



June 20, 2011

MEMORANDUM

TO: District Board of Trustees
FROM: Jim Murdaugh, President
SUBJECT: 2011-12 Strategic Plan

Item Description:

This item presents Strategic Initiatives for 2011-12 under the current Strategic Plan priorities.

Overview:

TCC continues to assess and revise the goals and initiatives of the College. The attached plan reflects the progress of current initiatives as well as new initiatives.

Salient Facts:

The current plan is a comprehensive set of goals that address the mission and vision of the College.

Past Actions:

The Board has previously extended the current eight priorities through 2010-11.

Future Actions:

During the 2011-12 year, the College will engage with the Board in a comprehensive analysis of the College's strengths, weaknesses, opportunities, and challenges as well as a review and revision, if needed, of the college's vision and mission. This process will include a complete environmental scan and will include input from community constituents.

Funding/Financial Matters:

Funds for the strategic plan are aligned with the college budget.

Staff Resource:

Barbara Sloan

Recommended Action:

Approve the 2011-12 Strategic Plan.

2011-2012 Strategic Initiatives

Priority 1: Student Success

Provide programs and services to students that increase the opportunity for students to define and reach their educational and career goals by connecting them to the appropriate college resources and empowering them to take responsibility for their education.

College Goal: Facilitate the development of a comprehensive Learning Plan for every student that includes educational, career, and campus engagement activities.

Initiative: Learning Plans

- Modify process to engage students in development of individual learning plans using *My Success Platinum* with first-time-in-college (FTIC) students by establishing and staffing newly established Academic Advising Center beginning in Fall 2010.

College Goal: Provide comprehensive assessment services including placement testing, disability support, distance learning support, workforce certification testing, and other assessment services.

Initiative: Testing Center

- Assess the operational plan and program effectiveness framework for the comprehensive testing center and modify as needed.

College Goal: Provide students with services to engage in career planning and job placement

Initiative: Career Center Services

- Assess and revise as needed resources and opportunities developed for students to help them develop a successful job search and secure employment.
- Explore career options with students by assessing their interests and abilities, incorporating the results into the student's individual learning plan, and monitoring their progress toward attaining their career goal.
- Market services effectively to key stakeholders (e.g., students, faculty and employers) in order to develop and foster partnerships which will advance career opportunities for TCC students.
- Provide students with varied opportunities to develop and practice career related transferable skills valued in business, industry and the marketplace.

College Goal: Meet the national and state challenge to double the number of students earning a college credential by 2018.

Initiative: Participation in Survey of Entering Student Engagement (SENSE) Fall 2011

- Focus on institutional practices and student behaviors in the earliest weeks of college to assist our efforts in understanding the critical early experiences and practices that promote student success.

Initiative: Enhanced communications to school districts, parents and students on college readiness and preparedness

- Develop means of communications with various stakeholders to help prepare students for life at TCC, which includes students expectations, college culture, and academic preparation.

Priority 2: Enhanced Learning

Deliver academic programs and learning support services that provide student with the appropriate resources for learning the knowledge and skills needed for the workplace or for transfer to baccalaureate programs in state universities. This priority requires exceptional levels of performance and achievement by all faculty and staff and therefore includes campus support and resources to meet professional growth expectations for all employees.

College Goal: Define and assess student learning outcomes in the core curriculum and in degree programs

Initiative: Core Curriculum

- Complete development of the College's general education learning outcomes assessment plan.

Initiative: Writing and Reading Across the Curriculum

- Develop and implement "writing and reading to learn" programs across the curriculum.

Initiative: Information Literacy Across the Curriculum

- Develop and implement Information Literacy outcomes, modules and assessments across the curriculum.

Initiative: Support Programs

- Develop and implement program effectiveness frameworks with assessment documentation for student support programs affiliated directly with academics.

Initiative: Healthcare Professions Learning Support

- Work with the staff of the onsite Library/Learning Commons (LLC) to provide students with the tools they need to be successful, not only as students but also as they transition to their professional practice.

- Develop a dynamic relationship between the Division and the TCC Career Services department in order to insure the graduates are more prepared to transition to the workplace following program completion.
- Complete development of measureable learning outcomes for each course as well as measureable program outcomes.
- Successfully attain reaccreditation for the Respiratory Care program in 2012.
- The Nursing program will successfully apply for initial accreditation through the National League for Nursing Accreditation Commission (NLNAC) in 2011-12

Initiative: Ghazvini Substantive Change

- The Ghazvini Center for Healthcare Education will have a successful SACS site visit.

Initiative: Institutional Effectiveness

- Create and begin implementing a three-year plan for developing and maintaining continuous improvement processes for both academic, student support, and administrative areas of the College, using the WEAVEonline tool.

Initiative: Accreditation and Accountability

- Create and begin implementing a three-year plan for documenting and reporting on TCC's compliance with accreditation standards of the Southern Association of Colleges and Schools/Commission on Colleges so that the College will experience a successful reaffirmation effort in 2014-2015.

Initiative: TPP Degree Programs

- Complete development of program outcome and learning outcomes assessment processes for identified AS/AAS programs.
- Create an identification and tracking system for CTE students, including proactive interactions with students and potential students in certificates and degrees
- Monitor actions and effectiveness of all Advisory Committees
- Revise and implement new, comprehensive Program Review process

College Goal: Enhance student learning and success by providing cultural and educational experiences that supplement the curriculum

Initiative: Fine and Performing Arts

- Assess and revise as needed the expansion of the Fine and Performing Arts Program to meet the cultural and educational needs of the campus and the community.

Initiative: Global Learning

- Assess and revise as needed opportunities for learning about and understanding diverse cultures and peoples that enhance student learning about and understanding of diverse cultures and peoples.

Initiative: Honors Program

- Use completed comprehensive assessment of the Honors Program to revise and modify program as needed.

Initiative: Service Learning

- Expand service learning opportunities by working with faculty, connecting them with on-campus and state-wide resources and support.

College Goal: Continue to provide opportunities for faculty and staff development

Initiative: Professional Development

- Provide employees professional and personal growth opportunities including comprehensive leadership development and support for faculty and staff at the Ghazvini Center.

Initiative: Comprehensive Professional Development and Support for Adjunct Faculty

- Provide adjuncts intensive professional development, including curricular instruction, pedagogical techniques and technology integration. Assess adjunct faculty use of resources and support. This initiative also supports the Completion Initiative under Student Success.

Priority 3: Community

Provide innovative solutions that strengthen our region's economy and workforce competitiveness

College Goal: Develop collaborative outreach programs in the three county service area

Initiative: Gadsden County Grants, Programs, and Services

- Assess and revise as needed programs that promote student and adult participation in grants, programs, and services designed to provide education and employment opportunities in Gadsden County.

Initiative: Adult education services will be expanded to students in Gadsden County

- Provide Adult Education services at the Quincy House and additional community location(s).

College Goal: Expand economic and workforce development services to meet the emerging needs of the district

Initiative: Wakulla Environmental Institute

- Formulate a business plan for a center in Wakulla county focusing on environmental issues.

Initiative: Advanced Manufacturing

- Assess and revise as needed region-wide training in Advanced Manufacturing skills for existing and newly relocated companies.
- Implement and track enrollments and success in new college credit certificates that lead to employment in the region.

Initiative: Expand Tech@Night

- Continue to develop Tech@Night by offering webinars and online Microsoft certifications in response to community needs.

Initiative: Expand program offerings in Workforce Development

- Expand continuing education programs in partnership with the area Chambers of Commerce to improve the productivity of the existing workforce.
- Identify and develop new programs to support the needs of area Economic Development Councils' efforts to recruit new businesses to the region.
- Develop and initiate two new certificate programs to meet new community needs.

Priority 4: Alternative Delivery Systems

Deliver curriculum and learning support resources at appropriate times and in appropriate formats to meet student needs.

College Goal: Expand distance learning opportunities for students by implementing new programs and support systems

Initiative: Distance Learning Expansion

- Fully implement the Center for Distance Learning and the plan for revision and expansion of distance learning course offerings, training for faculty and adjuncts, development of online services, and assessment of student success.

Initiative: Distance Learning Partnerships

- Expand distance learning partnerships to allow students Web-based opportunities after completion of the AA/AS degree.

Initiative: FPSI Continuing Education Online

- Implement an online platform for development and nationwide distribution of public safety continuing education courses from FPSI.

Initiative: Virtual Resources

- Expand the Virtual Commons to provide comparable online services and learning support for distance students and off-site locations.

Priority 5: Technology & Out of Class Support

Implement the appropriate technology and services to facilitate the learning environment for every Tallahassee Community College student.

College Goal: Provide continuous assessment, support, and expansion of technology systems and services to meet student needs.

Initiative: Classroom Technology

- Assess and revise plan to replace classroom technology to support the latest versions of software and enhancements that support teaching and learning.

Initiative: Technology Training

- Provide faculty and students with training and support to use technology in ways that enhance student learning.

Initiative: Textbook Alternatives

- Investigate and create opportunities for faculty to use alternatives to traditional textbooks in their classes

Initiative: Decrease Time to Degree

- Provide opportunities for students to accelerate through developmental studies to college-level courses.

College Goal: Assess and expand student learning support systems into all curriculum through implementation of the redesigned learning centers in the Learning Commons and in the Library

Initiative: Library Redesign

- Implement Phase II of the Library's redesign to meet the needs of students and faculty by planning and implementing a comprehensive information literacy program that includes working with divisions to add student learning outcomes in course curriculum, training and support by librarians, and assessment of effectiveness.

Initiative: Learning Commons Growth

- Continue implementing College Reading and Learning Association Standards to improve services to students and faculty
- Apply for Level II Certification in 2011-12.

Priority 6: Finance

Provide effective stewardship to enhance new and existing revenues and resources to promote growth and increase cost effectiveness

College Goal: Provide financial aid services that meet new federal requirements

Initiative: Financial Aid

- Implement the new state requirements for Bright Future students to complete the Federal Financial Student Aid forms (FASFAA submission) and ascertain that notification is sent to all effected students.

Initiative: Distant Learners

- In cooperation with the Center for Distance Learning, begin review process and determine how college will comply with the proposed Title IV requirements for Distant Learners for state to state compliance and reporting.

Initiative: Literacy Training

- Deploy additional online literacy training tools to assist students and families in ascertaining how to maintain their financial health and control student aid debt.

College Goal: Review and assess college administrative processes to increase accuracy and efficiency

Initiative: IT Consulting Firm

- Hire a consulting firm to assist in the development, deployment and assessment of an administrative ERP RFQ.

Initiative: Systems Selection and Upgrade

- Deploy RFQ for ERP by fall 2011 with selection of prospective firm(s) and product(s) by spring 2012.

Priority 7: Facilities

Develop and construct capital projects that enhance the learning centered environment, improve physical facilities and ensure physical safety.

College Goal: Continue construction of funded new building projects.

Initiative: Ghazvini Center

- HCP will occupy the GCHE and be fully operational beginning in the fall of 2011.

College Goal: Continue implementation of planned renovations of existing facilities to enhance learning and learning support environments.

Initiative: Renovation

- Begin planning for the re-design of the dental areas.
- Continue planning for the re-design of the science laboratory facilities.
- Complete renovation and remodeling projects according to schedule.

College Goal: Develop new three-year plan for renovation of existing facilities to enhance learning and learning support environments utilizing the Annual Capital Improvement Program and the five year Educational Plant Survey.

Initiative: Plan Renovation for Vacant Space

- Develop and implement a three-year plan for use and renovation of facilities to be vacated by Health Care Programs as well as other empty space on campus.

Priority 8: Foundation

Develop and implement systems for attracting financial resources to enhance student access and promote excellence in teaching and learning.

College Goal: Develop special fundraising efforts as appropriate to meet college goals.

Initiative: Healthcare Provision & Excellence Campaign

- Conclude the current major gifts campaign to raise funds in support of the College's healthcare programs.

College Goal: Develop and assess an ongoing plan to acquire financial resources to enhance student success and college excellence.

Initiative: Annual Campaign

- Conduct an annual campaign to raise support for TCC scholarships, programs and facilities.