

FLORENCE-DARLINGTON TECHNICAL COLLEGE

STRATEGIC PLAN 2022-2027

A ROADMAP TO 2027: COMMITTED TO STUDENT
SUCCESS AND WORKFORCE DEVELOPMENT



TABLE OF CONTENTS

FDTC AREA COMMISSIONERS	3
LETTER FROM THE PRESIDENT	4
STRATEGIC PLANNING COMMITTEE & SUB-COMMITTEE CHAIRS	6
STRATEGIC PRIORITIES, MISSION, VISION, & VALUES	8
STRATEGIC PLAN	9
STRATEGIC PLANNING PROCESS	11
ACKNOWLEDGEMENTS	16
STRATEGIC PLANNING REFERENCE GUIDE	18
FDTC CAMPUS LOCATIONS	23

INTRODUCTION TO AREA COMMISSION LEADERSHIP

The Florence-Darlington County Commission for Technical Education is an equally represented ten-member commission (five Florence County and five Darlington County) established by legislation and appointed by the Governor to serve as the governing body of Florence-Darlington Technical College.



Dr. Ershela Sims
Chair
Hartsville, SC



Wanda James
Vice Chair
Florence, SC



Dr. Meredith Taylor
Secretary
Darlington, SC



Kevin Etheridge
Darlington, SC



William Fleming
Darlington, SC



Missy Jay
Lake City, SC



Clint Moore
Florence, SC



Dr. Leroy Robinson
Hartsville, SC



Paul Seward
Florence, SC



Hood Temple
Florence, SC

LETTER FROM THE PRESIDENT



For more than 59 years, Florence-Darlington Technical College (FDTC) has provided access to high quality, accessible, and affordable education throughout the Northeast sector of South Carolina, known as the Pee Dee Region (Florence County, Darlington County, and Marion County). As the education and workforce needs within the Pee Dee Region have evolved, FDTC remains dedicated to preparing our region's workforce for the in-demand jobs of today and the high-growth careers of tomorrow. "Education is the golden key to unlock the door to economic freedom" (George Washington Carver). To build upon this rich tradition, the FDTC strategic planning committee and community created a strategic plan rooted in the foundation that student success and workforce development are essential. This plan will guide the college's effort over the next five years, 2022 to 2027, as we work to ensure the continued success of all FDTC students and the communities we serve. The

collective efforts of more than 100 people created this cohesive and visionary pathway for FDTC's future called "The Road to 2027: Committed to Student Success and Workforce Development". The internal and external stakeholders represent Alumni, Business & Industry, Community Partners, Faculty, FDTC Area Commission Board, K-12, Staff, and Students. This strategic plan will guide FDTC's efforts over the next five years, 2022 to 2027, to ensure the continued success of all our students and residents. The new strategic plan introduces five new strategic pillars and seven new core values. The five strategic pillars include:

- Student Success
- Relevance
- Fiscal Environment
- Visibility
- Engagement

As part of FDTC’s strategic plan, our new values foster a new sense of urgency while reestablishing our commitment to excellence. The seven values include:

- Accountability
- Excellence
- Innovation
- Integrity
- Leadership
- Teamwork
- Communication

As the President of Florence–Darlington Technical College, I am extremely pleased with the outcome of the new strategic plan, mission, vision, and values and the five new strategic pillars designed to guide our work over the next five years. Through this new strategic plan, we will continue to fulfill our promise to our Pee Dee Region that FDTC is where our students can learn locally and earn globally.

Thank you for your continued interest in Florence–Darlington Technical College and for supporting us for 59 years.

Dr. Lermaine Ford

President, Florence Darlington Technical College



STRATEGIC PLANNING COMMITTEE & SUB-COMMITTEE CHAIRS



FLORENCE-DARLINGTON
TECHNICAL COLLEGE

2022-2027 STRATEGIC PLAN COMMITTEE & SUB-COMMITTEE CHAIRS

The following FDTC leaders planned and implemented the work for the creation of the 2022–2027 Florence–Darlington Technical College Strategic Plan — A Roadmap to Success:

STRATEGIC PLANNING COMMITTEE

- Dawn Nelson, Chair
- Dr. Ershela Sims, Commission Representative
- Dr. Gayle Juneau–Butler, Huron Studer Education Strategic Planning Leader Coach
- Coty Armstrong
- Dr. Dan Averette
- Casey Copeland
- Charlotte Forrest
- Genell Gause
- Chris Hatfield
- Tyron Jones
- Dr. Tonya Mack
- Keith McKenzie
- Paula McLaughlin
- Jason Nelson
- Susan Williams

STRATEGIC PLANNING SUB-COMMITTEE CHAIRS

- **Alumni Committee:** Genell Gause, Paula McLaughlin, and Dr. Tonya Mack
- **Area Commission:** Dr. Ershela Sims
- **Business & Industry:** Chris Hatfield and Keith McKenzie
- **Community Partners:** Paula McLaughlin and Dr. Tonya Mack
- **Faculty:** Dawn Nelson and Susan Williams
- **K–12 Partners:** Casey Copeland
- **Staff:** Dawn Nelson, Dr. Charlotte Forrest and Susan Williams
- **Students:** Genell Gause, Paula McLaughlin and Dr. Tonya Mack
- **Workforce Developers:** Chris Hatfield and Dr. Tonya Mack

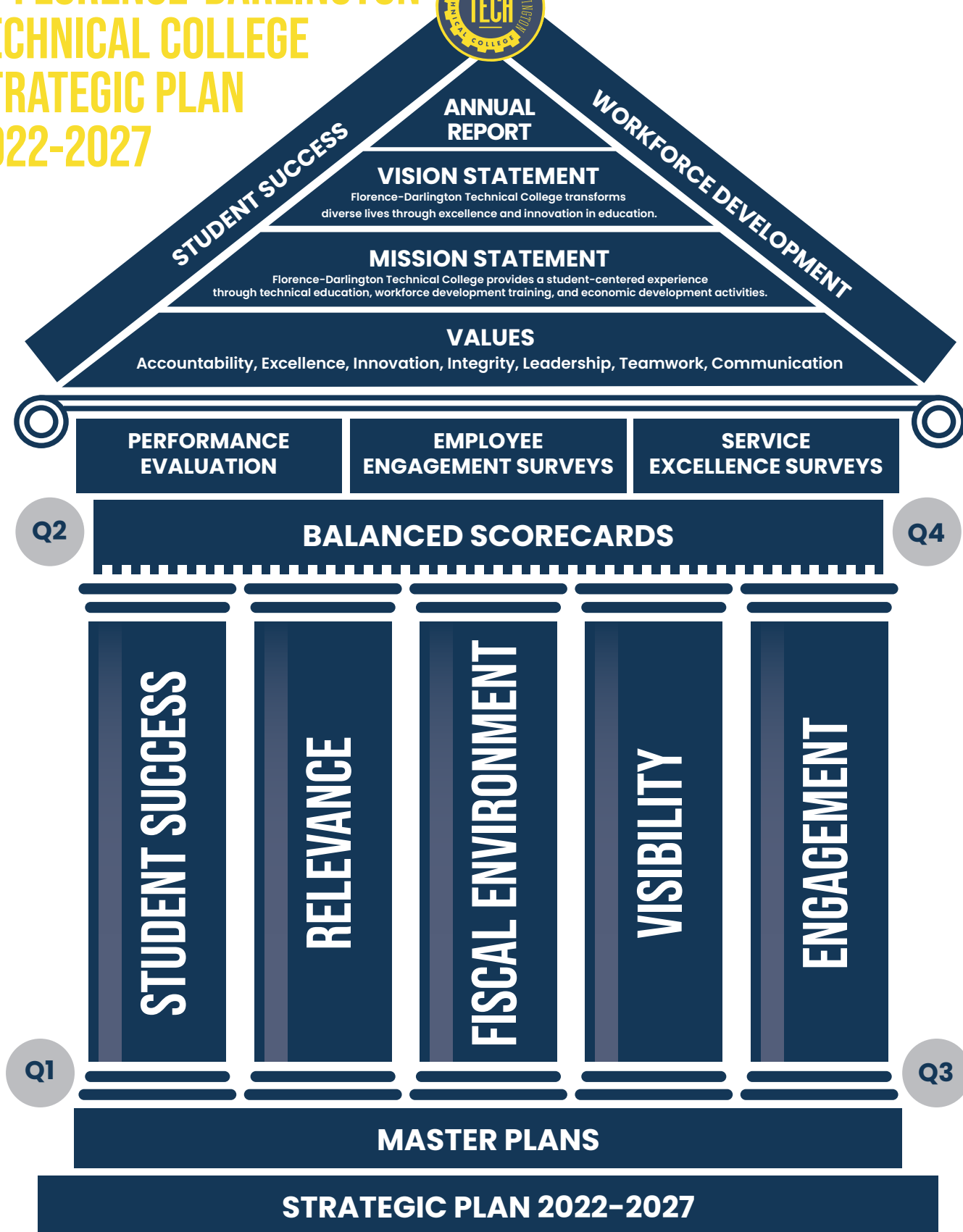


STRATEGIC PRIORITIES, MISSION, VISION & VALUES



FLORENCE-DARLINGTON
TECHNICAL COLLEGE

VISUAL REPRESENTATION OF FLORENCE-DARLINGTON TECHNICAL COLLEGE STRATEGIC PLAN 2022-2027



MASTER PLAN

Following the finalization and approval of the 2022–2027 Florence–Darlington Technical College Strategic Plan, the following actions will be implemented and closely aligned with the strategic priorities, goals, and values as defined by the Roadmap to 2027:

- Academic Master Plan
 - 3–4 month process
- Facilities Master Plan
 - 3–5 month process
- FDTC Institutional Advancement Plan
 - 3–6 month process
- Information Technology Plan
 - 4–6 month process
- Integrated Marketing Plan
 - 3–4 month process
- Quality Enhancement Plan
 - 3–year process
- SIMT Manufacturing Plan
 - 3–6 month process
- Strategic Enrollment Management Plan
 - 3–4 month process
- Strategic Workforce Development (CE) Plan
 - 3–4 month process



STRATEGIC PLANNING PROCESS



FLORENCE-DARLINGTON
TECHNICAL COLLEGE

THE STRATEGIC PLANNING PROCESS



SUMMARY OF DISCOVERY SESSIONS & STRATEGIC PLANNING PROJECT STAGES OF DEVELOPMENT

APRIL 2022–JUNE 2022

GENERAL OVERVIEW

Florence-Darlington Technical College began the process of developing the strategic plan to guide the work of the college and focus efforts on critical strategic priorities for the next 5 years. Florence-Darlington Technical College partnered with Studer Education to facilitate the college’s creation of the inaugural strategic plan. As part of the process for creating the strategic plan, Studer Education conducted focus group sessions to gather feedback from across all stakeholder groups. The focus group feedback was collected to provide stakeholder perceptions on the current performance of Florence-Darlington Technical College and suggestions for areas of growth, improvement, or challenges. This critical feedback will be added to the pool of data that will help to inform the strategic priorities identified for the next five years.

FOCUS GROUP CONTEXT

During April 2022, discovery sessions and individual strategic planning interviews were conducted in multiple formats, such as video and telephone appointments. 108 constituents from Florence-Darlington Technical College’s academic and local communities contributed to the strategic planning process. The groups represented are as follows: FDTC Area Commission, faculty, workforce development leaders, personnel, alumni/students, school district representatives,

The breakdown of participation is as follows:

FDTC Area Commission	3
FDTC Faculty	51
Workforce Development Leaders	2
FDTC Personnel	21
Alumni/Students	9
School District Representatives	12
Business & Industry Representatives	4
Community Partners	6
TOTAL PARTICIPANTS	108

REAFFIRMATION OF MISSION STATEMENT & VISION STATEMENT WITH INTRODUCTION OF COLLEGE VALUES

The 2022–2027 Florence–Darlington Technical College strategic planning process began with reaffirming the mission statement and vision statement. In addition, values to guide the college were created and defined. These anchor elements are as follows:

MISSION STATEMENT: Florence–Darlington Technical college provides a student–centered experience through technical education, workforce development training, and economic development activities.

VISION STATEMENT: Florence–Darlington Technical college transforms diverse lives through excellence and innovation in education.

VALUES: Accountability, Excellence, Innovation, Integrity, Leadership, Teamwork, Communication

EMERGING FOCUS GROUP PILLARS & GOALS

In examining the data set, Studer Education identified some early themes that trended across all or most focus groups as pillars and goals for consideration. Based on feedback by internal and external participants in the strategic planning discovery sessions in addition to support by President Ford, it was determined that inclusion exists at the heart of mission, vision, values, big aims, and goals. This refers to the intentionality by all leaders and employees of FDTC to create an environment of belongingness for all employees and students.

EMERGING PILLARS & GOALS

STRATEGIC PRIORITY 1: STUDENT SUCCESS

- Provide an integrated and comprehensive system to ensure student success.
- Continue improving student engagement activities to enhance the student experience from awareness, application, enrollment, retention, and completion.
- Provide high-growth and in-demand programs that enable diverse students to explore and achieve educational goals.
- Create academic support systems and services to support students in their enrollment, retention, graduate, and job placement.

STRATEGIC PRIORITY 2: RELEVANCE

- Ensure that FDTC programs, facilities, and services are relevant to the markets we serve.
- Improve collaborations with K-12 partners, Corporate Partners, and the Community.
- Provide viable courses and programs that address the changing workforce development needs.
- Meeting the current and emerging student, industries, and community needs, including innovative technology and related resources for teaching and learning.

STRATEGIC PRIORITY 3: FISCAL ENVIRONMENT

- Present a balanced budget and seek additional revenue sources
- Increase awareness of related financial aid, scholarships, and other funding sources.
- Promote philanthropic support of students and programs.
- Optimize the use of financial resources to improve infrastructure and operations.
- Maintain a stable fiscal base and sound fiscal practices.
- Generate revenue to support the goals of FDTC.

STRATEGIC PRIORITY 4: VISIBILITY

- Increase the College Visibility to enhance workforce development activities for our corporate and economic development partners.
- Promote the success stories of FDTC employees and students via local, regional, and state media.
- Gain community trust through active collaboration projects.
- Develop a central public relations department to rebrand FDTC internally and externally.

STRATEGIC PRIORITY 5: ENGAGEMENT

- Expand collaborations and improve communications to engage both internal and external stakeholders further.
- Ensuring communications with current students, prospective students, community members, donors, corporate partners, and alumni are clear.
- Continue to improve marketing and communications efforts to increase enrollment while also increasing awareness of our FDTC mission, programs, and services.
- Cultivate strategic partnerships with business and industry, strategic external stakeholders, and other key organizations.
- Develop and implement programs for students and employees to promote a welcoming environment for all.
- Promote a culture of accountability by establishing key performance indicators for FDTC Divisions, Departments, and Personnel.
- Hire, develop, and value FDTC employees to offer “world-class” services.

EMERGING FOCUS GROUP THEMES REGARDING VALUES

In examining the data set, Studer Education identified some early themes that trended across all or most focus groups for consideration as values.

EMERGING THEMES AS PILLARS / CORE BELIEFS / VALUES

ACCOUNTABILITY: Ownership of performance and results

EXCELLENCE: Striving to be better than we were yesterday

INNOVATION: Never settling for average

INTEGRITY: Doing the right thing all the time and always being fair

LEADERSHIP: Inspiring others to succeed by influence

TEAMWORK: Dedicated commitment to achieving FDTC goals together

COMMUNICATION: Gathering, sharing, and closing the loop on information with internal and external stakeholders

ACKNOWLEDGEMENTS



FLORENCE-DARLINGTON
TECHNICAL COLLEGE

THANK YOU to the Florence–Darlington Technical College Area Commissioners for significant contributions to the Florence–Darlington Technical College 2022–2027 Strategic Planning Project:

- Mr. Paul Seward, Commission Chair
- Dr. Willie Boyd
- Mr. Alvin Dewitt
- Mrs. Wanda James
- Mrs. Missy Jay, Esq.
- Mr. Clint Moore
- Dr. Ershela Sims
- Dr. Leroy Robinson
- Mr. Hood Temple, Esq.

THANK YOU to the Florence–Darlington Strategic Planning Steering Committee for leadership and engagement in the strategic planning project:

- Dawn Nelson, Chair
- Dr. Ershela Sims, Commission Representative
- Dr. Gayle Juneau–Butler, Huron Studer Education Strategic Planning Leader Coach
- Coty Armstrong
- Dr. Dan Averette
- Casey Copeland
- Charlotte Forrest
- Genell Gause
- Chris Hatfield
- Tyron Jones
- Dr. Tonya Mack
- Keith McKenzie
- Paula McLaughlin
- Jason Nelson
- Susan Williams

WITH MUCH GRATITUDE, THANK YOU to the Florence–Darlington Strategic Planning Steering Subcommittee Chairs and Co–Chairs for leadership and engagement in the strategic planning project:

- **Alumni Committee:** Genell Gause, Paula McLaughlin, and Dr. Tonya Mack
- **Area Commission:** Dr. Ershela Sims
- **Business & Industry:** Chris Hatfield and Keith McKenzie
- **Community Partners:** Paula McLaughlin and Dr. Tonya Mack
- **Faculty:** Dawn Nelson and Susan Williams
- **K–12 Partners:** Casey Copeland
- **Staff:** Dawn Nelson, Dr. Charlotte Forrest and Susan Williams
- **Students:** Genell Gause, Paula McLaughlin and Dr. Tonya Mack
- **Workforce Developers:** Chris Hatfield and Dr. Tonya Mack

THANK YOU to our Marketing Department for all of the content creation and brand implementation:

- Tyron Jones
- Hunter Thomas
- Karen Lee

STRATEGIC PLANNING REFERENCE GUIDE



FLORENCE-DARLINGTON
TECHNICAL COLLEGE

STRATEGIC PLANNING REFERENCE GUIDE

Every successful organization has a plan for where it will go in the future. When done well, strategic planning is the process that can lead people in an organization from feeling like:

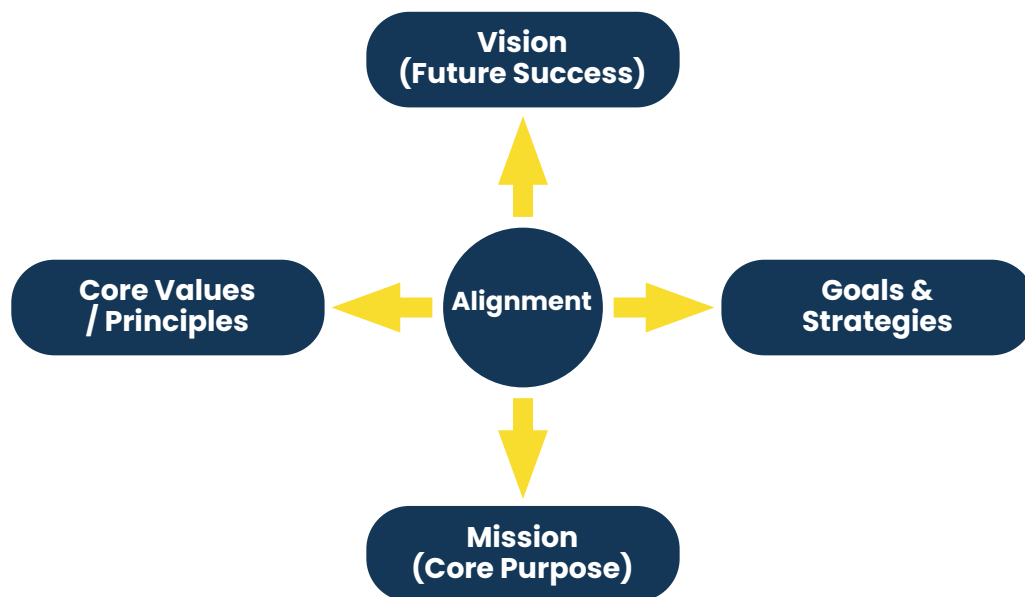
“If you don’t know where you’re going, any road will take you there.” [GEORGE HARRISON]

to:

“Coming together is a beginning, staying together is a progress, and working together is success.” [HENRY FORD]

SIMPLIFYING THE PROCESS

While comprehensive strategic planning is a complex process, our goal is to make it simple – or to at least ensure it feels that way to our clients. At its core, most well-designed strategic plans will include a few key components (which are often customized, renamed, and even modified).



MISSION: Grounding in our core organizational purpose

VISION: Our concept of success and what we will achieve through the successful implementation of our plan

CORE VALUES/PRINCIPLES: Key beliefs and standards about who we are and what we stand for that guide us along the way

GOALS & STRATEGIES: What we will focus on in the future to achieve results and how (at a high level) we will do it

Strategic plans can include additional components – such as objectives or indicators, additional narrative and theories of action, and even initial action plans. Studer Education does not take a one-size-fits-all approach. Instead, we engage with organizational leaders at the beginning of the process to ensure we are aligned with their vision and priorities so we can customize the approach together.

SAMPLE STRATEGIC PLANNING GUIDELINES FOR PROCESS

Studer Education and Florence–Darlington Technical College’s approach to strategic planning includes core process elements that produce high quality results, which we combine with a highly collaborative method for building our work plan and timeline together. This ensures we work together across Studer Education and our organizational excellence partners to meet internal and external expectations and needs. As a first step, Florence–Darlington Technical College Steering Committee and Sub-Committee leaders and Studer Education build and sequence steps within the strategic planning and individualized approach to organizational assessment, needs, and expressed outcomes. With that said, the overall process typically flows in three broad phases, with one example of how the phase and steps can come together shown below.

PHASE 1: COMMENCEMENT, PLANNING & DATA COLLECTION

- Conduct initial meetings with the Executive Leader and Leadership Team for process overview and input.
- Engage with the Leadership and designees to develop a customized draft work plan.
- Form a Strategic Planning Committee to provide input on the work plan, specific timelines, and to serve as an advisory body throughout the process.
- Analyze student performance and other priority data to support the discussion and development of aligned priorities to improve student achievement and other outcomes for students, stakeholders, and the college overall.
- Administer online stakeholder surveys (as needed) to collect baseline data to inform the development of the plan and to identify stakeholder perceptions, priorities, and desired direction of the college.
- Facilitate focus groups with leaders, faculty, staff, parents, students, business, and community members (as identified by the district) to build engagement in the process and provide additional data and qualitative input.

PHASE 2: ANALYZE, SHARE & ITERATE

- Analyze survey and focus group data and present findings.
- Review the findings with the appropriate leaders and review the district vision, mission, and beliefs/values based on the data and community feedback to either affirm or revise these statements.
- Facilitate working sessions with the committee to develop the draft plan – including mission and vision statements (as desired – may be existing statements that are staying consistent); core beliefs or values; draft goals and metrics; and strategies for success.
- Support and facilitate sharing the draft plan with stakeholders and create a feedback loop to inform revisions and a final draft of the strategic plan (potential methods include an online review and feedback process and/or community forums or additional focus group sessions).
- Finalize the strategic plan with the committee by using input from all stakeholders.

PHASE 3: ADOPT, PUBLICIZE & IMPLEMENT

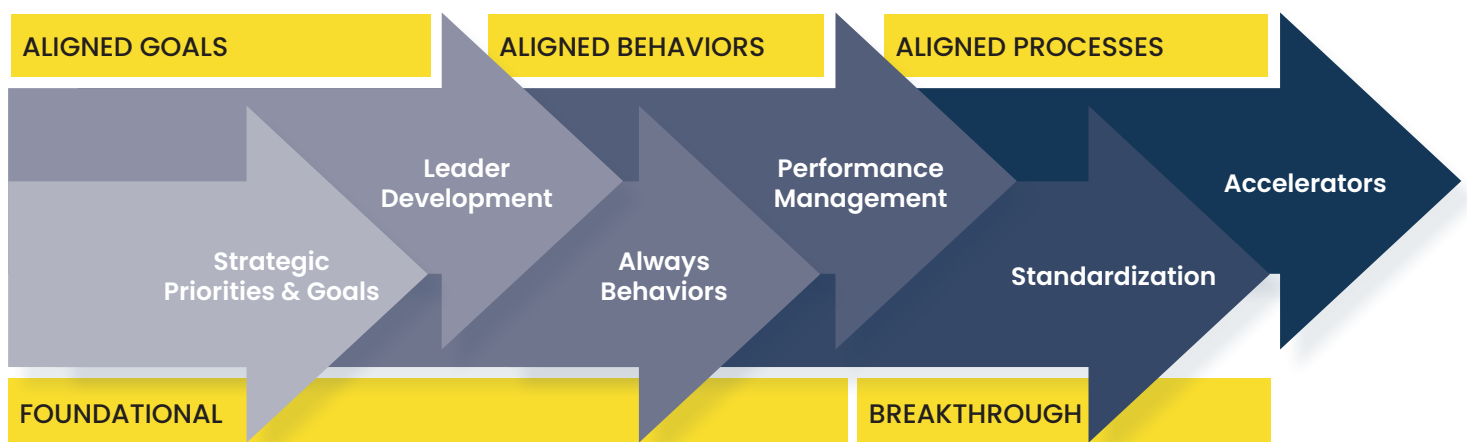
- Prepare final report of the process, outcomes, and implementation recommendations.
- Coach the Strategic Planning Committee to present the proposed final strategic plan to the Board for approval and adoption.
- Prepare recommendations for communicating the finalized plan to the community.

Throughout each phase, Florence-Darlington Steering Committee and Sub-Committee Leaders and Studer Education can use multiple strategies and techniques to incorporate the perspectives of a broad range of stakeholders through our evidence-based data collection, analysis, and appreciative inquiry approach and model.

FULL ORGANIZATIONAL EXCELLENCE APPROACH TO STRATEGIC PLANNING

“Vision without execution is hallucination.” [THOMAS EDISON]

High-performing organizations have a system for deploying their vision and strategy to achieve results. Studer Education’s Evidence-Based Leadership Execution Framework provides the structure for organizations to move from vision to reality. This approach provides organizations with resources for implementing a systemwide continuous improvement model aligned to the strategic plan.



Evidence-Based Leadership Execution Framework

Studer Education selectively engages with organizations across the country in applying a comprehensive systemwide approach to continuous improvement, which is aligned to the Baldrige Excellence Framework. These organizations are ones with a deep commitment to excellence for the students, communities, and constituents they serve. When engaging in this way, Studer Education provides a variety of professional services, aligned to the performance excellence model, which are deployed over a multiyear approach in close consultation with Partner Leadership to annually and quarterly scope and sequence work together in a way that is highly individualized to each organization.

FDTC CAMPUS LOCATIONS



SiMT – Florence



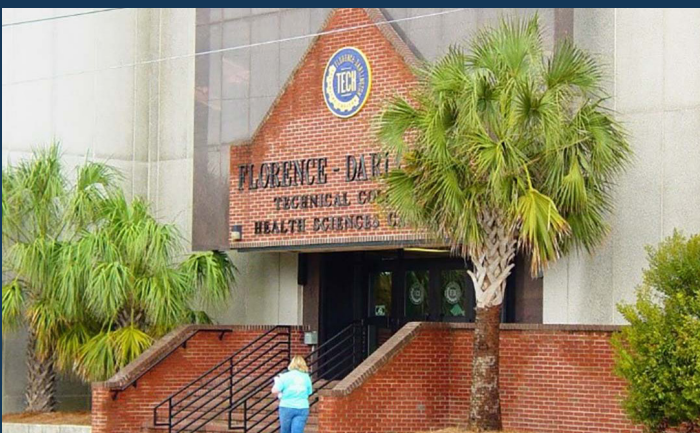
Cosmetology – Darlington



Continuum – Lake City



Hartsville



Health Sciences – Florence



Mullins



**FLORENCE-DARLINGTON
TECHNICAL COLLEGE**

A ROADMAP TO 2027

FLORENCE-DARLINGTON TECHNICAL COLLEGE

2715 W. LUCAS ST.

FLORENCE, SC 29501

843.661.8324 | FDTC.EDU