



**FLORENCE-DARLINGTON
TECHNICAL COLLEGE**

STRATEGIC PLAN 2022-2027

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



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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

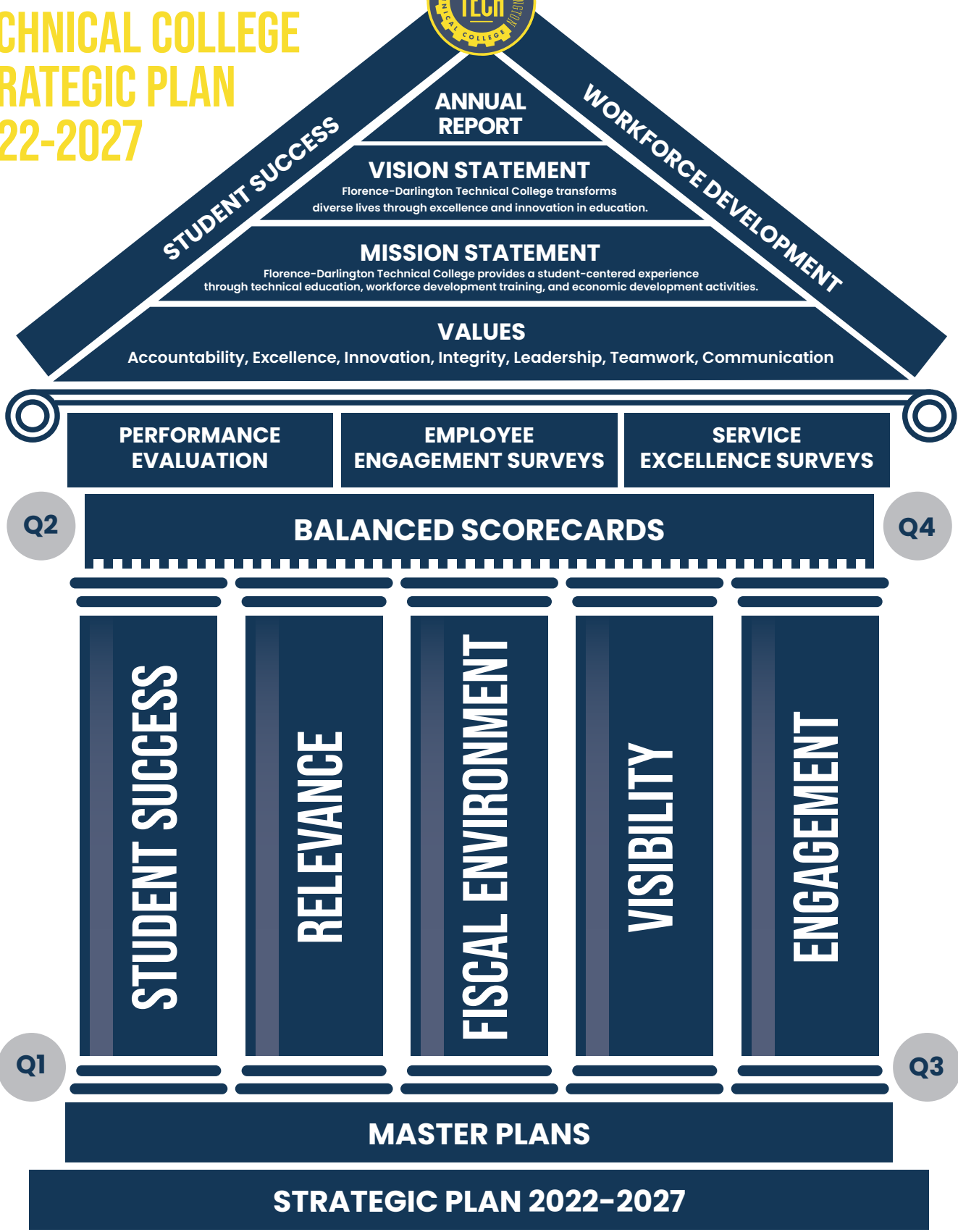
- **Alumni Committee:** Genell Gause, Paula McLaughlin, and Dr. Tonya Mack
- **Area Commission:** Dr. Ershela Sims
- **Business & Industry:** Chris Hatfield and Keith McKenzie
- **Community Partners:** Paula McLaughlin and Dr. Tonya Mack
- **Faculty:** Dawn Nelson and Susan Williams
- **K-12 Partners:** 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, representatives from business and industry, and community partners.

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

STRENGTHS, WEAKNESSES, OPPORTUNITIES, & THREATS (SWOT) ANALYSIS

A survey was administered in 2022 to employees, area commissioners, students, and community members to evaluate the strengths and weaknesses internal to Florence-Darlington Technical College (FDTC) and the opportunities and threats external to FDTC. Not every strength, weakness, opportunity, and threat is listed; instead, the major themes identified are:

MAJOR THEMES OF STRENGTHS:

- Offers a wide range of career and technical programs (CTE) that connect to FDTC’s local region.
- High-quality faculty with industry experience.
- Established partnerships with local and regional businesses, providing internship and apprenticeship opportunities, job placements, and relevant training.
- Competitive tuition rates and availability of financial aid.
- Strong continuing education and workforce development programs.
- Strong reputation within the first 45 years.

MAJOR THEMES OF WEAKNESSES:

- Aging facilities and infrastructure fail to meet the needs of FDTC's service markets, students, and evolving academic programs.
- Establishing an FDTC master facilities plan for the main campus, Hartsville site, Marion County site, and downtown health science site.
- Past fluctuating enrollment, transactional advising, and a complex student navigation process hinder the college's ability to effectively guide students from enrollment to completion, impacting retention and success rates.
- Lower persistence, retention, and completion rates compared to national averages.
- Limited financial resources to support the expansion of programs, facilities, and services.
- Dependence on state funding to fund dual enrollment.
- Limited brand recognition beyond the immediate region.
- Underutilization of the FDTC alumni networks and success stories to promote FDTC.
- Manual processes and limited automated systems.
- Inconsistent integration of technology into curriculum.
- Professional development for faculty and staff.
- Clearly defined student and program outcomes.

MAJOR THEMES OF OPPORTUNITIES:

- Developing new academic and workforce development programs in emerging fields such as cybersecurity, artificial intelligence, healthcare, advanced manufacturing, transportation, logistics, and warehousing.
- Expanding the FDTC online college, hybrid course offerings, and rolling sessions with 8-week courses to attract a broader base, including those from outside the FDTC region.
- Strengthen partnerships with regional employers to strengthen and align curriculum with industry needs and job placement for students.
- Develop apprenticeships in all our CTE courses within both academic and workforce development.
- Pursue federal and state grants to support program development, professional development for staff, and updating our proprietaries.
- Increase fundraising efforts and alumni engagement to generate additional financial support.
- Capitalize on regional economic development initiatives to provide workforce training that exceeds the needs within our region.
- FDTC being positioned as a leader college within the SCTCS.

MAJOR THEMES OF THREATS

- Potential cuts to state and federal education funding, which could impact the college's financial stability.
- Increased competition from nearby community colleges, four-year institutions, and online education providers that offer similar programs.
- The growing popularity of alternative education pathways, such as employee internal training, that may divert students from traditional college programs.
- Declining population growth in the region.
- Rapid changes in technology that require continuous updates to curriculum, facilities, and faculty training.
- The lagging pace of education versus the fast momentum of the market.
- Potential changes in state and federal regulations that could impose new compliance requirements and financial burdens on FDTC.

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.

FDTC strategic priorities, objectives, and metrics for Florence-Darlington Technical College (FDTC) are based on student success, relevance, fiscal environment, visibility, and engagement:

1. STUDENT SUCCESS

Strategic Priority: Enhance student achievement and retention through comprehensive support services and innovative academic programs.

1.1 Provide an integrated and comprehensive system to ensure student success.

1.2 Continue improving student engagement activities to enhance the student experience from awareness, application, enrollment, persistence, retention, and completion.

1.3 Provide high-growth and in-demand programs that enable diverse students to explore and achieve educational goals.

1.4 Create academic support systems and services to support students in their enrollment, persistence, retention, graduation, and job placement.

1.5 Continue integration of student services and instruction.

Objectives:

- Increase headcount enrollment
- Increase FTE
- Increase the student persistence and retention rates across all programs.
- Improve graduation rates for all degree, diploma, and certificate programs.
- Expand access to tutoring, advising, and career counseling services.
- Implement early intervention strategies for at-risk students.

Metrics:

1.1 Persistence: Proportion of credit students who return for the next semester (Fall to Spring). Maintain a minimum Persistence Rate of 71% based on the SCTCS definition of persistence.

- Increase from 74% to 75% by FY2024
- Increase from 75% to 76% by FY2025
- Increase from 76% to 77% by FY2026
- Increase from 78% to 79% by FY2027

1.2 Retention rate: Proportion of credit students who return for the next academic year (Fall to Fall).

- Increase from 54% to 55% by FY2024
- Increase from 55% to 56% by FY2025
- Increase from 56% to 57% by FY2026
- Increase from 57% to 59% by FY2027

1.3 Success rate: Proportion of credit students (first-time freshman and first-time transfer) who attain a degree, diploma, or certificate, who transferred or still enrolled within a 4-year institution within three years for full-time and six years for part time students (tracked annually). Based on SCTCS definition of Student Success for performance funding.

- Increase from 51.4% to 53% by FY2025
- Increase from 53% to 54% by FY2026
- Increase from 54% to 55% by FY2027

1.4 Full-Time Equivalent rate: Enrollment measured as full time equivalent (FTE) students, a calculation showing how many students would be attending if all were enrolled full time. (tracked each semester).

- Fall 2023: FTE growth of 15% over fall 2022. Additional 175 students to reach target goal of 1,925
- Fall 2024: FTE growth of 15% over fall 2023. Additional 289 students to reach target goal of 2,214
- Fall 2025: FTE growth of 15% over fall 2024. Additional 332 students to reach target goal of 2,546.
- Fall 2026: FTE growth of 15% over fall 2025. Additional 382 students to reach target goal of 2,928.
- Fall 2027: FTE growth of 15% over fall 2026. Additional 489 students to reach target goal of 3,367.

1.5 Headcount: Headcount is the total number of individual students enrolled at FDTC, regardless of their enrollment status. This includes students who are enrolled part-time or full-time.

Headcount is an unduplicated count, meaning that students are only counted once, even if they are enrolled in multiple courses.

- Fall 2023: Enrollment growth of 8% over fall 2022. Additional 216 students to reach target goal of 3,000
- Fall 2024: FTE growth of 15% over fall 2023. Additional 525 students to reach target goal of 3,525.
- Fall 2025: FTE growth of 15% over fall 2024. Additional 528 students to reach target goal of 4,053.
- Fall 2026: FTE growth of 15% over fall 2025. Additional 607 students to reach target goal of 4,660.
- Fall 2027: FTE growth of 15% over fall 2026. Additional 700 students to reach target goal of 5,360.

2. RELEVANCE

Strategic Priority: Ensure programs are aligned with industry needs and workforce demands to provide students with relevant and practical skills.

2.1 Ensure that FDTC programs, facilities, and services are relevant to the markets we serve.

2.2 Improve collaborations with K-12 partners, Corporate Partners, Economic Developers, and the Community.

2.3 Provide viable courses and programs that address the changing workforce development needs.

2.4 Meeting the current and emerging student, industries, and community needs, including innovative technology and related resources for teaching and learning.

Objectives:

- Regularly review and update curricula to match industry standards.
- Increase the number of partnerships with local businesses for internships and apprenticeships.
- Develop and launch new programs in emerging fields.
- Increase enrollment in technical and vocational programs.
- Increase the number of transfer students to for year universities.

Metrics:

2.1 Increase the percentage of programs with industry advisory boards by 10% until participation is 95% from the most recent Fall and Spring Semesters during each year of the strategic plan from 2023 to 2027.

2.2 Ensure 90% of faculty have completed training in ACUE before December 31, 2025 and 98% of faculty have completed ACUE training before December 31, 2026.

2.3 Conduct curriculum reviews for 100% of academic programs every three years to ensure relevance to current industry trends and standards.

2.4 Incorporate feedback from at least 100% of industry advisory boards into curriculum updates within one year of each review.

2.5 Establish policies, procedures, and practice manuals for registered and youth apprenticeship opportunities, internships, and work-based learning in the Workforce and Continuing Education Division and the Academic Affairs Division by Fall 2026.

2.6 In alignment with the SC Technical College System metric for graduate placement, graduate placement will be 90% or higher for each year of the strategic plan.

3. FISCAL ENVIRONMENT

Strategic Priority: Strengthen the FDTC’s financial position through diversified revenue streams, efficient resource management, and strategic investments.

3.1 Present a balanced budget and seek additional revenue sources.

3.2 Increase awareness of related financial aid, scholarships, and other funding sources.

3.3 Promote philanthropic support of students and programs. Optimize the use of financial resources to improve infrastructure and operations.

3.4 Maintain a stable fiscal base and sound fiscal practices.

3.5 Generate revenue to support the goals of FDTC.

Objectives:

- Increase non-tuition revenue sources, including grants, donations, and partnerships.
- Enhance operational efficiency by reducing costs within three years through process improvement, technology integration, and strategic resource allocation.
- Increase fundraising to grow annual grant funding and philanthropic donations each year.
- Improve financial literacy programs for faculty and staff to promote better financial decision-making.

Metrics:

3.1 Increase grant revenue by 25% over the next three years between 2024 to 2027.

3.2 Grow private donations by 25% annually through enhanced alumni, private donations, and community engagement.

3.3 Achieve revenue growth of SIMT between 2023 to 2027:

- 2023: \$820,000
- 2024: \$900,000 (9.75% increase from 2023)
- 2025: \$1,100,000 (22% increase over 2024)
- 2026: \$1,300,000 (18% increase over 2025)
- 2027: \$1,760,000 (36% increase over 2026)

3.4 Implement a tuition adjustment strategy to increase tuition revenue by 10% while maintaining a competitive rate within the allowable range of SCTCS.

3.5 Introduce new promotion and fee structures within the bookstore that generate at least \$200,000 in additional revenue between 2024 to 2027.

3.6 Annual FDTG Gala between 2023 to 2027:

- Fall 2023: Goal \$135,000 Net Profit
- Fall 2024: Goal \$150,000 Net Profit
- Fall 2025: Goal \$200,000 Net Profit
- Fall 2026: Goal \$300,000 Net Profit

3.7 Earmark Legislative Priorities between 2022 to 2027

- Fall 2022: \$20,000,000 (Hartsville Site)
- Fall 2023: \$10,000,000 (Construction Trades Academy)
- Fall 2024: \$20,000,000 (Hartsville Campus \$10M & Construction Trades Academy \$10M)
- Fall 2025: \$20,000,000 (Nursing & Health Science Building)
- Fall 2026: \$20,000,000 (Business & Information Technology Building)
- Fall 2027: \$20,000,000 (Student Services Building)

4. VISIBILITY

Strategic Priority: Enhance the college's visibility and reputation locally, regionally, and nationally to attract students, faculty, and partnerships.

4.1 Increase the FDTC's visibility to enhance workforce development activities for our corporate and economic development partners.

4.2 Promote the success stories of FDTC employees, students, and alumni via local, regional, and state media.

4.3 Gain community trust through active collaboration projects.

4.4 Develop a Marketing & Communication department to rebrand FDTC internally and externally.

Objectives:

- Design and launch FDTC's new website.
- Highlight student and faculty achievements through media and public relations.
- Create annual report to highlight success of the college.
- Grow digital engagement to increase social media followers and engagement.
- Enhance alumni relations to strengthen connections and improve alumni success stories.

Metrics:

4.1 Increase website traffic and user engagement by 40% between 2024-2027 through targeted SEO and content marketing strategies.

4.2 Increase social media followers across all platforms by 50% between 2024 to 2027.

4.3 Grow private donations by 25% annually through enhanced alumni, private donations, and community engagement.

4.2 Increase the production of video content by 50% over the next two years, with a focus on student testimonials and program highlights.

4.3 Complete FDTC redesign between 2023 to 2027:

- Fall 2023: Pre-planning phase
- Fall 2024: Phase I 100% complete.
- Fall 2024: Phase II 100% complete.
- Fall 2025: Phase III 100% complete.

5. ENGAGEMENT

Strategic Priority: Foster a culture of engagement among students, faculty, staff, and the community to support a vibrant and inclusive learning environment.

5.1 Expand collaborations and improve communications to engage both internal and external stakeholders further.

5.2 Ensuring communications with current students, prospective students, community members, donors, corporate partners, and alumni are clear.

5.3 Continue to improve marketing and communications efforts to increase enrollment while also increasing awareness of our FDTC mission, programs, and services.

5.4 Cultivate strategic partnerships with business and industry, strategic external stakeholders, and other key organizations.

5.5 Develop and implement programs for students and employees to promote a welcoming environment for all.

5.6 Promote a culture of accountability by establishing key performance indicators for FDTC Divisions, and Personnel.

5.7 Hire, develop, and value FDTC employees to offer “world-class” services.

Objectives:

- Increase student engagement activities on campus.
- Increase the number of professional development opportunities for faculty and staff.
- Increase attendance at Fall and Spring Convocations.
- Enhance faculty and staff professional development opportunities.
- Establish employee engagement survey every Fall Semester.
- Establish service excellence survey every Spring Semester.
- Rollout supervisor feedback form every Fall and Spring Semester.

Metrics:

5.1 Increase student participation in campus events by 60% between 2024 to 2027.

5.2 Increase employee attendance during all major on-campus, work-hour events to 85%.

- FY 2023: 65% attendance goal
- FY 2024: 70% attendance goal
- FY 2025: 75% attendance goal
- FY 2026: 80% attendance goal
- FY 2027: 85% attendance goal

5.3 Increase annual employee engagement survey score from 3.98 to 4.3 by 2027.

- Fall 2023: Goal 3.0
- Fall 2024: Goal 4.0
- Fall 2025: Goal 4.1
- Fall 2026: Goal 4.2
- Fall 2027: Goal 4.3

These strategic priorities, objectives, and metrics are designed to align with Florence-Darlington Technical College's mission to provide high-quality and accessible education that prepares students for personal and professional success. FDTC's strategic priorities are the NorthStar (student success, relevance, fiscal environment, visibility, and engagement). Every student deserves access to quality education, post-graduate success, and a family-sustaining wage with little to no debt after completion.

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

ACKNOWLEDGMENTS



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:

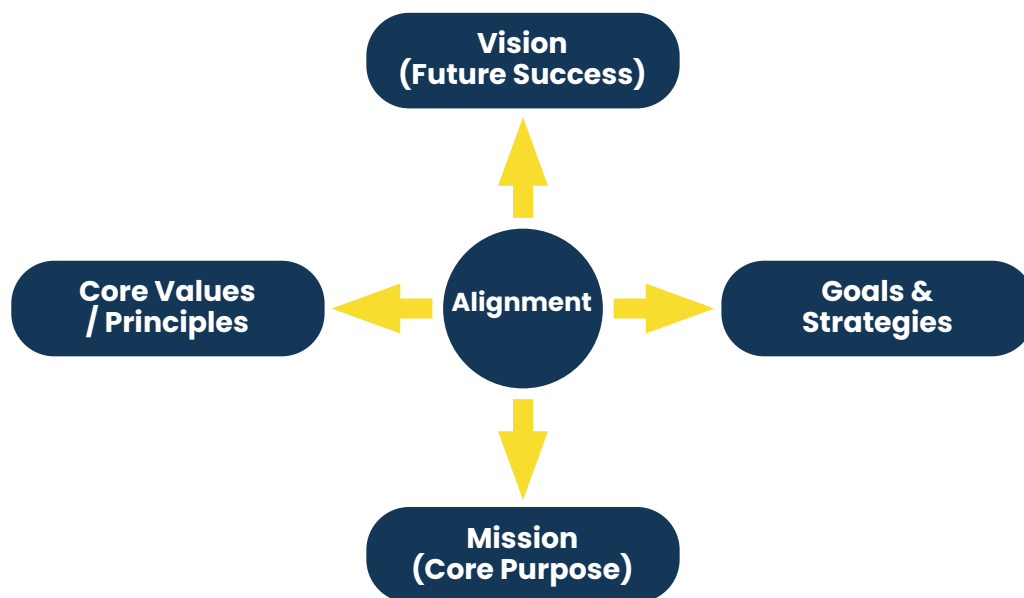
“If you don’t know where you’re going, any road will take you there.” [GEORGE HARRISON]

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

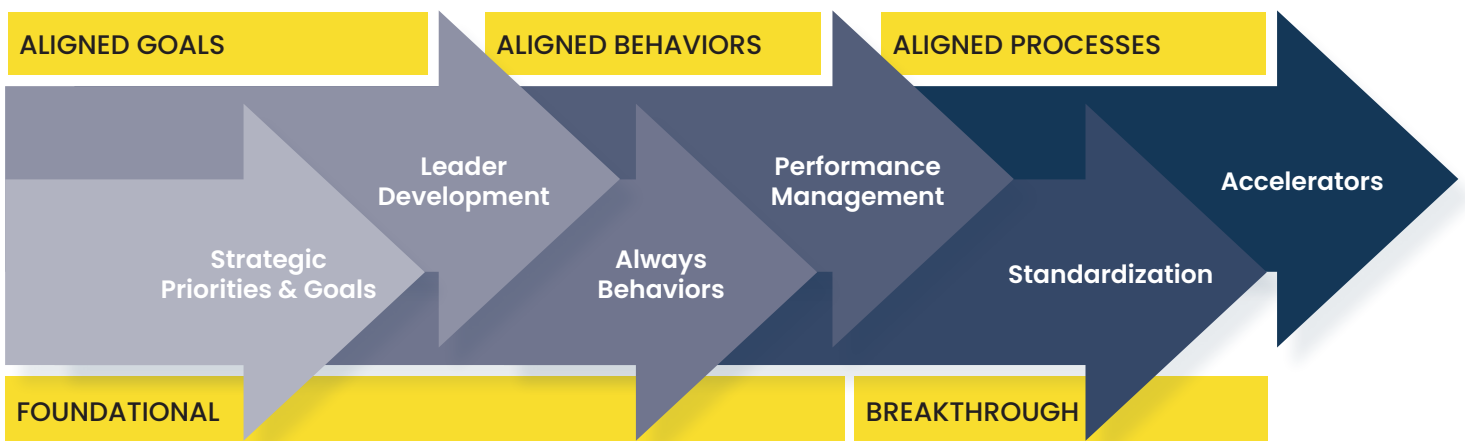
- Prepare final report of the process, outcomes, and implementation recommendations.
- Coach the Strategic Planning Committee to present the proposed final strategic plan to the Board for approval and adoption.
- Prepare recommendations for communicating the finalized plan to the community.

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 system wide 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 system wide 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 multi-year 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.

Revision Statement – FDTC Strategic Plan

February 2025 - Grammatical improvements throughout the document.

October 2024 - Addition of the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis section, now located on pages 13–15.

FDTC CAMPUS LOCATIONS



SiMT - Florence



Cosmetology - Darlington



Continuum - Lake City



Hartsville



Health Sciences - Florence



Mullins



**FLORENCE-DARLINGTON
TECHNICAL COLLEGE**

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