Strategic Plan Adoption

March 2019

2022

TALLAHASSEE COMMUNITY COLLEGE

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.

2022 TALLAHASSEE COMMUNITY COLLEGE

ACCESS

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**.

2022   TALLAHASSEE COMMUNITY COLLEGE

STUDENT SUCCESS

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

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.

2022 TALLAHASSEE COMMUNITY COLLEGE

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.

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.

2022 TALLAHASSEE COMMUNITY COLLEGE

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.

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.

2022 TALLAHASSEE COMMUNITY COLLEGE

RESOURCES & EFFICIENCY

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.**

2022   TALLAHASSEE COMMUNITY COLLEGE

Building Equitable Outcomes

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**

2022   TALLAHASSEE COMMUNITY COLLEGE

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

2022   TALLAHASSEE COMMUNITY COLLEGE

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 to 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

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

2022   TALLAHASSEE COMMUNITY COLLEGE

Year Two Highlights

ACCESS

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

WORKFORCE

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

PARTNERSHIPS

- **Key Partnerships Expanded** – ATD, Myers-Briggs Company, ACUE, NACCE, Study Edge, Aspen Institute, FL Dept. of Corrections

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.

RESOURCES & EFFICIENCY

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

ASPEN PRIZE FOR COMMUNITY COLLEGE EXCELLENCE — THE ASPEN INSTITUTE — TOP 10 — 2021

2022 TALLAHASSEE COMMUNITY COLLEGE

Year Three Highlights 2021-2022

Managing Institutional Success

Strategic Tracker

2022

TALLAHASSEE COMMUNITY COLLEGE

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.
Patnerships	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.

Strategic Pillar - Access

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 (KPI - #/%)	Targeted Goal	Current Program Data (# of students served, budget amount, etc...)
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 Associate in Arts (A.A.) degree at Tallahassee Community College and then a Bachelor's degree from Florida State University.	Yield rate (%) from applicant to enrolled for TCC2FSU	% 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 Associate in Arts (A.A.) degree at Tallahassee Community College and then a Bachelor's degree from Florida A&M University.	Yield rate (%) from applicant to enrolled for TCC2FAMU	% 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 in the Leon, Wakulla and Gadsden County areas to counteract unemployment rates, or other shifts	#of credentials earned year over year	15% increase in the number of credentials attained	579 (1/1/21 - 12/31/21)

Managing Institutional Success

Dashboards

2022

TALLAHASSEE COMMUNITY COLLEGE

Gateway Course Success

TCC Gateway Courses Success Rates

Legend: 2015-16, 2016-17, 2017-18, 2018-19, 2019-20, 2020-21
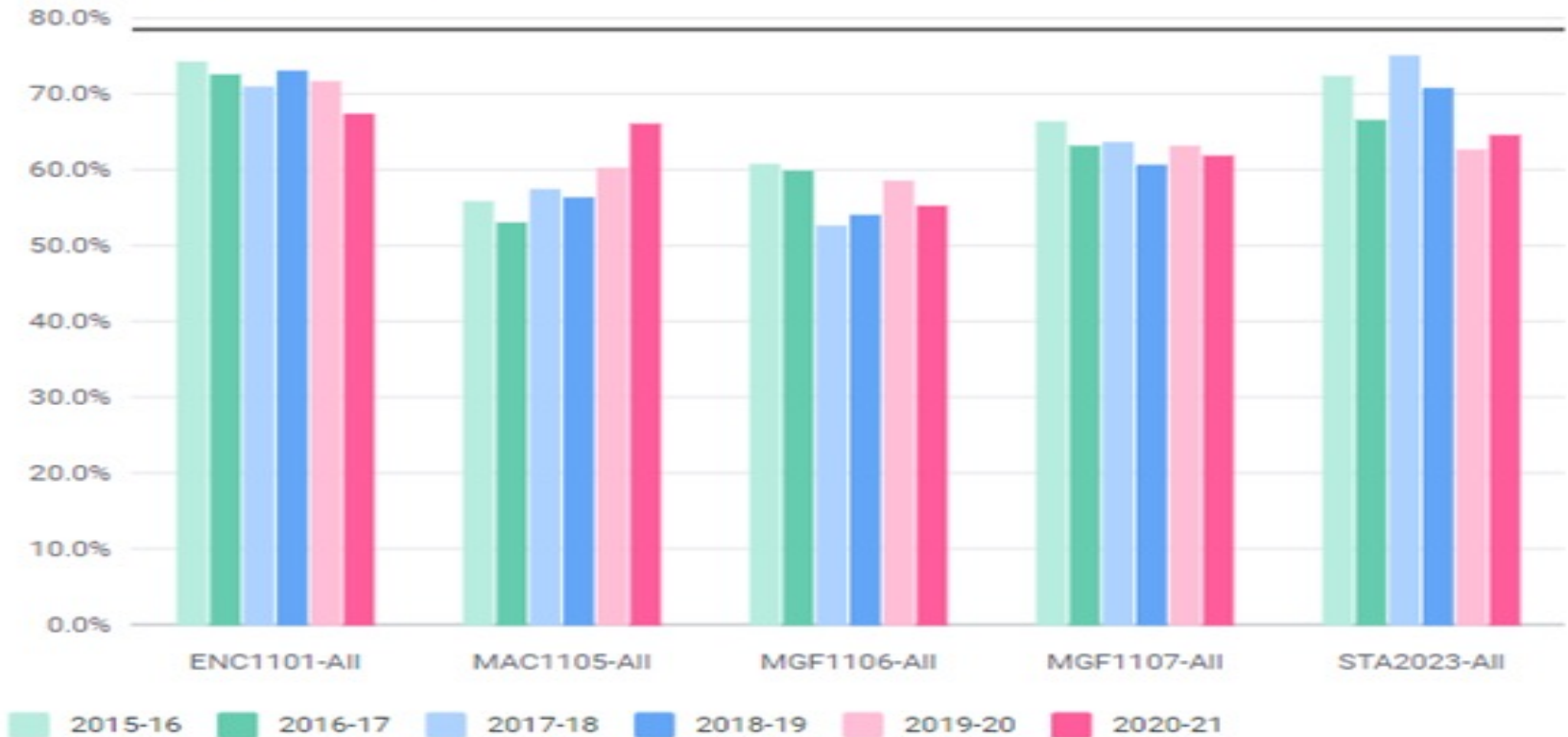
SA-Level Name	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ENC1101-All	74.3%	72.6%	71.0%	73.1%	71.7%	67.4%
MAC1105-All	55.9%	53.1%	57.5%	56.4%	60.3%	66.1%
MGF1106-All	60.8%	59.9%	52.7%	54.1%	58.6%	55.3%
MGF1107-All	66.4%	63.2%	63.7%	60.7%	63.2%	61.9%
STA2023-All	72.4%	66.6%	75.1%	70.8%	62.7%	64.6%

First Time in College Retention

TCC FTIC Retention Rates
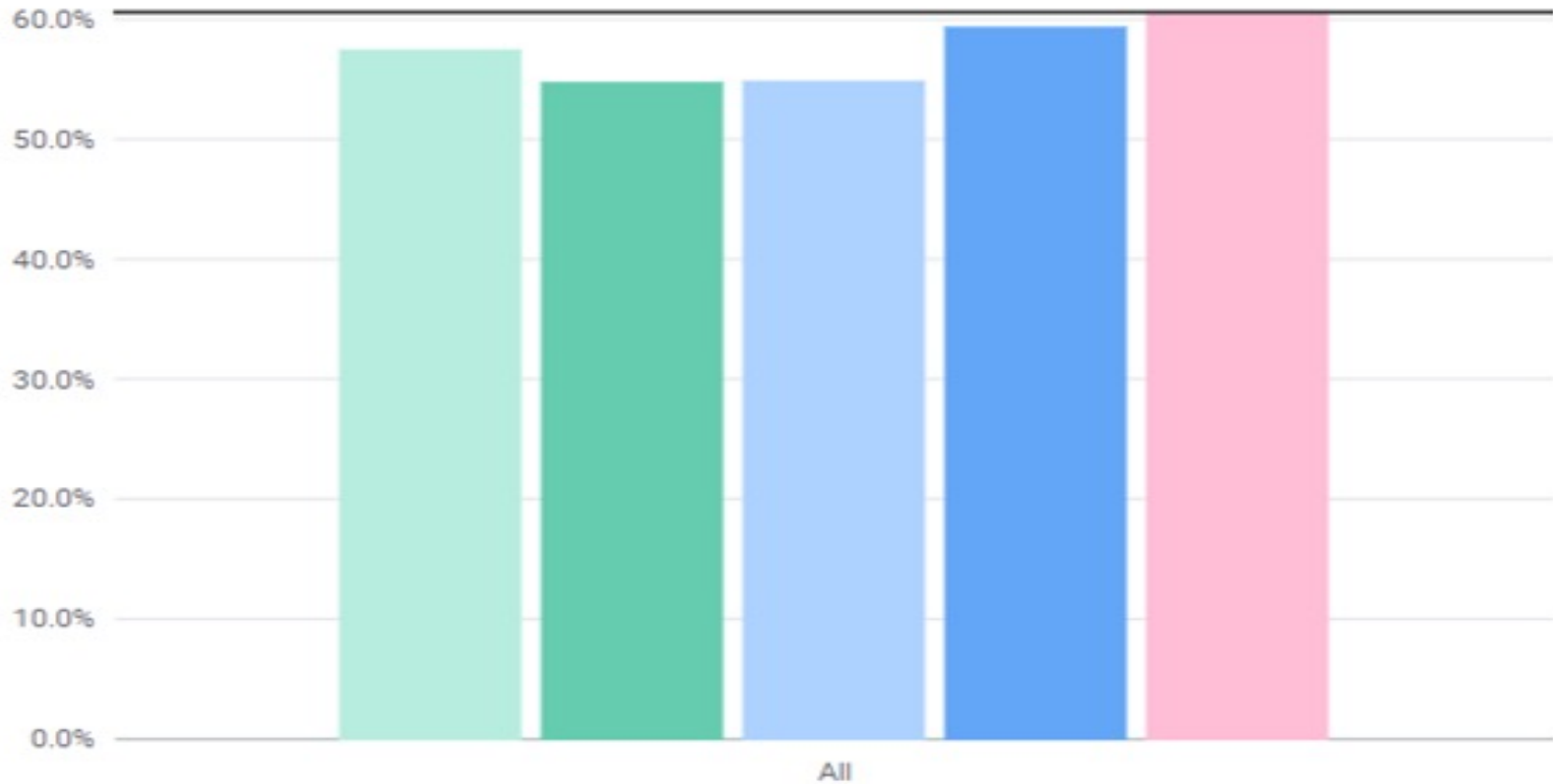
SA-Level Name	2016 Cohort	2017 Cohort	2018 Cohort	2019 Cohort	2020 Cohort
All	57.5%	54.8%	54.9%	59.4%	60.8%

First Time in College Graduate Rate (150%)

TCC FTIC Graduation Rates
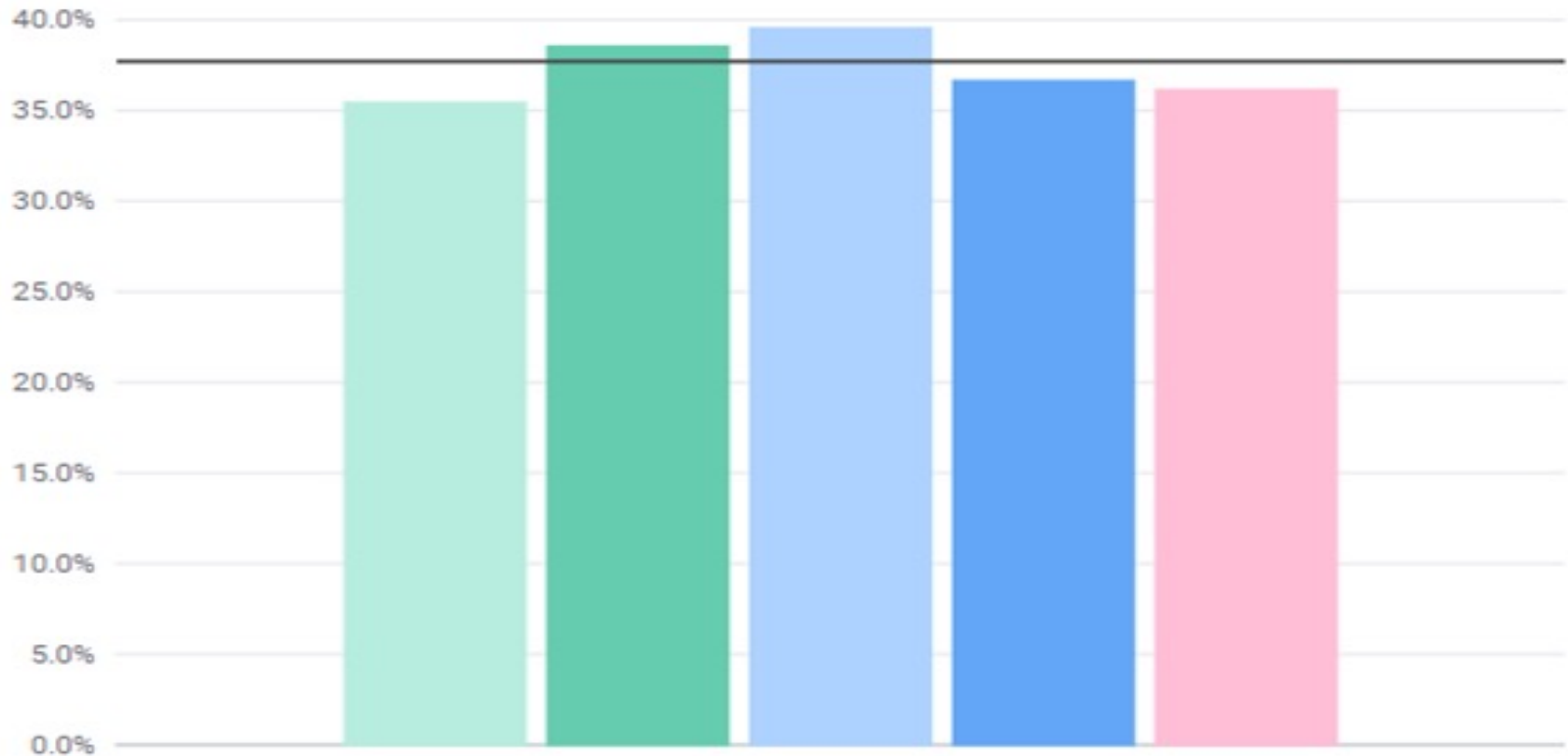
Legend: 2013 Cohort | 2014 Cohort | 2015 Cohort | 2016 Cohort | 2017 Cohort

SA-Level Name	2013 Cohort	2014 Cohort	2015 Cohort	2016 Cohort	2017 Cohort
All	35.5%	38.6%	39.6%	36.7%	36.2%