Strategic Plan Update

YEAR THREE REPORT

As presented at the March 2022 District Board of Trustees Meeting

Dr. Angela Long
Chief Engagement Officer

Dr. Lei Wang
Vice President for Institutional Effectiveness
Strategic Plan Adoption

March 2019
Strategic Plan: 2019-2023

STRATEGIC PRIORITIES

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.

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.

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.

RESOURCES & EFFICIENCY

Strategically **leverage, grow and utilize resources** to maximize student success and institutional sustainability and effectiveness.
Strengthen and expand access by increasing awareness of educational opportunities that are reflective of student, business, and community needs.

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

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

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.

1.4 Ensure programs are accessible and affordable.
Develop a comprehensive student services model that ensures early connections to college, academic and career pathways and personalized support for students.

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

2.2 Provide integrated, targeted support services that promote student success.

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

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

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

3.2 **Aligns programs to meet the workforce needs** in high-demand, high wage jobs.

3.3 Adopt a **comprehensive approach to career counseling** that provides information and experiences students need to make informed career decisions and to pursue high-demand pathways that align with their interests and aspirations.

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

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.

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

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

4.4 Lead community partners in efforts to increase attainment rates in the college’s service area.
Strategically leverage, grow and utilize resources to maximize student success and institutional sustainability and effectiveness.

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

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

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

5.4 Maximize institutional financial capacity by increasing public and private investments and leveraging operational efficiencies.
In adopting the College’s strategic plan, equity, specifically closing equity gaps, was identified as a top priority. Equity challenges the college has worked to address are gaps in:

1) Applications
2) Registrations
3) Retention
4) Completion
Year One

Strategic mapping session – August 2019
College-wide Design-Thinking session – September 2019
Culture of CARE model launched – Fall 2019
Initiatives and tracking implemented – Year long
CREATING A CULTURE OF C.A.R.E.
Redesigning the Student Experience at TCC through CONNECTIONS, ACADEMICS, RESOURCES & ENGAGEMENT

**CONNECTIONS**
- Providing early, intentional, and embedded experiences along the pathway to help students feel that they belong and have a connection to the College and their career interests
- Middle School, High School: 9-12; Non-traditional Populations; Admissions to Enrollment; First Semester, First Year, Second Year, Graduation, Transfer, Employment

**ACADEMICS**
- Offering clear academic maps, ensuring learning is occurring, and infusing employability skills throughout the curriculum
- Academic Maps, Early Alert, CTE; credit pathways, Course Scheduling, Learning Outcomes, Service Learning, Study Abroad

**DRIVERS of STUDENT SUCCESS**
- Finding Meaning and Purpose
- Social Integration
- Self-Efficacy
- Active Involvement
- Self-Awareness
- Personal Validation
- Mindset
- Reflection

**RESOURCES**
- Embedding holistic supports for removing academic and life barriers to student success
- Food Pantry, Mental Health Counseling, Career and Academic Advising, Transfer Support, Resume and Job Placement, Bootcamps, Learning/Tutoring Support

**ENGAGEMENT**
- Involvement in social and academic enrichment opportunities
- Academic Enrichment, Clubs and Organizations, Community Volunteerism, Service Learning, Job Shadowing and Internships, Athletics, Intramurals, Leadership Trainings, SGA

**PRIORITIES**
- Personalized Learning
- Academic Excellence
- Student Success
- Close Equity Gaps
- Economic and Social Mobility
Strategic Design Thinking Sessions
Year Two

Pandemic hits – Immediate shift to Online – March 2020
CARE model tested
Strategic Tracker document created – August 2020
Strategic committees assigned
Strategic initiatives measured and tracked – Year-long
Year Two Highlights

ACCESS
- **Summer Bridge** – Eagle’s Rise, TCC Scholar Program, Dual-Enrollment

STUDENT SUCCESS
- Redesigned **Math Pathways**
- **New Advising Model** with Onboarding
- Personalized Learning with **Embedded Academic Supports**
- Academic Success Coaching Model
- President’s Commission on **Race and Equity**
- FTIC Success Rates rise nearly 9% across all student demographics.

WORKFORCE
- TCC2WORK and "Be Essential" campaign assists community members in need of up-skilling for employment in rapid time

RESOURCES & EFFICIENCY
- TCC CARES campaign and Eagle Relief Fund grants emergency funding to students and Covid-related support
- Launched Student Workday

PARTNERSHIPS
- Key Partnerships Expanded – ATD, Myers-Briggs Company, ACUE, NACCE, Study Edge, Aspen Institute, FL Dept. of Corrections
Year Three Highlights 2021-2022

- Achieving the Dream Leader College of Distinction Finalist 2021-2022
- Aspen Prize for Community College Excellence Top 150 2023
- Leah Meyer Austin Award Winner 2022
- Excelencia in Education Nominee

TALLAHASSEE COMMUNITY COLLEGE
Managing Institutional Success

Strategic Tracker
<table>
<thead>
<tr>
<th>Strategic Pillars</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Access</strong></td>
<td>Strengthen and expand access by increasing awareness of educational opportunities that are reflective of student, business and community needs.</td>
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<td><strong>Student Success</strong></td>
<td>Promote a student-centered environment that focuses on student achievement, engagement and educational excellence.</td>
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<td><strong>Workforce</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Partnerships</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Resources &amp; Efficiency</strong></td>
<td>Strategically leverage, grow and utilize resources to maximize student success and institutional sustainability and effectiveness.</td>
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</table>
**Strategic Pillar - Access**

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

<table>
<thead>
<tr>
<th>Strategic Priority</th>
<th>Initiatives</th>
<th>Objective</th>
<th>Assessment Methods (KPI - #/%)</th>
<th>Targeted Goal</th>
<th>Current Program Data (# of students served, budget amount, etc...)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCESS 1.1: Ensure clear pathways for all students to pursue a postsecondary education that leads to economic mobility.</td>
<td>Guided Pathways</td>
<td>Streamline a student’s journey through college by providing structured choice, revamped support, and clear learning outcomes.</td>
<td>% of FTIC students with personalized academic plan in Workday by 30 credit hours aligned to student’s intended major and transfer institution (if applicable)</td>
<td>75% of FTIC cohort will have personalized academic plan in Workday by 30 credit hours</td>
<td>Baseline will be end of Spring 2022: assess fall 2021 FTIC cohort for % of customized plans by 30 credit hours</td>
</tr>
<tr>
<td>ACCESS 1.1: Ensure clear pathways for all students to pursue a postsecondary education that leads to economic mobility.</td>
<td>TCC2FSU</td>
<td>Ensure a seamless transfer 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.</td>
<td>Yield rate (%) from applicant to enrolled for TCC2FSU</td>
<td>% increase in yield rate fall over fall</td>
<td>Fall 2021: 1,991 applicants and 1,251 enrolled (62.8% conversion rate)</td>
</tr>
<tr>
<td>ACCESS 1.1: Ensure clear pathways for all students to pursue a postsecondary education that leads to economic mobility.</td>
<td>TCC2FAMU</td>
<td>Ensure a seamless transfer 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&amp;M University.</td>
<td>Yield rate (%) from applicant to enrolled for TCC2FAMU</td>
<td>% increase in yield rate fall over fall</td>
<td>Fall 2021: 613 applicants and 287 enrolled (46.8% conversion rate)</td>
</tr>
<tr>
<td>ACCESS 1.1: Ensure clear pathways for all students to pursue a postsecondary education that leads to economic mobility.</td>
<td>TCC2WORK</td>
<td>Offer rapid-credentialing programs that target high-demand, high-wage jobs in the Leon, Wakulla and Gadsden County areas to counteract mismatched labor market trends.</td>
<td># of credentials earned year over year</td>
<td>15% increase in the number of credentials attained</td>
<td>579 (1/1/21 - 12/31/21)</td>
</tr>
</tbody>
</table>
Managing Institutional Success

Dashboards
## Gateway Course Success

### TCC Gateway Courses Success Rates

<table>
<thead>
<tr>
<th>Course Level Name</th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
<th>2019-20</th>
<th>2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENC1101-All</td>
<td>74.3%</td>
<td>72.6%</td>
<td>71.0%</td>
<td>73.1%</td>
<td>71.7%</td>
<td>67.4%</td>
</tr>
<tr>
<td>MAC1105-All</td>
<td>55.9%</td>
<td>53.1%</td>
<td>57.5%</td>
<td>56.4%</td>
<td>60.3%</td>
<td>66.1%</td>
</tr>
<tr>
<td>MGF1106-All</td>
<td>60.8%</td>
<td>59.9%</td>
<td>52.7%</td>
<td>54.1%</td>
<td>58.6%</td>
<td>55.3%</td>
</tr>
<tr>
<td>MGF1107-All</td>
<td>66.4%</td>
<td>63.2%</td>
<td>63.7%</td>
<td>60.7%</td>
<td>63.2%</td>
<td>61.9%</td>
</tr>
<tr>
<td>STA2023-All</td>
<td>72.4%</td>
<td>66.6%</td>
<td>75.1%</td>
<td>70.8%</td>
<td>62.7%</td>
<td>64.6%</td>
</tr>
</tbody>
</table>
First Time in College Retention

TCC FTIC Retention Rates

<table>
<thead>
<tr>
<th>SA-Level Name</th>
<th>2016 Cohort</th>
<th>2017 Cohort</th>
<th>2018 Cohort</th>
<th>2019 Cohort</th>
<th>2020 Cohort</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>57.5%</td>
<td>54.8%</td>
<td>54.9%</td>
<td>59.4%</td>
<td>60.8%</td>
</tr>
</tbody>
</table>
First Time in College Graduate Rate (150%)

TCC FTIC Graduation Rates

<table>
<thead>
<tr>
<th>SA-Level Name</th>
<th>2013 Cohort</th>
<th>2014 Cohort</th>
<th>2015 Cohort</th>
<th>2016 Cohort</th>
<th>2017 Cohort</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>35.5%</td>
<td>38.6%</td>
<td>39.6%</td>
<td>36.7%</td>
<td>36.2%</td>
</tr>
</tbody>
</table>