



Strategic Plan Tracker

Tallahassee Community College

2021-22

Strategic Plan 2019 - 2023



Strategic Pillars

Definition

Access

Strengthen and expand access by increasing awareness of educational opportunities that are reflective of student, business and community needs.

Student Success

Promote a student-centered environment that focuses on student achievement, engagement and educational excellence.

Workforce

Achieve regional and statewide recognition as a premier college of choice for providing workforce training by delivering high quality programs and instruction that enables students to grow, succeed and stay globally competitive.

Partnerships

Nurture collaborative relationships with K-12, universities, businesses and community partners to develop a cohesive educational strategy that ensures seamless alignment and builds a skilled workforce that leads to economic mobility and increased educational attainment.

Resources & Efficiency

Strategically leverage, grow and utilize resources to maximize student success and institutional sustainability and effectiveness.

Access

Strengthen and expand access by increasing awareness of educational opportunities that are reflective of student, business, and community needs.

Strategic Priority

Priority Focus

Access 1.1

Ensure clear pathways for all students to pursue a postsecondary education that leads to economic mobility.

Access 1.2

Create and implement a clear and comprehensive strategic enrollment management plan that addresses the ongoing needs of student recruitment and engagement.

Access 1.3

Increase the college-going rate of students from every district high school, and the percentage of district high school graduates who apply and enroll at TCC.

Access 1.4

Ensure programs are accessible and affordable.

Strategic Pillar - Access

Pillar Focus: Strengthen and expand access by increasing awareness of educational opportunities that are reflective of student, business, and community needs.

Strategic Priority	Initiatives	Objective	Assessment Methods	Targeted Goal	Current Program Data
ACCESS 1.1: Ensure clear pathways for all students to pursue a postsecondary education that leads to economic mobility.	Guided Pathways	Streamline a student's journey through college by providing structured choice, revamped support, and clear learning outcomes.	% of FTIC students with personalized academic plan in Workday by 30 credit hours aligned to student's intended major and transfer institution (if applicable)	75% of FTIC cohort will have personalized academic plan in Workday by 30 credit hours	Baseline will be end of Spring 2022; assess fall 2021 FTIC cohort for % of customized plans by 30 credit hours.
ACCESS 1.1: Ensure clear pathways for all students to pursue a postsecondary education that leads to economic mobility.	TCC2FSU	Ensure a seamless transfer experience for students who want to earn an AA degree at TCC and transfer to FSU.	Yield rate (%) from applicant to enrolled for TCC2FSU	5% increase in yield rate fall over fall.	Fall 2021: 1,991 applicants and 1,251 enrolled (62.8% conversion rate).
ACCESS 1.1: Ensure clear pathways for all students to pursue a postsecondary education that leads to economic mobility.	TCC2FAMU	Ensure a seamless transfer experience for students who want to earn an AA degree at TCC and transfer to Florida A&M University.	Yield rate (%) from applicant to enrolled for TCC2FAMU.	5% increase in yield rate fall over fall.	Fall 2021: 613 applicants and 287 enrolled (46.8% conversion rate).
ACCESS 1.1: Ensure clear pathways for all students to pursue a postsecondary education that leads to economic mobility.	TCC2WORK	Offer rapid-credentialing programs that target high-demand, high-wage jobs to counteract unemployment rates or other shifts in the workforce.	# of credentials earned year over year.	15% increase in the number of credentials attained.	579 (1/1/21 - 12/31/21)
ACCESS 1.1: Ensure clear pathways for all students to pursue a postsecondary education that leads to economic mobility.	ONE-TCC Pathways Website	Implement a ONE-TCC Pathways website navigation experience based on mapping genealogy for university transfer and TCC2WORK	# of applicants	10% increase in applications.	Fall 2021 Data: 8,617 applicants

<p>ACCESS 1.2: Create and implement a clear and comprehensive strategic enrollment management plan that addresses the ongoing needs of student recruitment and engagement.</p>	<p>Early Alert</p>	<p>Ensure a process for identifying students at-risk of dropping out or failing courses due to academic unpreparedness, unforeseen life circumstances, and frequent absences.</p>	<p># of students referred; # of students taking advantage of intervention services; # of students retained in course with passing rate.</p>	<p>90% of early alert cases are submitted on-time with a 100% response rate from TCC faculty and staff.</p>	<p>Number of early alerts submitted - fall 2021: 2,474; spring 2022: 769</p>
<p>ACCESS 1.2: Create and implement a clear and comprehensive strategic enrollment management plan that addresses the ongoing needs of student recruitment and engagement.</p>	<p>Communications Brand Awareness</p>	<p>Create and launch external awareness campaigns using earned and social media to increase followers and awareness of TCC on all social media platforms.</p>	<p>% increased awareness of and followers to various social media platforms to TCC via communication (Tik Tok, Instagram, Facebook, LinkedIn, Snapchat).</p>	<p>10% increase in the number of followers for all social media platforms.</p>	<p>Facebook: 18.6K; Instagram: 3.7K; LinkedIn: 31.4K; Twitter: 4.4K; Snapchat: 322 friends; TikTok: 55 followers</p>
<p>ACCESS 1.2: Create and implement a clear and comprehensive strategic enrollment management plan that addresses the ongoing needs of student recruitment and engagement.</p>	<p>Student Communications Platform</p>	<p>Provide the most efficient and effective timing, delivery method, sender ID, and message language on all messages to ensure the most effective manner in reaching students.</p>	<p># of students satisfied with communications platform</p>	<p>5% increase of student awareness of TCC events, programs and opportunities.</p>	<p>2020 Student Survey: 87% of survey respondents stated that they felt well-informed of campus activities, programs and events.</p>
<p>ACCESS 1.2: Create and implement a clear and comprehensive strategic enrollment management plan that addresses the ongoing needs of student recruitment and engagement.</p>	<p>Personalized Learning Plan</p>	<p>Provide students with a Personalized Learning Plan that incorporates each students' strengths, values, and interests and place students into an academic/learning community based upon their profile.</p>	<p># of students completing assessment; # of personalized plans developed and documented; % of students staying on intended path based upon assessment findings.</p>	<p>90% of students express satisfaction with their Superstrong results; 85% of students will remain in their identified pathway by the end of the first year.</p>	<p>SuperStrong spring 2021: 67% satisfied with results; fall 2021: 71% satisfied with results.</p>
<p>ACCESS 1.2: Create and implement a clear and comprehensive strategic enrollment management plan that addresses the ongoing needs of student recruitment and engagement.</p>	<p>First-Year Experience</p>	<p>Build programs that foster a sense of belonging and student leadership and connect first year students to embedded academic and student support services.</p>	<p>Connections Survey - End of Semester, Retention Data (fall to spring; fall to fall)</p>	<p>85% of FYE students able to identify on-campus support resources; 75% of FYE students able to identify careers that are compatible with chosen meta major and/or transfer intentions; % increase fall to spring and fall to fall retention of FTIC cohort.</p>	<p>Fall 2021 FTIC cohort retention rate fall to spring: 73%. Baseline survey data to be collected spring 2022.</p>
<p>ACCESS 1.2: Create and implement a clear and comprehensive strategic enrollment management plan that addresses the ongoing needs of student recruitment and engagement.</p>	<p>PathFinder Program</p>	<p>Recruit and provide guidance, support, resources, advocacy, financial literacy, and a place of belonging to military members as they transition to students at TCC.</p>	<p>Graduation rates; persistence rates; student outcomes.</p>	<p>95% of students will express satisfaction with PathFinder program; 95% of students will successfully complete and/or transfer; 95% of students will be retained; 95% of students will receive financial support to continue their education.</p>	<p>Spring 2022 Survey looking back to fall 2021 satisfaction: Total Veterans or Military Affiliated: 518. VA funded students 400. Tracking persistence for fall and spring at end of spring 2022.</p>

<p>ACCESS 1.2: Create and implement a clear and comprehensive strategic enrollment management plan that addresses the ongoing needs of student recruitment and engagement.</p>	<p>International Student Enrollment</p>	<p>Provide critical support services to TCC's international student population that includes specialized registration, recruitment, assistance with the application process, financial literacy, and specialized programs.</p>	<p>% of applicants enrolled as F1 students.</p>	<p>5% increase in yield rate fall over fall.</p>	<p>Applicants in fall 2021: 56; enrolled:13 (23% yield rate).</p>
<p>ACCESS 1.3: Increase the college-going rate of students from every district high school, and the percentage of district high school graduates who apply and enroll at TCC.</p>	<p>Verizon RISE Institute</p>	<p>Provide a virtual camp that connects underprivileged, underrepresented middle school girls to a series of virtual, experiential learning, STEM-related activities designed to develop critical thinking, problem-solving and entrepreneurship.</p>	<p># enrollment; # student completion</p>	<p>40 participants (maximum amount allowed by grant; middle school girls, particularly of color and low-income) from Leon, Wakulla and Gadsden Counties.</p>	<p>40 middle school girls participated in the first year.</p>
<p>ACCESS 1.3: Increase the college-going rate of students from every district high school, and the percentage of district high school graduates who apply and enroll at TCC.</p>	<p>Pre-Collegiate Grants</p>	<p>Offer low-income and underrepresented students access to a caring mentor, participation in college and career readiness workshops, and related scholarships after graduating HS.</p>	<p># of eligible graduating seniors who matriculate to TCC after Graduation.</p>	<p>85% of students surveyed will express commitment to the goal of achieving success in College, Career, and Life through scholarships and mentors; 100% of entering students will receive training and resources to support their successful completion.</p>	<p>Program data for fall 2021: TSIC had 11 graduates and 6 attended TCC (55%) and Talent Search had 104 graduates and 21 attended TCC (20%).</p>
<p>ACCESS 1.3: Increase the college-going rate of students from every district high school, and the percentage of district high school graduates who apply and enroll at TCC.</p>	<p>TCC Science Festival</p>	<p>Convene institutions and individuals, TCC faculty and students and K-12 students from around the Big Bend annually to showcase new developments in the STEM community.</p>	<p># of participants; # of vendors; Increase awareness of TCC science programs.</p>	<p>At least 85% of participants surveyed will express satisfaction with event.</p>	<p>Fall 2021: approximately 3000 participants, 55 vendors, and 700-1000 K-12.</p>
<p>ACCESS 1.3: Increase the college-going rate of students from every district high school, and the percentage of district high school graduates who apply and enroll at TCC.</p>	<p>TCC History Festival</p>	<p>Convene institutions and individuals, TCC faculty and students and K-12 students from around the Big Bend annually to focus on the importance of history in education.</p>	<p># of participants; increase awareness of TCC science programs.</p>	<p>75 participants for first year convening.</p>	<p>New event that will take place in Feb 2022</p>
<p>ACCESS 1.3: Increase the college-going rate of students from every district high school, and the percentage of district high school graduates who apply and enroll at TCC.</p>	<p>TCC Scholar Program</p>	<p>Provide a unique program of leadership and academic excellence designed to recruit outstanding high school graduates with a 3.00 GPA or higher over the summer who are enrolling in their first year of college studies.</p>	<p># applications; # of student participants; # of students who successfully complete their first semester in the program; # of students who successfully complete their first year in the program.</p>	<p>Increase overall retention rate by 5% fall to spring and fall to fall</p>	<p>First year retention rate: 75%</p>

<p>ACCESS 1.3: Increase the college-going rate of students from every district high school, and the percentage of district high school graduates who apply and enroll at TCC.</p>	<p>Eagle's Rise Summer Academy</p>	<p>Connect low income, minority and first-generation students with faculty, staff and resources across TCC's campus to help them achieve a successful academic, social and personal transition to TCC.</p>	<p>% increase in fall to fall and fall to spring retention rates</p>	<p>75 - 80% retention rate among each year's cohort with increased student engagement through mentoring and hosted events; Offer leadership opportunities to students that include internships and mentorships; capstone project.</p>	<p>Fall 2019: fall to spring retention for Eagle's Rise = 75.9%, compared to the fall 2019 FTIC retention of 79.9%.</p>
<p>ACCESS 1.3: Increase the college-going rate of students from every district high school, and the percentage of district high school graduates who apply and enroll at TCC.</p>	<p>Dual Enrollment</p>	<p>Offer students in public, private or home education programs classes that will satisfy their high school graduation requirements while also counting as college credit towards a TCC Associates degree.</p>	<p># of dual enrollment participants; # of students who successfully continue their studies at TCC or earn a certificate.</p>	<p>Dual enrollment rate (%) increase; 50% of participating students will express interest in continuing their studies at TCC.</p>	<p>Fall 2021: 775 dual enrolled students; Average matriculation rate of dual enrolled students who graduate HS and matriculate to TCC: 36%; and 23 students or 4.8% of TCC's high school dual enrolled students earned an AA degree while completing high school.</p>
<p>ACCESS 1.4: Ensure programs are accessible and affordable.</p>	<p>Open Educational Resources</p>	<p>Expand the use of freely accessible, openly licensed text, media, and other digital assets that are useful for teaching, learning, and assessing as well as for research purposes.</p>	<p>% increase of student satisfaction of OER use; % increase of faculty surveys on satisfaction with OER; % cost savings to student; % cost savings to college.</p>	<p>Increase sections that contain OER by 10% (fall and spring total); # of AS degrees using 100% OER increase by 2 programs.</p>	<p>Benchmark is 0 programs, 42 sections; target is 2 programs, 46 sections</p>
<p>ACCESS 1.4: Ensure programs are accessible and affordable.</p>	<p>Prior Learning Credit</p>	<p>Grant college credit based on a student's performance with work experience and/or industry certifications, or military experience.</p>	<p># of students served; # of students requesting PLC; # of students granted PLC; # of students successfully completing their studies at TCC.</p>	<p>5% increase of students served with prior learning credit with degree completion and fast-tracking.</p>	<p>Create a Workday process to track this information for prior learning credit that is awarded.</p>
<p>ACCESS 1.4: Ensure programs are accessible and affordable.</p>	<p>Technology Access</p>	<p>Provide ready and convenient access to technologies needed to pursue educational goals.</p>	<p># of solutions deployed or enhanced that facilitate educational goals.</p>	<p>Increase by at least 10% # of classrooms with updated technology availability.</p>	<p>95% faculty laptop replacement complete (187 devices); 75% staff laptop replacement complete (310 devices); 100% new mobile cart for GCHE testing complete (152 devices); 12 of 45 computer classroom upgrades complete; 5% bunker computers replaced (165 rooms); 25% Screenbeam classrooms complete (210 rooms).</p>

Student Success

Promote a student-centered environment that focuses on student achievement, engagement and educational excellence.

Strategic Priority

Priority Focus

Student Success 2.1

Develop a comprehensive student services model that ensures early connections to college, academic and career pathways and personalized support for students.

Student Success 2.2

Provide integrated, targeted support services that promote student success.

Student Success 2.3

Employ data-informed teaching and learning techniques to promote academic excellence and student achievement.

Student Success 2.4

Assure equity in outcomes for all groups in relation to persistence, degree and certificate completion and transfer rate.

Strategic Pillar - Student Success

Pillar Focus: Promote a student-centered environment that focuses on student achievement, engagement and educational excellence.

Strategic Priority	Initiatives	Objective	Assessment Methods	Targeted Goal	Current Program Data
STUDENT SUCCESS 2.1: Develop a comprehensive student services model that ensures early connections to college, academic and career pathways and personalized support for students.	Case Management Advising	Provide advisement at identified milestones of a student's experience based upon credits taken to continue and inform pathways.	# of assigned advisees per advisor; % of FTIC students with personalized plans in Workday by 30 credit hours.	Ratio of 700:1; 75% of FTIC students with personalized plan in Workday by 30 credit hours.	Workday Caseloads show 1:1,132 (includes new applicants who may not register); active caseloads are closer to 1:700 for fall and 1:600 spring; spring 2022 will serve as baseline data for % of FTICs with plan in Workday by 30 credit hours.
STUDENT SUCCESS 2.1: Develop a comprehensive student services model that ensures early connections to college, academic and career pathways and personalized support for students.	First Year Experience	Provide programs that foster a sense of belonging among first year students and connects them to academic and student support services.	# of engagement activities and participants by event; fall to spring and fall to fall FTIC retention data.	Increase fall to spring and fall to fall retention rates by 2% over prior year cohort.	Fall 2021: 3 FYE Mixers averaging 172 students per event; 600 students attended New Student Convocation.
STUDENT SUCCESS 2.1: Develop a comprehensive student services model that ensures early connections to college, academic and career pathways and personalized support for students.	Embedded Academic Support	Embed academic support services within learning modalities to offer students just-in-time interaction with staff and resources without going outside of the course format for academic assistance.	% or number of sections with embedded academic support.	Increase the number of sections that have embedded academic support by 10%;	Fall 2021: 42 sections; spring 2022: 33 sections.
STUDENT SUCCESS 2.1: Develop a comprehensive student services model that ensures early connections to college, academic and career pathways and personalized support for students.	Campus Recreation and Athletics	Enhance opportunities for students to engage in recreation and wellness activities through EagleFit Live and the TCC Fitness Center.	# and % of students utilizing LSC Wellness Center, intramurals, and club sports.	Increase participation by 10% over prior year/semester.	Fall 2021: 204 participants in intramurals/club sports, 6,022 visits to Lifetime Sports Wellness Center.
STUDENT SUCCESS 2.1: Develop a comprehensive student services model that ensures early connections to college, academic and career pathways and personalized support for students.	Service Learning	Integrate meaningful community service with instruction and reflection for the mutually beneficial exchange of knowledge and resources in the context of enriched student learning, civic responsibility and measurable community impact.	% of students participating; % of faculty and courses participating.	Increase by 5% the number of classes with embedded service learning component.	Fall 2021: 5 sections Spring 2022: 5 sections

<p>STUDENT SUCCESS 2.1: Develop a comprehensive student services model that ensures early connections to college, academic and career pathways and personalized support for students.</p>	<p>Undergraduate Research Symposium</p>	<p>Provide a forum for students to showcase their original research, scholarship, and creative activities to the TCC community.</p>	<p>% increase in students identifying pathway; % students staying with major.</p>	<p>Increase the number of students participating in the symposium by 10%</p>	<p>Spring 2021: 42 students Spring 2020: Canceled due to COVID Spring 2019: 120 students</p>
<p>STUDENT SUCCESS 2.1: Develop a comprehensive student services model that ensures early connections to college, academic and career pathways and personalized support for students.</p>	<p>National Society for Leadership and Success</p>	<p>Provide students who have maintained a GPA of 3.50 or higher to participate in the NSLS leadership program that offers academic support and programs with interpersonal skills that employers seek to give students an edge in the job market.</p>	<p># of eligible students who join NSLS and % who earn completion credential.</p>	<p>Increase % of students who complete the certificate.</p>	<p>1098 students have joined NSLS since fall 2020 with only 7% completing the certificate program.</p>
<p>STUDENT SUCCESS 2.2: Provide integrated, targeted support services that promote STUDENT SUCCESS.</p>	<p>Gateway Courses Support</p>	<p>Provide direct academic support to newly enrolled students assigned to gateway courses by using the Pathways to Persistence Process (attendance, academic success coaches, coaching, mentoring).</p>	<p>% of overall success rates for each gateway course; % of overall success rates by race for each gateway course; overall success rate % for gateway courses by race.</p>	<p>Increase the success rate of gateway courses by 10%; decrease the equity gap in gateway courses by 4%.</p>	<p>Success Rates: 18-19 = 60.1%; 19-20 = 60.1%; 20-21=61.3% Equity Gaps: 18-19 = 19.9%, 19-20 = 21.1%; 20-21 = 21.4%</p>
<p>STUDENT SUCCESS 2.2: Provide integrated, targeted support services that promote STUDENT SUCCESS.</p>	<p>Support in High Failure Courses</p>	<p>Provide direct academic support to newly enrolled students assigned to gateway courses by using the Pathways to Persistence Process (attendance, academic success coaches, coaching, mentoring).</p>	<p>% of overall success rates for each course; % of overall success rates by race for each course; % of overall success rate for students in course; overall success rate for courses by race.</p>	<p>Increase the success rates of courses by 10%; decrease the equity gap in courses by 4%; reduce the number of high failure courses by 5%.</p>	<p>Success Rates Fall 2020: 75.8%, Spring 2021: 73.3% Fall 2021: 71.4%; Equity gap: Fall 2020: 15%, Spring 2021: 16%, Fall 2021: 15.5%</p>
<p>STUDENT SUCCESS 2.2: Provide integrated, targeted support services that promote STUDENT SUCCESS.</p>	<p>Mental Health Support</p>	<p>Offer free individual and group therapy, education and outreach, and crisis intervention for issues such as depression, anxiety, relationship difficulties, ADHD, eating disorders, suicide prevention, anger, grief and loss, stress, and substance use.</p>	<p># and % of students who use TCC Counseling Center</p>	<p>Increase in awareness of services by 5% and increase in number of students served through individual and group therapy.</p>	<p>2020-2021: 816 students served</p>
<p>STUDENT SUCCESS 2.2: Provide integrated, targeted support services that promote STUDENT SUCCESS.</p>	<p>Student Life Leadership Retreat</p>	<p>Provide opportunities for students to get involved, develop/enhance leadership skills, and provide support services to assist students with getting the most of their college experience through campus activities and events, student clubs and organizations.</p>	<p>% of students demonstrating an increase in the ability to advance their personal, academic, and leadership growth through survey results.</p>	<p>75% of student participants</p>	<p>Fall 2021 Leadership Retreat: 100% of student participants were able to employ confidence-building techniques as well as implement a game plan to advance their personal, academic and leadership growth.</p>

<p>STUDENT SUCCESS 2.2: Provide integrated, targeted support services that promote STUDENT SUCCESS.</p>	<p>Academic Success Coaching</p>	<p>Assign Academic Success Coaches to all first-year students to help students advance their college success skills, navigate the new college environment, and achieve their academic, professional, and personal goals.</p>	<p># of text messages sent; number of early alert cases successfully completed.</p>	<p>Increase the number of text messages sent to students by 10%; increase the number of early alert cases successfully completed by 10%.</p>	<p>Fall 2020: 52,501 Spring 2021: 39,311 Fall 2021: 79,446</p>
<p>STUDENT SUCCESS 2.2: Provide integrated, targeted support services that promote STUDENT SUCCESS.</p>	<p>Academic Retention Plans</p>	<p>Create data-informed strategies in each academic division that codify a plan to increase student retention.</p>	<p>% overall institution success rates; % overall institution retention rates; % overall institution graduation rate.</p>	<p>Increase institution success rate by 5%; increase institution fall-to-fall retention rate by 5%; increase institution three- year graduation rate by 5%.</p>	<p>Success Rates Fall 2020: 75.8% Spring 2021: 73.3% Fall 2021: 71.4%</p>
<p>STUDENT SUCCESS 2.2: Provide integrated, targeted support services that promote STUDENT SUCCESS.</p>	<p>Early Alerts</p>	<p>Identify, reach out and provide support to students who are experiencing academic, attendance, behavioral, or general challenges or having difficulty with their coursework.</p>	<p># of early alerts; # of cases successfully completed; student success rates for students who were referred to early alert.</p>	<p>Increase the number of early alerts submitted by 10%; increase the number of early alerts successfully completed by 10%; Increase the number of students who had an early alert submitted and who successfully completed the class by 10%.</p>	<p>Number of early alerts submitted: Fall 2021: 2,474; Spring 2022: 769; Number of alerts successfully completed (Success Coach was able to reach student and start resolution): Fall 2021: 1203 cases</p>
<p>STUDENT SUCCESS 2.2: Provide integrated, targeted support services that promote STUDENT SUCCESS.</p>	<p>Math Champions</p>	<p>Pair students who are recognized for their exemplary mathematical skills and their ability to explain mathematical concepts clearly to others with a faculty member to assist with student success and serve as a combination of peer mentor and peer tutor.</p>	<p># of sections using a math champion; success rates</p>	<p>Increase the number of sections that have a Math Champion by 10%; increase the success rates of sections using Math Champions by 5%.</p>	<p>Fall 2021: 6 sections; Success rate is 61% compared to non-Math Champion sections of 61.3%</p>
<p>STUDENT SUCCESS 2.2: Provide integrated, targeted support services that promote STUDENT SUCCESS.</p>	<p>Writing Champions</p>	<p>Pair students who are recognized for exemplary written communication and critical thinking skills and their ability to explain rhetorical and linguistic concepts to serve as a combination of peer mentor and peer tutor.</p>	<p># of sections using a writing champion; success rates</p>	<p>Increase the number of sections that have a Writing Champion by 10%; increase the success rates of sections using Writing Champions by 5%.</p>	<p>Fall 2021: 9 sections; success rate is 71.6% compared to non-Writing Champion sections of 67.9%</p>
<p>STUDENT SUCCESS 2.2: Provide integrated, targeted support services that promote STUDENT SUCCESS.</p>	<p>Veteran's Success Center</p>	<p>Assist student veterans in starting or continuing their education, and liaison with the Office of Veterans Affairs to provide specialized services to help students navigate state and federal education benefit programs.</p>	<p>% increase in veteran student usage of the Veterans Success Center; % of overall retention and completion rates of veteran students.</p>	<p>70% of Veteran Students will use services offered by the Veterans Success Center (VSC) and increased completion rate by 2% (from 43% to 45%).</p>	<p>Duplicated student touches (VSC walk-ins and appts., direct student communication) - Fall 2021: 1,710. 152 veteran event attendees.</p>

STUDENT SUCCESS 2.2: Provide integrated, targeted support services that promote STUDENT SUCCESS.	Emerging Eagles Program	Engage the aged-out foster care population at TCC.	% of students participating; % of DCF waiver registrations.	10% of those with a DCF waiver will become consistent members of the Emerging Eagles Program to improve retention rates.	There are 125 students participating in the Emerging Eagles Program.
STUDENT SUCCESS 2.2: Provide integrated, targeted support services that promote STUDENT SUCCESS.	Student Accessibility Services	Assist students in receiving educational accommodations, academic advising and other educational support services.	% of overall retention and completion rates of students receiving services through SAS	90% of SAS registered students will have appropriate documentation to receive suggested accommodations/increase in retention and completion rates.	2020-21 retention rate of SAS students: 78%; Completions: 192 students (6.1%)
STUDENT SUCCESS 2.2: Provide integrated, targeted support services that promote STUDENT SUCCESS.	Eagle Relief Fund	Provide monetary aid to students experiencing an unexpected financial hardship such as fire, hurricane damage, flood, or other unexpected disasters.	# of students served through Eagle Relief Fund annually and amount of total funds disbursed.	At least 95% of eligible students requesting funds through Eagle Relief will obtain.	July 1 – today; 23 students; total of \$6,219.18 in aid provided.
STUDENT SUCCESS 2.2: Provide integrated, targeted support services that promote STUDENT SUCCESS.	Data-Driven Nudging	Encourage students along their academic journey by using data driven, automatic notifications and “nudges”.	# of “triggers” for automatic notifications; number of notifications / nudges sent.	Increase in # of nudges by 10%.	Nudges for early alert: fall 2021 = 83,100
STUDENT SUCCESS 2.2: Provide integrated, targeted support services that promote STUDENT SUCCESS.	Talon's Market	Provide a free on-campus marketplace for students experiencing unreliable access to a sufficient quantity of affordable, nutritious food as well as hygiene and other goods.	% increase in # of students served through Talon's Market.	Talon's Market booking and fulfillment rates will double; at least 200 students being served for “pick up” (84 students were fulfilled in Spring 2020).	Fall 2021: 148 students served through Talon's Market
STUDENT SUCCESS 2.3: Employ data-informed teaching and learning techniques to promote academic excellence and student achievement.	High-Impact Practices	Expand high-impact practices to increase student learning in gateway courses and courses with high failure rates.	% of overall success rates.	Decrease the number of courses with high failure rates by 3 courses; Institutional course success rate greater than 85%.	Benchmark: Fall 2020: 11 courses have success ≤ 50% Spring 2021: 13 courses have success ≤ 50% Institutional success rate: Fall 2020 = 75.8% Spring 2021 = 73.3%

<p>STUDENT SUCCESS 2.3: Employ data-informed teaching and learning techniques to promote academic excellence and student achievement.</p>	<p>TCC Online Course Support</p>	<p>Increase engagement and support for asynchronous and synchronous courses.</p>	<p>% of overall success rates of online asynchronous courses</p>	<p>Increase the success rate of online asynchronous courses by 5%.</p>	<p>Fall 2021 - 68.2% success rate</p>
<p>STUDENT SUCCESS 2.4: Assure equity in outcomes for all groups in relation to persistence, degree and certificate completion and transfer rate.</p>	<p>Pathways to Persistence Plans</p>	<p>Increase student persistence and completion rates by creating a supportive environment using the lens of equity mindedness that fosters self-efficacy, meaning and purpose, and a sense of belonging for students.</p>	<p>% increase in overall success rates</p>	<p>Institutional course success rates between Black and White students will be less than 15% in gateway courses; decrease by 5% course success rates between Black and White students in each division.</p>	<p>2019-2020: Gap is 21.18% 2020-2021: Gap is 21.36%</p>
<p>STUDENT SUCCESS 2.4: Assure equity in outcomes for all groups in relation to persistence, degree and certificate completion and transfer rate.</p>	<p>Minority Targeted Enrichment Programs</p>	<p>Provide a mentoring program for students of color to increase minority success, retention and completion through mentoring, leadership development, social development, academic support and career guidance.</p>	<p># of students participating; Success rates of students participating; GPAs of students participating.</p>	<p>Increase the number of students participating in S2S, BMA and HATS by 10%; increase the success rates of students participation in S2S, BMA and HATS by 10%; increase the GPAs of students in S2S, BMA, and HATS by at least 5%.</p>	<p>BMA - Fall 2021 = 21 students; average GPA is 2.87 S2S - Fall 2021 = 78 students; average GPA is 2.57 HATS - Fall 2021 = 53 students; average GPA is 2.80</p>

Workforce

Achieve regional and statewide recognition as a premier college of choice for providing workforce training by delivering high quality programs and instruction that enables students to grow, succeed and stay globally competitive.

Strategic Priority

Priority Focus

Workforce 3.1

Ensure high quality programs that allow students to enter, remain and/or advance in the workforce.

Workforce 3.2

Align programs to meet the workforce needs in high-demand, high wage jobs.

Workforce 3.3

Adopt a comprehensive approach to career counseling that provides information and experiences students need to make informed career decisions and pursue high-demand pathways.

Workforce 3.4

Integrate critical employability skills and credentials using inclusive strategies that are effective for Florida's multiethnic, multilingual, and multigenerational learners.

Strategic Pillar - Workforce

Pillar Focus: Achieve regional and statewide recognition as a premier college of choice for providing workforce training by delivering high quality programs and instruction that enables students to grow, succeed and stay globally competitive.

Strategic Priority	Initiatives	Objective	Assessment Methods	Targeted Goal	Current Program Data
WORKFORCE 3.1: Ensure high quality programs that allow students to enter, remain and/or advance in the WORKFORCE.	Eagle Connections	Assist students with intellectual disabilities to complete the TCC Employment Credential which includes academic learning and career, goal-setting, and life skills sessions and internships opportunities resulting in gainful employment.	# students admitted & retained; and # individual and group goal development and progress tracking sessions each semester; # program completers; # students with employment.	100% of students develop career plans; 80% earn the Employment Credential within 3 years; 75% increase employability skills; 65% report paid employment within 12 months of graduation; 75% report paid employment 5 years after completion.	100% of students developed career plans based on individual strengths, interests and values; 80% of students retained; 80% earn an Employment Credential within 3 years; 80% increase knowledge of soft skills; 75% report paid employment 5 years after program completion.
WORKFORCE 3.1: Ensure high quality programs that allow students to enter, remain and/or advance in the WORKFORCE.	Adult Education	Offer classes to prepare students for taking a High School Equivalency Exam, such as the GED®, and English (ESL) classes to help students learn and master English.	# of enrollments	193 (combined GED and ESOL students)	Fall 2021: 184
WORKFORCE 3.1: Ensure high quality programs that allow students to enter, remain and/or advance in the WORKFORCE.	Second-Chance Initiatives	Provide transitioning offenders the skills and credentials needed to support a smooth reentry into society.	# of credentials attained	90% of student offenders served will attain a minimum of one industry recognized credential; 10% annual increase in the number of students offenders enrolled and who complete over the prior year.	705 (1/1/21 - 12/31/21)
WORKFORCE 3.1: Ensure high quality programs that allow students to enter, remain and/or advance in the WORKFORCE.	Work Based Learning	Provide students the opportunity to put theory into practice with real-life work experiences through internships, job shadowing, simulations and mentorship programs. Embed co-curricular activities into degree pathways.	# of program completers; satisfaction surveys	Increase graduation rates for AS degree students/credit CTE by 10%;	2020-21 = 200 students 2019-20 = 296 students 2018-19 = 258 students
WORKFORCE 3.2: Align programs to meet the WORKFORCE needs in high-demand, high wage jobs.	Career and Technical Education Programs	Provide career and technical education programs linked to in-demand occupations.	# of CTC programs offered that align with region/state Targeted Occupation List; DEO LMI data).	100% of the programs offered will align with in-demand occupations in the service region or state.	100% of programs offered align with in demand occupations; we are in the process of evaluating one program that shows a decline long-term; this program may be discontinued and equipment repurposed to support other programming.

<p>WORKFORCE 3.2: Align programs to meet the WORKFORCE needs in high-demand, high wage jobs.</p>	<p>Credit CTE Program Assessment</p>	<p>Provide demand driven credit programs to meet the needs of area employers.</p>	<p># of jobs available; % of medium wage for available jobs; # of students completing programs.</p>	<p>Add/remove programs based on high-demand; high wage jobs.</p>	<p>2020-21: 0 programs removed</p>
<p>WORKFORCE 3.2: Align programs to meet the WORKFORCE needs in high-demand, high wage jobs.</p>	<p>Environmental Programs</p>	<p>Provide career and technical education programs focused on providing skills and credentials that support students wishing to work in environmentally based initiatives.</p>	<p># of students participating in programs</p>	<p>Increase the number of students completing certifications by 10%.</p>	<p>Total Students at WEI for 2021: 113 Students</p>
<p>WORKFORCE 3.2: Align programs to meet the WORKFORCE needs in high-demand, high wage jobs.</p>	<p>Public Safety Programs</p>	<p>Provide law enforcement, corrections, correctional probation, fire, and other public safety basic, advanced, and specialized training programs.</p>	<p># of students participating in programs</p>	<p>Increase the number of students completing certifications by 10%.</p>	<p>Correctional Officers: 10; Probation Basic Recruit: 101; Crossover Probation to Law Enforcement: 3; Crossover Corrections to Law Enforcement: 22; Law Enforcement Basic Recruit: 109; Firefighters: 48.</p>
<p>WORKFORCE 3.2: Align programs to meet the WORKFORCE needs in high-demand, high wage jobs.</p>	<p>Performance Innovation Institute</p>	<p>Provide customized business solutions that focuses on performance improvement to increase profitability, productivity, and customer and employee perception.</p>	<p># of employers served; % increase in types of services offered; % overall customer satisfaction.</p>	<p>95% of the customers served will rate the services received good or excellent.</p>	<p>100% of the business customers served have rated the services good or excellent.</p>
<p>WORKFORCE 3.3: Adopt a comprehensive approach to career counseling that provides information and experiences students need to make informed career decisions and pursue high-demand pathways.</p>	<p>SuperStrong Assessment</p>	<p>Increase the number of students completing SuperStrong assessment and having a follow-up career counseling session in their first semester.</p>	<p># of FTIC students with completed SuperStrong Assessment results.</p>	<p>Program outcome: 50% of all FTIC students per semester complete the SuperStrong assessment.</p>	<p>Spring 2021: 593 completed assessment; 67 % satisfied with results, 22% neutral and 11% disagree. Fall 2021: 436 completed; 71% satisfied with results, 20% neutral, 9 disagreed</p>
<p>WORKFORCE 3.3: Adopt a comprehensive approach to career counseling that provides information and experiences students need to make informed career decisions and pursue high-demand pathways.</p>	<p>College-wide Advisory Council</p>	<p>Ensure a comprehensive approach to career counseling that provides information and experiences students need to make informed career decisions and pursue high-demand pathways.</p>	<p>% satisfaction with advisory board experience; # of training workshops offered to advisory members.</p>	<p>100% participation of advisory board members in training; 100% participation in advisory board meetings each fall and spring semester.</p>	<p>Working to centralize the process to collect the data.</p>

<p>WORKFORCE 3.3: Adopt a comprehensive approach to career counseling that provides information and experiences students need to make informed career decisions and pursue high-demand pathways.</p>	<p>Career Advising</p>	<p>Assist students with deciding on a major/career path and developing a plan for success, obtaining an internship in his or her future career field, and transitioning to employment by offering job search assistance.</p>	<p># of students served</p>	<p>At least 85% of students with 0-30 credits will have a customized plan; At least 75% of graduates will find gainful employment.</p>	<p>29% of students with 0-30 credit hours on a customized plan.</p>
<p>WORKFORCE 3.4: Integrate critical employability skills and credentials using inclusive strategies that are effective for Florida's multiethnic, multilingual, and multigenerational learners.</p>	<p>Micro-credentialing Badging</p>	<p>Create and issue micro-credentials/badges to document students' skill achievements.</p>	<p># of badges issued; # of badges shared by recipients</p>	<p>Establish pilot program; Increase number of badges.</p>	<p>Zero badges exist</p>
<p>WORKFORCE 3.4: Integrate critical employability skills and credentials using inclusive strategies that are effective for Florida's multiethnic, multilingual, and multigenerational learners.</p>	<p>Apprenticeships</p>	<p>Provide apprenticeship programs that lead to certification as a journeyman to meet the workforce needs in the Big Bend Region and throughout the state of Florida.</p>	<p># of enrollments</p>	<p>5% increase in the number of apprentices enrolled annually; 5% increase in the number of credentials earned.</p>	<p>Fall 2021: 37 apprenticeships</p>
<p>WORKFORCE 3.4: Integrate critical employability skills and credentials using inclusive strategies that are effective for Florida's multiethnic, multilingual, and multigenerational learners.</p>	<p>Internships</p>	<p>Provide internships in a wide range of occupations for students that bridges the academic and professional worlds and allows students to explore and advance their career path.</p>	<p># increase in student internships.</p>	<p>% increase in internships over prior year.</p>	<p>Current internship opportunities: 24</p>

Partnerships

Nurture collaborative relationships with K-12, universities, businesses, and community partners to develop a cohesive educational strategy that ensures seamless alignment and builds a skilled workforce that leads to economic mobility and increased educational attainment.

Strategic Priority

Priority Focus

Partnerships 4.1

Align the college's engagement with community organizations and businesses, to meet community needs and increase awareness of the college's mission and service.

Partnerships 4.2

Formalize relationships with K-12 stakeholders to promote collaboration between institutions and ensure student access to postsecondary education.

Partnerships 4.3

Coordinate student success efforts with university partners to ensure seamless articulation and completion.

Partnerships 4.4

Lead community partners in efforts to increase attainment rates in the college's service area.

Strategic Pillar - Partnerships

Pillar Focus: Nurture collaborative relationships with K-12, universities, businesses, and community partners to develop a cohesive educational strategy that ensures seamless alignment and builds a skilled workforce that leads to economic mobility and increased educational attainment.

Strategic Priority	Initiatives	Objective	Assessment Methods	Targeted Goal	Current Program Data
PARTNERSHIPS 4.1: Align the college's engagement with community organizations and businesses, to meet community needs and increase awareness of the college's mission and service.	Sunshine Health	Partner to provide Gadsden County residents with scholarships to earn a post-secondary credentials in short-term healthcare programs.	# of students receiving scholarships	Increase the number of scholarships given to Gadsden residents by 10%.	Grant required 60 residents be trained; 62 were served and 57 completed.
PARTNERSHIPS 4.1: Align the college's engagement with community organizations and businesses, to meet community needs and increase awareness of the college's mission and service.	Holocaust Education Resource Council	Partner with the Holocaust Education Resource Council (HERC) to provide instructional guidance, support and resources for educators who teach the history of the Holocaust, and educational programs for the community at large.	# of activities	Increase the number of activities by 10%.	# of activities in 2021: 4
PARTNERSHIPS 4.1: Align the college's engagement with community organizations and businesses, to meet community needs and increase awareness of the college's mission and service.	Health Care Program Clinical Affiliates	Provide health care students with a wide range of clinical sites that support program requirements.	# of clinical agreements	Increase the number of clinical agreements by 5%.	As of fall 2021: 45 (renewals are on several different cycles).
PARTNERSHIPS 4.2: Formalize relationships with K-12 stakeholders to promote collaboration between institutions and ensure student access to postsecondary education.	ATD Personalized Learning Community	Bring together K-12, CC faculty, workforce development, community-based organizations, and employer partners to articulate a plan for aligning locally relevant academic/career pathways from K-12 through workforce.	# of activities with K-12 partners	Increase the number of activities by 10%.	2021-22: 7 activities
PARTNERSHIPS 4.2: Formalize relationships with K-12 stakeholders to promote collaboration between institutions and ensure student access to postsecondary education.	NACCE Verizon Innovative Learning Camp	Host a STEM camp for low income middle school girls within the Big Bend Area to explore 3-D modeling and printing, Augment Reality/Virtual Reality, Codings, Electronics and Design Thinking.	# of students	Maintain the grant requirement of 40 students.	40 students participated

<p>PARTNERSHIPS 4.2: Formalize relationships with K-12 stakeholders to promote collaboration between institutions and ensure student access to postsecondary education.</p>	<p>Gadsden Entrepreneurship Initiative</p>	<p>Partner with the Gadsden County School District and the Figgers Foundation to certify 10 Gadsden County teachers in the area of entrepreneurship, develop a full-year entrepreneurship program; and host an inaugural start-up pitch competition.</p>	<p># of students</p>	<p>Increase the number of students participating by 10%.</p>	<p>50 students enrolled. (2 cohorts/classes of 25) - deliverable met . The next area of focus is enterprises created.</p>
<p>PARTNERSHIPS 4.3: Coordinate student success efforts with university partners to ensure seamless articulation and completion.</p>	<p>TCC2FSU</p>	<p>Ensure a seamless transfer and completion experience for students who want to earn an Associate in Arts (A.A.) degree at Tallahassee Community College and then a Bachelor's degree from Florida State University.</p>	<p># of students participating</p>	<p>Increase number of TCC2FSU experiences that can be marketed for program participants/Minimum one new experience each year.</p>	<p>FSU Advising Day events (approx. 700 over 4 events); fall and spring TCC2FSU Scholarship opportunity for those that qualify (approx. 109 qualify w/ 4-5 awarded by FSU); 6 months of daily each week FSU Advisor in-person advising schedules; dedicated MyTCC TCC2FSU Group (890 members).</p>
<p>PARTNERSHIPS 4.3: Coordinate student success efforts with university partners to ensure seamless articulation and completion.</p>	<p>TCC2FAMU</p>	<p>Ensure a seamless transfer and completion experience for students who want to earn an Associate in Arts (A.A.) degree at Tallahassee Community College and then a Bachelor's degree from Florida A&M University.</p>	<p># of students participating</p>	<p>Increase number of TCC2FAMU experiences that can be marketed for program participants/Minimum one new experience each year.</p>	<p>FAMU Advising Day events (approx. 300 over 2 events); 4 months of once week virtual FAMU advisor in-person advising schedules; dedicated MyTCC TCC2FAMU Group (399 members).</p>
<p>PARTNERSHIPS 4.4: Lead community partners in efforts to increase attainment rates in the college's service area.</p>	<p>FAFSA Days</p>	<p>Host students and parents in partnership with TCC, FSU, FAMU to help students fill out the FAFSA forms and materials.</p>	<p># of participants, # who include TCC on the ISIR, # who convert to TCC applicants. # of contacts made for future outreach; satisfaction surveys.</p>	<p>Increase the # of students who express interest in attending TCC after participation; at least 85% satisfaction in process.</p>	<p>Will start new baseline data beginning next workshop.</p>
<p>PARTNERSHIPS 4.4: Lead community partners in efforts to increase attainment rates in the college's service area.</p>	<p>Prosperity 32304</p>	<p>Partner with the Florida Chamber of Commerce and local businesses and community leaders to work towards reducing poverty and increasing prosperity in 32304, Florida's most impoverished zip code.</p>	<p># of individuals reached with education and training through TCC programs and services; % enrollment from 32304; % Completion rate from 32304.</p>	<p>Increase enrollment by 20% from previous year.</p>	<p>Spring 2020 enrollment: 824 students. Spring 2021 enrollment: 1,078 (increase of 30%).</p>

Resources & Efficiency

Strategically leverage, grow and utilize resources to maximize student success and institutional sustainability and effectiveness.

Strategic Priority

Priority Focus

[Resources & Efficiency](#)

5.1

Enhance a culture of continuous improvement by utilizing data to inform decision-making.

[Resources & Efficiency](#)

5.2

Implement a college-wide enterprise resources planning (ERP) solution that transforms that experience of students, faculty and staff.

[Resources & Efficiency](#)

5.3

Invest in the college's human capital and provide professional development aligned with college goals.

[Resources & Efficiency](#)

5.4

Maximize institutional financial capacity by increasing public and private investments and leveraging operational efficiencies.

Strategic Pillar - Resources & Efficiency

Pillar Focus: Strategically leverage, grow and utilize resources to maximize student success and institutional sustainability and effectiveness.

Strategic Priority	Initiatives	Objective	Assessment Methods	Targeted Goal	Current Program Data
RESOURCES 5.1: Enhance a Culture of Continuous Improvement by utilizing data to inform decision-making.	Campus Satisfaction Survey	Assess campus satisfaction with regard to facilities, technology, work environment, learning environment, course effectiveness and educational support and programs.	% satisfaction comparative to national data - Campus Satisfaction Survey Data	85% of faculty, students and staff are satisfied with the College.	Satisfaction Survey Data released spring 2022.
RESOURCES 5.1: Enhance a Culture of Continuous Improvement by utilizing data to inform decision-making.	Community College Survey of Student Engagement (CSSEE)	Assess institutional practices and student behaviors that are highly correlated with student learning and retention.	% satisfaction with campus experience - Student Survey Data	Maintain benchmark scores in the top 10%.	Last survey conducted in fall 2018 and spring 2019; next will occur in 2022 and 2023.
RESOURCES 5.1: Enhance a Culture of Continuous Improvement by utilizing data to inform decision-making.	Standing Committees	Utilize collegewide standing committees focused on the five core pillars of the strategic plan to identify and analyze existing programs and efforts to improve student success, access, partnerships, workforce and resources.	% satisfaction with committee participation - survey data	85% of committee members perceive their committee as being effective.	We have previously surveyed Leadership Forum annually (January) for satisfaction, and to inform planning for the year. We will expand upon this by surveying all standing committee members at the end of each academic year.
RESOURCES 5.1: Enhance a Culture of Continuous Improvement by utilizing data to inform decision-making.	Guided Pathways Survey	Utilize AACC Guided Pathways Early Momentum indicators to monitor outcomes in persistence and course completion.	% satisfaction with student experience - student survey data	At least 85% of students surveyed will be satisfied with the guided pathways process.	Last survey conducted in spring 2021. Next will occur in 2022 and 2023.
RESOURCES 5.1: Enhance a Culture of Continuous Improvement by utilizing data to inform decision-making.	Survey of Entering Student Engagement (SENSE)	Discover why some entering students persist and succeed and others do not.	% satisfaction with committee participation - survey data	Maintain benchmark scores in the top 10%	Early Connections: 42.8%; Aspirations: 2%; Clear Academic Plan Pathway: 47%; Effective Track to College Readiness: 37.8%; Engaged Learning: 49.1%; Academic and Social Support Network: 47.6%

RESOURCES 5.1: Enhance a Culture of Continuous Improvement by utilizing data to inform decision-making.	Enterprise Dashboards	Provide dashboards and operational reports from Workday to decision makers to insure timely access to information for decision making.	% satisfaction with committee participation - survey data	Completion on time; target date April 1, 2022	280 operational dashboards built
RESOURCES 5.1: Enhance a Culture of Continuous Improvement by utilizing data to inform decision-making.	Program Review	Conduct reviews of all college programs to determine which programs should be deleted, modified, or remain.	# of program reviews conducted.	Collect 100% of all program SWOT analysis for all AS and certificate programs.	All AS certificate programs reviewed annually; 2 programs deleted last year.
RESOURCES 5.1: Enhance a Culture of Continuous Improvement by utilizing data to inform decision-making.	Educational Research	Provide data and analysis in institutional effectiveness and educational research reports to decision makers.	% satisfaction through OIE survey.	85% of campus community are satisfied with the reports.	92% Satisfaction
RESOURCES 5.2: Implement a college-wide enterprise RESOURCES planning (ERP) solution that transforms that experience of students, faculty and staff.	Integration of Systems	Invest in technologies with robust integration options to provide solutions more rapidly, and more cost effectively.	# of new technology solutions utilizing integrations and time to deploy.	Increase new solutions by 5% deployed that integrate with existing technologies.	The following are in progress: Badging Pilot, Qwicky Attendance, StarRez Housing.
RESOURCES 5.2: Implement a college-wide enterprise RESOURCES planning (ERP) solution that transforms that experience of students, faculty and staff.	College Sustainability Plan	Develop a comprehensive sustainability plan that reflects our role in the Tallahassee Area Sustainability Compact, creates goals in several meaningful areas, communicates accomplishments and establishes an ongoing method for improvement.	% overall in utility and water consumption, # of maintenance plans that prolong life-cycle of equipment, % use of solar powered tools.	Reduce by 5% overall use of utility and water consumption. Increase by at least 5% the use of solar powered tools.	Currently we record several data points but lack goals and a comprehensive presentation of data in a meaningful way.
RESOURCES 5.2: Implement a college-wide enterprise RESOURCES planning (ERP) solution that transforms that experience of students, faculty and staff.	Security and Stability of IT Systems	Ensure that current and future technologies meet or exceed industry standards for security.	Uptime of systems	Respond to identified security risks in a timely manner; limit number of findings on security and/or penetration testing exercises.	Implemented Microsoft InTune to deploy security updates to campus computers as they are released; we now require all non-public applications to be accessed using VPN.

<p>RESOURCES 5.3: Invest in the College's human capital and provide professional development aligned with college goals.</p>	<p>President's Leadership Institute</p>	<p>Provide a one-year professional development experience to cohorts of high performers designed to build collaborative skills, offer greater insight into the college's operations, services and programs, and influence the next generation of TCC leaders.</p>	<p># of high-performing participants selected for cohort.</p>	<p>At least 95% of participants will express satisfaction with program and set personalized professional goals for themselves.</p>	<p>100% of participants from the 2020-21 cohort expressed satisfaction with the program and set personalized goals for themselves. A follow-up survey will be conducted from year one to survey existing attitudes after one year. Additionally, the 2021-22 cohort will be surveyed in May to measure satisfaction.</p>
<p>RESOURCES 5.3: Invest in the College's human capital and provide professional development aligned with college goals.</p>	<p>Center for Professional Enrichment</p>	<p>Provide leadership, support, and guidance through a continuum of strategic enrichment opportunities for all faculty, staff and administrators as they discover, explore, implement and evaluate practices that lead to success and unity.</p>	<p>Number of Professional development opportunities; number of participants.</p>	<p>Increase the number of professional development opportunities by 10%; increase the number of participants in professional development by 10%.</p>	<p>Fall 2021: 147 workshops/seminars; total of 586 participants (duplicated headcount)</p>
<p>RESOURCES 5.3: Invest in the College's human capital and provide professional development aligned with college goals.</p>	<p>Equity and Inclusion Hiring Plan</p>	<p>To ensure that TCC is hiring a workforce reflective of the diversity of our student population and in our community.</p>	<p>Evaluate employee data by race, ethnicity and gender and compare it to Leon County data and TCC student data.</p>	<p>Ensure that TCC's workforce reflects that of students and the general population within 10%.</p>	<p>2021: Faculty are 20% Black; 9% hispanic; 4.5% other; 64% female and 36% male. Our students are 51% Black; 17% hispanic; 5% other; 52% female and 48% male. Administration is 33% Black; 0% hispanic; 7% other; 56% female and 44% male.</p>
<p>RESOURCES 5.3: Invest in the College's human capital and provide professional development aligned with college goals.</p>	<p>Academy of Teaching, Learning and Success (ATLAS)</p>	<p>Offer a semester-length, pedagogy-based enrichment program for adjunct instructors who have taught a minimum of one course at TCC and who are currently teaching at least one course at TCC.</p>	<p># of participants</p>	<p>Increase the number of participants by 10%.</p>	<p>Fall 2021: 4</p>
<p>RESOURCES 5.3: Invest in the College's human capital and provide professional development aligned with college goals.</p>	<p>Adjunct Faculty Advancement Program (AFAP)</p>	<p>Offer a semester-length, pedagogy-based enrichment program for adjunct instructors who have completed the ATLAS program, taught at TCC for a minimum of two semesters, and taught a minimum of 12 credit hours at TCC.</p>	<p># of participants</p>	<p>Increase the number of participants by 10%.</p>	<p>Fall 2021z; 2</p>
<p>RESOURCES 5.3: Invest in the College's human capital and provide professional development aligned with college goals.</p>	<p>Diversity and Inclusion Training</p>	<p>Develop and provide effective diversity and inclusion training to all faculty and staff. This training has not yet been developed.</p>	<p>After development and delivery of the training, KPIs will include the dates of the training, the number of attendees, surveys of participant value; and demographic hiring data.</p>	<p>Create a diversity and inclusion training, deliver the training, define metrics and a processes for collecting the data, and build continuous analysis and improvement.</p>	<p>Currently we do not provide DEI training; We will establish baseline data upon delivery of the first training.</p>

<p>RESOURCES 5.4: Maximize institutional financial capacity by increasing public and private investments and leveraging operational efficiencies.</p>	<p>Scholarships</p>	<p>Offer merit based and need based scholarships to new, continuing, returning, and transfer students.</p>	<p># of scholarships offered; # of students awarded; # of donors; # of faculty/staff participating in donation campaigns; survey data.</p>	<p># increase student awareness of scholarship opportunities by 25%; Increase number of scholarships awarded by 25%.</p>	<p>2020-21: raised: \$195,000 # offered: 856</p>
<p>RESOURCES 5.4: Maximize institutional financial capacity by increasing public and private investments and leveraging operational efficiencies.</p>	<p>Federal and State Grants</p>	<p>Increase federal and state grant funding for credit and noncredit programs.</p>	<p># of grants awarded; # of students served.</p>	<p>Increase the number of grants awarded by 25%; Increase the number of grant applications by 25%.</p>	<p>2020-21: \$250,000</p>