the PN diploma.

- C. Objective: The TCL Health Sciences Division will increase retention rates of in-program students to 75%. The nursing program will attempt to engage students in an atmosphere of support to include examining methods to help identify those students at risk for attrition.

Enrollment & Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	120	120	120	120	120
Retention Rate Target	90/120 75%	90/120 75%	90/120 75%	90/120 75%	90/120 75%

Surgical Technology Program

Strategic Focus Area

- A. Increase student retention rate to provide a larger number of quality, entry-level certified surgical technologists to the community.
- B. Increase maximum enrollment capacity for Surgical Technology program to produce a larger number of entry-level Certified Surgical Technologists (CST) to our community health partners.

Enrollment & Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	24	28	30	31	34
Retention Rate Target	21/24 87.5%	24/28 85.7%	25/30 83.3%	27/31 87%	29/34 85.3%

Medical Assisting Program

Strategic Focus Area

- A. Objective: Initiate Hampton campus cohort.
- B. Objective: To maintain retention and success while increasing student enrollment.

Enrollment & Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	16	19	21	24	27

Retention Rate Target	100%	100%	100%	100%	100%
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Physical Therapist Assistant

Strategic Focus Area

- A. The TCL PTA Program will graduate >75% of students accepted into the program starting with the Fall 2022 cohort.
- B. The TCL Physical Therapist Assistant Program will increase applicants to the program by 25% in 5 years to help improve competitiveness, success rates, and NPTE Pass Rates.
- C. In 3 years, PTA faculty will be active in pursuing:
 - 1. Professional Membership through the American Physical Therapy Association
 - 2. Continuing Education
- D. Starting in Fall 2022, the TCL PTA Program will add activities that promote the Core Value of Social Responsibility.

Enrollment & Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	25	26	26	27	28
Retention Rate Target	20/25 = 80%	21/26 = 81%	21/26 = 81%	22/27 = 82%	23/28 = 82%

Massage Therapy Program

Strategic Focus Area

- A. Objective: The TCL Massage Therapy Program will renew COMTA accreditation in 2022, supporting excellence in the curriculum, and enhancing one of the standards that distinguishes us in the marketplace.
- B. Objective: The TCL Massage Therapy Program will increase applicants to the program by 25% to enhance cohort size and opportunities for greater numbers of highly skilled licensed therapists to enter the profession.

Enrollment & Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	13	14	15	15	16
Retention Rate Target	75%	75%	75%	80%	80%

Radiology Technology Program

Strategic Focus Area

- A. Enhance the program application process with a diverse, competitive cohort by increasing applicants by 25-30% in 5 years.
- B. Increase student retention with in-program students by 10% in 5 years. This will be done through increasing technology practices to enhance student learning in all areas. Professional development for faculty can help with current technology trends and updates for future of technology program.

Enrollment & Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	28	28	30	30	32
Retention Rate Target	24/28 = 85.71%	24/28 = 89.28%	26/30 = 86.67%	27/30 = 90%	29/32 = 90.63%

BUSINESS & INDUSTRIAL DIVISION

Strategic Focus Area

- A. Objective: The Business and Industrial Technologies Division will seek to increase the applicants to its identified academic programs by five percent per year to assist students in finding gainful employment in their desired field or transferring to a four year institution.
- B. Objective: Expand identified programs for additional physical location in New River/ Southern Beaufort County.
- C. Objective: Increase retention/completion steadily in each program to 70%.
- D. Objective: Identify needs in each program and strive to hire full-time faculty in understaffed programs and to anticipate future staffing needs

Enrollment & Retention Targets

<Not provided>

Building Construction Technology Program

Strategic Focus Area

- A. Objective: To achieve the goal of increasing BCT enrollment to help supply the construction labor shortage.
- B. Objective: Further develop the Building Construction Technologies certificates unique Successes and Strengths create the best learning environment for student's success.

Enrollment & Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	35	38	45	51	60
Retention Rate Target	55%	60%	64%	68%	72%

Industrial Electronics Technology

Strategic Focus Area

- A. Objective: To continue to tie the success and health of the Computer Technology, Industrial Electronics Technology and the new Cyber Security programs together by following the recommendation of course sharing.

Enrollment & Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	28	32	37	42	47
Retention Rate Target	70%	75%	80%	85%	90%

HVAC

Strategic Focus Area

- A. Objective: The TCL HVAC/R Program will graduate 70-75% of students accepted into the program starting with the Fall 2022 term.
- B. Objective: The TCL HVAC/R Program will increase applicants to the program by 25% to help improve competitiveness, success rates, and EPA and NATE Pass Rates

Enrollment & Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	22	25	30	33	38
Retention Rate Target	65%	70%	72%	75%	80%

Administrative Office Technology

Strategic Focus Area

- A. Objective: Establish two district AOT pathways to ensure student enrollment, retention, and completion. The students will complete the Associate Degree with a Certificate in either Medical Office Assistant or Office Applications for Business and Industry.

Enrollment & Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	60	65	70	75	80
Retention Rate Target	55%	60%	62%	64%	66%

Business Administration Program

Strategic Focus Area

- A. Objective: Develop and implement the Certified Logistics Technician Certificate enabling alternative career options to build upon current Business Program Certificates and Associate Degree. The students can complete the Certified Logistics Technician Certificate as a stand-alone certificate for Business and Industry related career advancements.

Enrollment & Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	115	126	138	150	162
Retention Rate Target	55%	60%	63%	68%	70%

Accounting

Strategic Focus Area

- A. Objective: Establish and implement newly approved AAS.Ace Degree to begin Fall 2022. The students will complete the Associate of Applied Science in Accounting, enabling graduates to move into the workforce or continue to a 4-year degree pathway. Upon completion of the AAS.Ace degree, students will also graduate with the CAS.ACC Certificate.

Enrollment & Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	17	26	36	44	53

Retention Rate Target	55%	60%	62%	64%	66%
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Computer Technology

Strategic Focus Area

- A. Objective:
 1. Develop Networking Programming two pathways for the Computer Technology (CPT) degree:
 - a. Programming
 - b. Networking
 2. Hire additional faculty
 3. Develop a new Associate Degree in Cybersecurity
 4. Develop a cybersecurity lab
 5. Align curriculum within Cybersecurity, Computer Technology and Electronics
 - a. Provide students with access to industry certifications
 - b. Provide students with a laptop computer they use for classes and can keep after graduation
 6. More aggressively recruit high school students
 7. Market individual programs

Enrollment & Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	65	70	75	80	85
Retention Rate Target	70%	75%	80%	85%	90%

Criminal Justice Technology

Strategic Focus Area

- A. Objective: The Criminal Justice Technology program's primary strategic focus areas is increasing student's enrollment by 25% and student's graduation rate by 25% over the next 5 years. These strategic focus areas will support The Technical College of the Low Country Institutional goals 1 & 2. Success in the four distinctive areas of the program will be instrumental in the success of these strategic areas.

Enrollment & Retention Targets

<Not provided>

Paralegal

Strategic Focus Area

- A. Encourage further education and advancement of students
- B. Increase Program applicants by Internal networking
- C. Revitalize program through the use of external marketing and changes to class offering formats

Enrollment & Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	32	36	40	45	50
Retention Rate Target	55%	62%	70%	75%	80%

Cosmetology

Strategic Focus Area

- A. The TCL Cosmetology Program will graduate 85% of diploma seeking students within 2 years of starting program.
- B. Faculty will be active in pursuing:
 - 1. Annual licensing credentials
 - 2. In house – Faculty Specific – advisement training opportunities
 - 3. Industry-related educational seminars

Enrollment & Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	35	42	45	45	45
Retention Rate Target	100%	100%	100%	100%	100%

Early Care and Education

Strategic Focus Area

- A. The TCL ECE Program will graduate 80% of associate seeking students within 2 years of starting the program.
- B. The TCL Early Care and Education Program will seek to increase applicants to the program by 5% for traditional on-campus program students/10% for online program students to help produce model candidates moving into the early childhood workforce. This 5% and 10% goal ratio will also include retention efforts for all students enrolled in the early care and education program.

- C. The TCL ECE Program will begin cultivating a cutting edge online associate degree program for those candidates seeking to obtain an AAS.ECE Degree in Early Care and Education in an online environment. This will involve creating a separate degree program with pathway options for those seeking to transfer to 4-year degree programs.
- D. The TCL ECE Program will promote the Core Value of Social Responsibility to each student throughout the program.

Enrollment & Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	30	32	32	33	33
Retention Rate Target	80%	80%	80%	80%	80%

ARTS & SCIENCES DIVISION

Strategic Focus Area

- 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. 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).

Enrollment & 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%

CULINARY & HOSPITALITY DIVISION

Strategic Focus Area

- A. Hire/Retain Credentialed, Expert Faculty
- B. Create Robust, Challenging Courses
- C. Recruit Motivated Students
- D. Budget for Instructional Needs
- E. Manage Long-Term and Short-Term Assets

Enrollment & Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	80	130	180	230	280
Retention Rate Target	60%	60%	60%	60%	60%

LEARNING SUPPORT

Strategic Focus Area

- A. Information Literacy (Library): Strengthen the library’s information literacy program for students taking courses both online and in person.
- B. Materials and Access (Library): Enhance relevancy of library materials to TCL users and improve ease of access to those materials.
- C. Awareness of LRC Resources and Services (Library and Tutoring): Increase awareness of library and tutoring services, in person and online.
- D. LRC Presence: Online (Library and Tutoring): Optimize the library/tutoring presence to fit the changing needs of the college online.
- E. LRC Presence: Onsite (Library and Tutoring): Optimize the library/tutoring presence to fit the changing needs of the college at the college’s main campus and other onsite locations.

Enrollment & Retention Targets

NA

STUDENT AFFAIRS

Admissions

Strategic Focus Area

- A. Transform the student experience from onboarding to completion
- B. Enhance recruitment and retention of under-represented populations

Enrollment & Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	2,140	2,230	2,320	2,410	2,500
Retention Rate Target	51%	53%	58%	61%	64%

The HUB

Strategic Focus Area

- A. Increase the percentage of admitted students excluding Dual Enrollment who enroll in the fall term from 22% to 32% through the implementation of expanded student support.
- B. Navigators will maintain 90% or higher advising scores.

Enrollment & Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	2,140	2,230	2,320	2,410	2,500
Retention Rate Target	51%	53%	58%	61%	64%

Registrar Office

Strategic Focus Area

- A. Implement a data driven, real time early alert system employing the technology available within EAB Navigate to support the increase of success and graduation rates.
- B. Increase departmental effectiveness and efficiency with the utilization of technology to automate processes directly impacting the accuracy and integrity of student academic records.

Enrollment & Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	2,140	2,230	2,320	2,410	2,500
Retention Rate Target	51%	53%	58%	61%	64%

Veterans Resource Center

Strategic Focus Area

- A. Establish a line of communication sailors at the hospital.
- B. Create an academic achievement zone.

Enrollment & Retention Targets

<Not provided>

Student Services: Counseling Center

Strategic Focus Area

- A. To increase support of students at risk of failing and students with learning differences and special needs.

Enrollment & Retention Targets

NA

Student Services: Student Support Services

Strategic Focus Area

- A. To increase the number of students who graduate

Enrollment & Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	160	160	160	160	160
Retention Rate Target	50%	55%	60%	65%	70%

AVP Student Services

Strategic Focus Area

- A. To increase awareness and knowledge of diversity, equity and inclusion.

Enrollment & Retention Targets

NA

Talent Search/TRIO

Strategic Focus Area

- A. Postsecondary Education Enrollment: 55% of participants served during the project year, will enroll in an institution of higher education by the fall term immediately following high school graduation or will have received notification by the fall term immediately following high school, from an institution of higher education, of acceptance but deferred enrollment until the next academic term (e.g. spring term)
- B. 35% of seniors served during the project year will complete a rigorous secondary school program of study and will graduate during the project year with a regular secondary school diploma within the standard number of years.

Enrollment & Retention Targets

<Not provided>

ADMINISTRATIVE SERVICES

Budget & Payroll

Strategic Focus Area

- A. Prepare an accurate and on time Budget each fiscal year.
- B. Complete accurate and timely payroll for all employees twice per month.

Enrollment & Retention Targets

NA

Facility Management

Strategic Focus Area

- A. Develop and maintain the TCL Master Plan
- B. Reduce the Amount of Deferred Maintenance that Exists at TCL
- C. Cross Training / Increased team efficiency
- D. Improve Staff development and recognition
- E. Provide exemplary learning & working environments

Enrollment & Retention Targets

NA

Business Office

Strategic Focus Area

- A. To achieve our mission by accurately recording all accounting transactions and properly reporting our financials so that we do not have any material findings on our audit.
- B. Our goal is to not lose any funding due to missed deadlines, improper reporting, or oversight from our department.
- C. Our goal is to keep our employees engaged to create a culture where employees are involved and enthusiastic about their work and the college.
- D. Our goal is to complete the accounts payable cycle in a timely and accurate manner.
- E. Our goal is to have excellent customer service at all times while executing each of our job functions.

Enrollment & Retention Targets

NA

Information Technology Department

Strategic Focus Area

- A. Provide effective, accessible technology tools to enhance student onboarding, communication and learning.
- B. Make continuous improvements to the College's Cybersecurity posture
- C. Improve mobile/remote work options

Enrollment & Retention Targets

NA

Purchasing Department

Strategic Focus Area

- A. Become a part of the planning process by working with staff and faculty to ensure timely delivery of goods and services following procurement laws and policies.
- B. Partner with peer departments (Finance, HR, AP) to deliver a consistent message to the college for financial matters
- C. Develop collaboration with departments to group purchases to meet order minimums and ensure best pricing and delivery.
- D. Implement a "NO PO/PR, NO PAY" Policy to ensure all purchases are planned and approved before invoice received.

Enrollment & Retention Targets

NA

Safety & Security

Strategic Focus Area

- A. Coordinate with local law enforcement as it relates to incident reports both on campuses and surrounding area.
- B. To enhance security campus wide in multiple areas to include personnel, systems and identification.
- C. Implement and train on the Emergency Response Plan with Staff and with local first responders as it relates to emergency planning and provide the appropriate training as needed while enhancing communication capabilities throughout all campuses.
- D. Coordinate with local first responders as it relates to improving communications, ideas and concerns throughout the region.

Enrollment & Retention Targets

NA

ADVANCEMENT

Marketing

Strategic Focus Area

- A. Increase TCL’s “sharability”
Objective: By curating and sharing exciting TCL accomplishments, news and events, our target markets will in turn be more likely to share, engage with us, and help spread awareness of TCL and what it offers.
- B. Engage individual programs and departments
Objective: More communication among and promotion of TCL’s individual programs and student services will improve coordination, help maintain the TCL brand, and maximize publicity opportunities. The end result should be increased internal and external awareness of these programs and services that leads to an increase in applications.
- C. Formalize prospect collection across TCL
Objective: The marketing department will create the database and its collection tools and then educate employees about the process. By formalizing the process, we will better capture all types of leads and be able to implement more strategic and robust communications to move more students to apply and enroll.

Application Targets based on Admission Enrollment Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	2,140	2,230	2,320	2,410	2,500
Application Target	2000	2500	2700	3000	3000

External Affairs

Strategic Focus Area

- A. Secure \$30 Million to expand the college in Southern Beaufort County
- B. Secure \$350,000 recurring to support the Culinary Institute of the South
- C. Operationalize the FOODseum to capitalize revenue generation

Enrollment & Retention Targets

NA

Institutional Research

Strategic Focus Area

- A. Use an evaluation software SmartEvals or like designed to disseminate, collect, analyze, generate a variety of summary and trend reports, and create a community for sharing best practices in support of the Student Course Evaluation.
- B. Establish an Institutional Research Report Inventory webpage on the TCL website to publish approved Institutional Reports providing quick access to the reports.
- C. Establish auto-reports on Report Services for each unit showing their current Enrollment and Retention data—Unit Enrollment and Retention Rates Reports.

Enrollment & Retention Targets

NA

Office of Continuing Education & Workforce Development

Strategic Focus Area

- A. The TCL Continuing Education and Workforce Development Division will consistently grow, develop, and maintain viable pathways to align with evolving community and workforce needs.
- B. The TCL Continuing Education and Workforce Development Division will enhance efficiencies by improving workflow, unit processes, and well-integrated infrastructure both within the unit and via alliances with Divisions throughout the College.
- C. The TCL Continuing Education and Workforce Development Division will improve quality student outcomes by securing and developing qualified faculty/staff and expanding applicable technological, facility resources and equipment.

Enrollment & Retention Targets

	FA 2022	FA 2023	FA 2024	FA 2025	FA 2026
Enrollment Target	593	623	653	679	706
Retention Rate Target	70	72	74	75	75

PRESIDENT’S OFFICE

Human Resources

Strategic Focus Area

- A. Objective: Our goal is to attract the talent needed to create a dynamic and diverse workforce within the College
- B. Objective: We strive to enhance the employee’s experience by ensuring new employees acquire the necessary knowledge, skills, and demonstrate behaviors in order to become effective within the College and in their roles.

- C. Objective: To create a professional development program that will enhance the knowledge of current leaders while also providing resources to identify and develop new leaders within the college.
- D. Objective: To create a program to identify College succession needs. We will identify high performers and develop career paths, promote cross training, and create professional development opportunities to strategically fill potential gaps in coming years.

Enrollment & Retention Targets

NA