



Strategic Planning

Improving the Performance of Our Institution

TCC Board of Trustees Workshop
March 19, 2011

Board's Role in Strategic Planning

- Provide guidance and insights during development of the plan
- Approve the strategic plan along with the vision and mission of the College
- Monitor progress toward achievement of strategic goals

A major board responsibility is to define and uphold a vision and mission that clearly reflect student and community expectations. This responsibility challenges boards to think strategically, concentrate on the "big picture," and focus on the future learning needs of their communities. It requires that boards consult widely with community groups as well as the administration, faculty, staff, and students of the college.

Association of Community College Trustees

Overview of TCC's Current Strategic Plan

- Background
 - ▶ Current plan approved 2007-2010
 - ▶ Organized around functional areas
 - ▶ Extended due to presidential transitions and trustee vacancies

Overview of TCC's Current Strategic Plan

- Strategic Priorities
 - ▶ Student Success
 - ▶ Enhanced Learning
 - ▶ Community
 - ▶ Alternative Delivery Systems
 - ▶ Technology and Out of Class Support
 - ▶ Finance
 - ▶ Facilities
 - ▶ Foundation

Overview of TCC's Current Strategic Plan

- Observations
 - ▶ Model is operational in its focus
 - ▶ Process was not inclusive enough
 - ▶ Used for reporting, not managing

Overview of TCC's Current Strategic Plan

- Recommendations
 - ▶ Model should allow us to benchmark and/or compare our strategies
 - ▶ Process should promote inclusion
 - ▶ Strategies should be used for managing the College

Models Explored

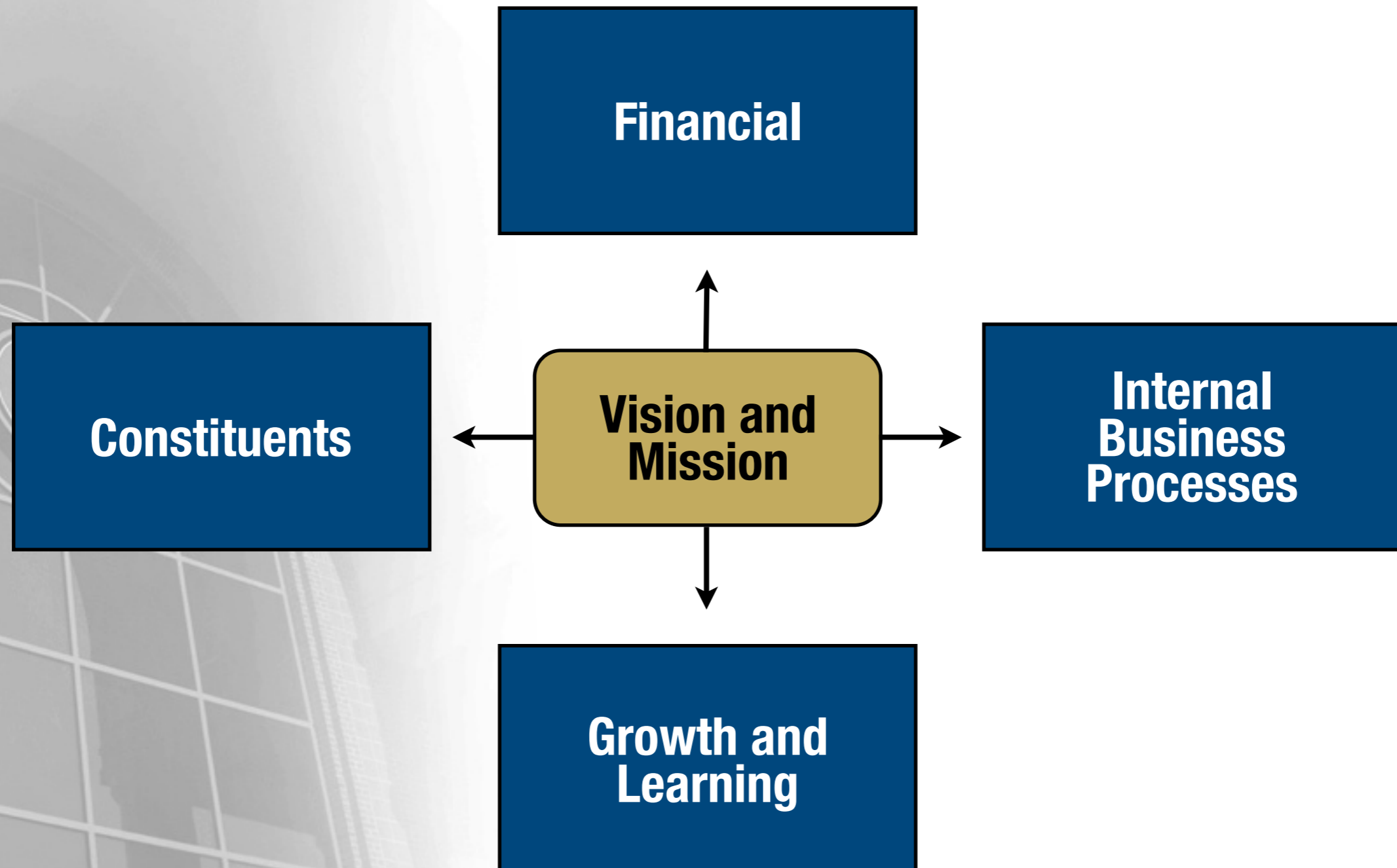
- Organic Planning
- Ansoff's Strategic Opportunity Matrix
- Porter's Five Force Model
- Balanced Scorecard

Recommended Model

- Balanced Scorecard
 - ▶ Top 10 strategy employed by private sector
 - ▶ Translates mission and strategy into tangible objectives and measures
 - ▶ Balances external measures for constituents and internal measures of critical business processes, innovation, learning and growth

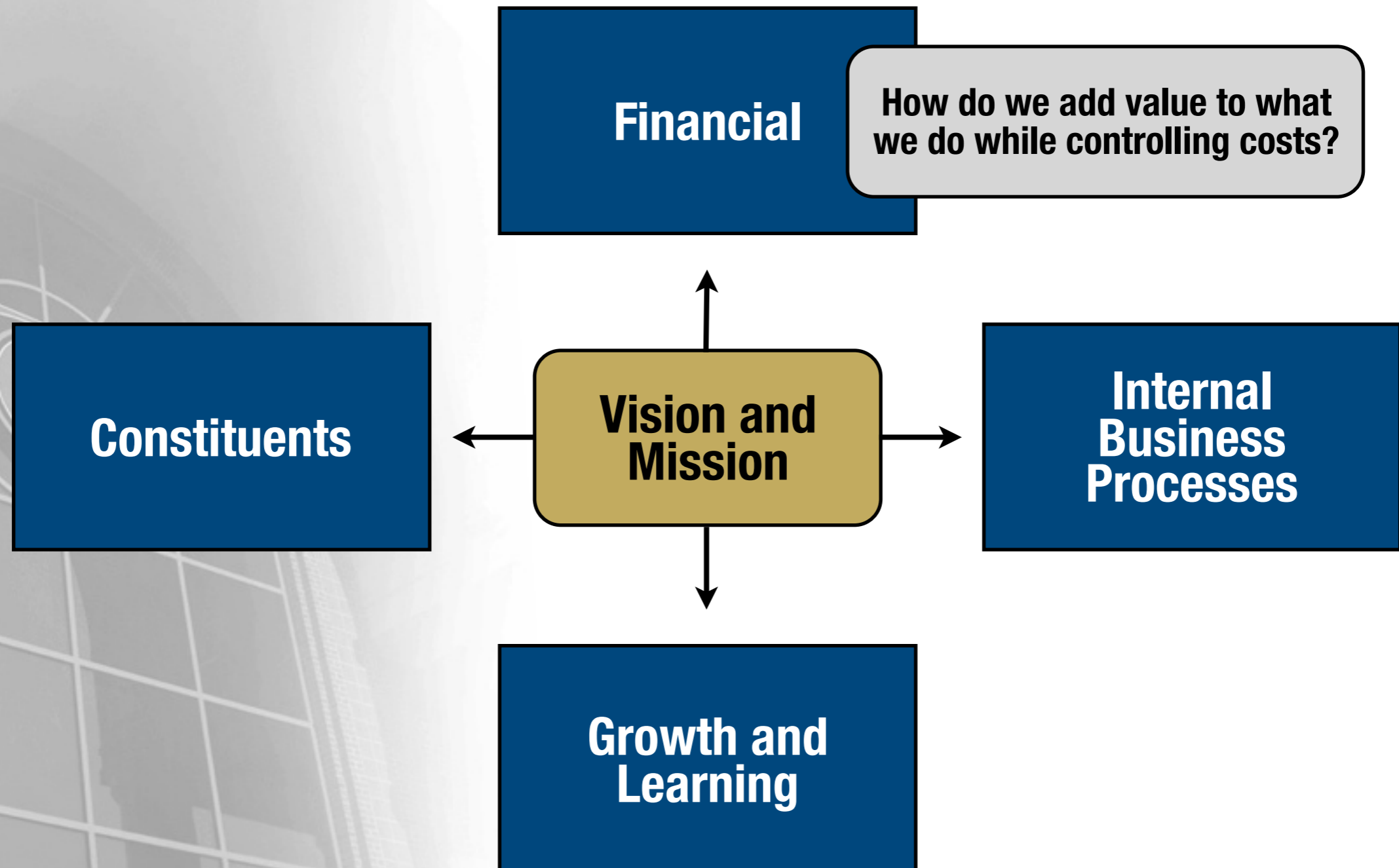
Balanced Scorecard

Four Perspectives



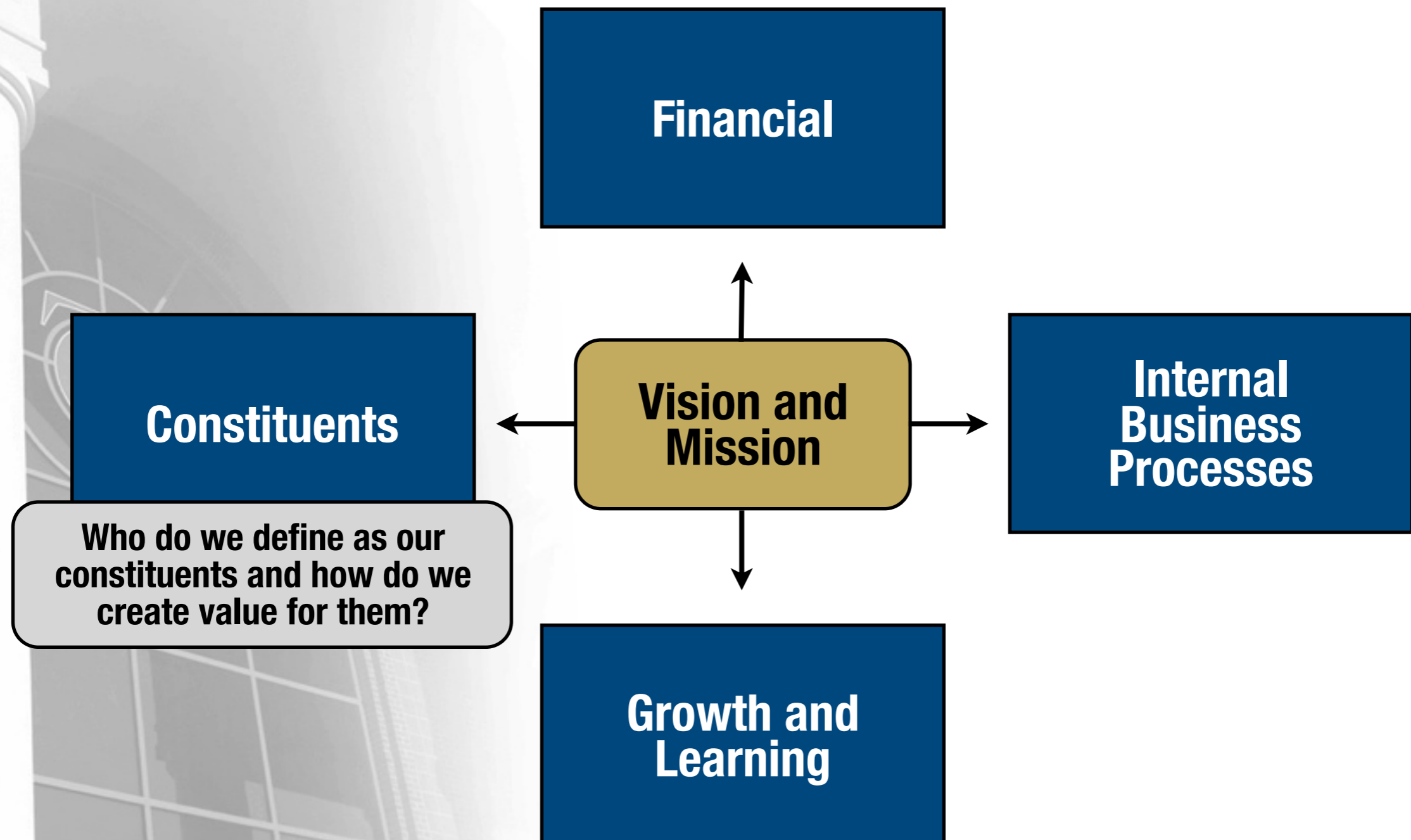
Balanced Scorecard

Four Perspectives



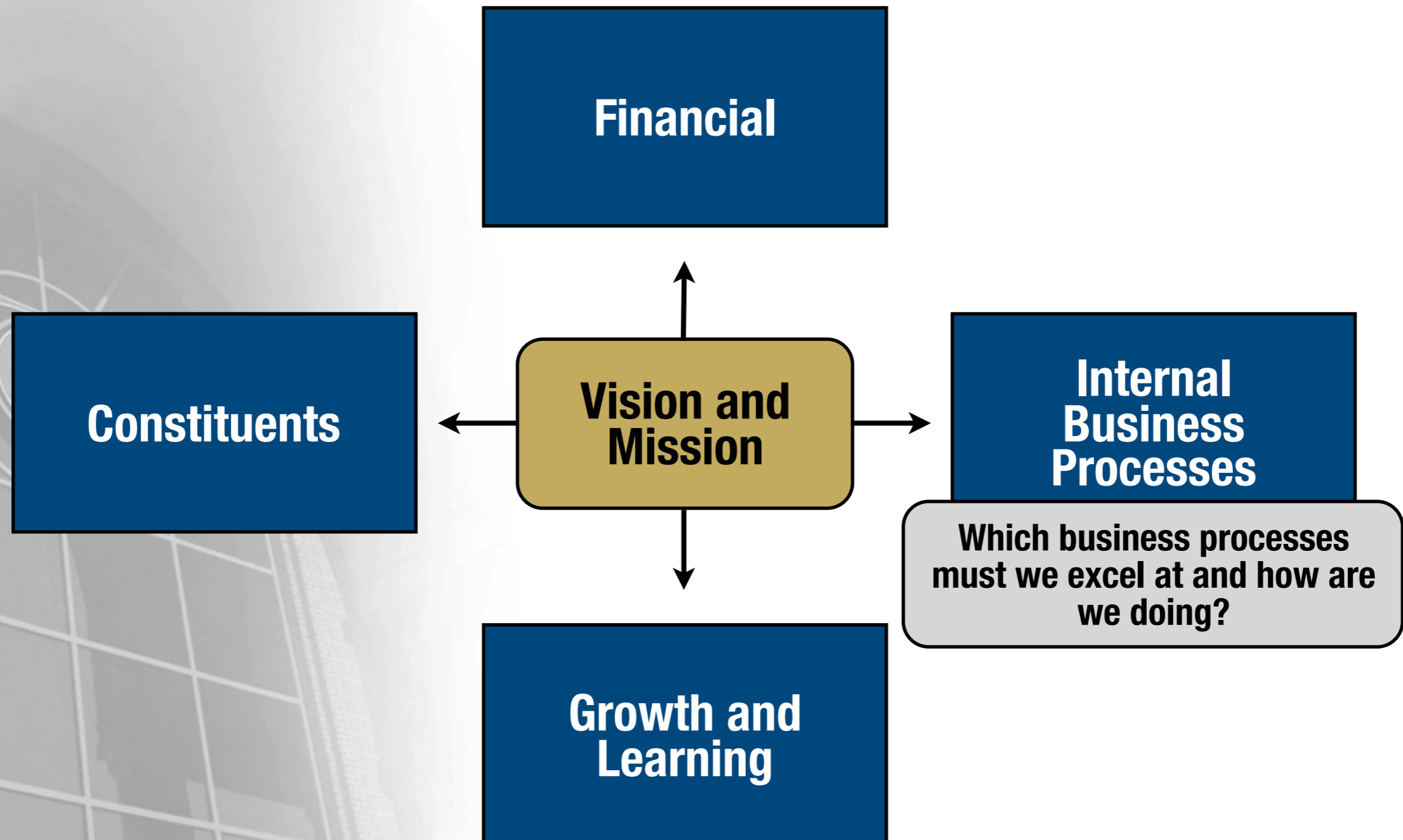
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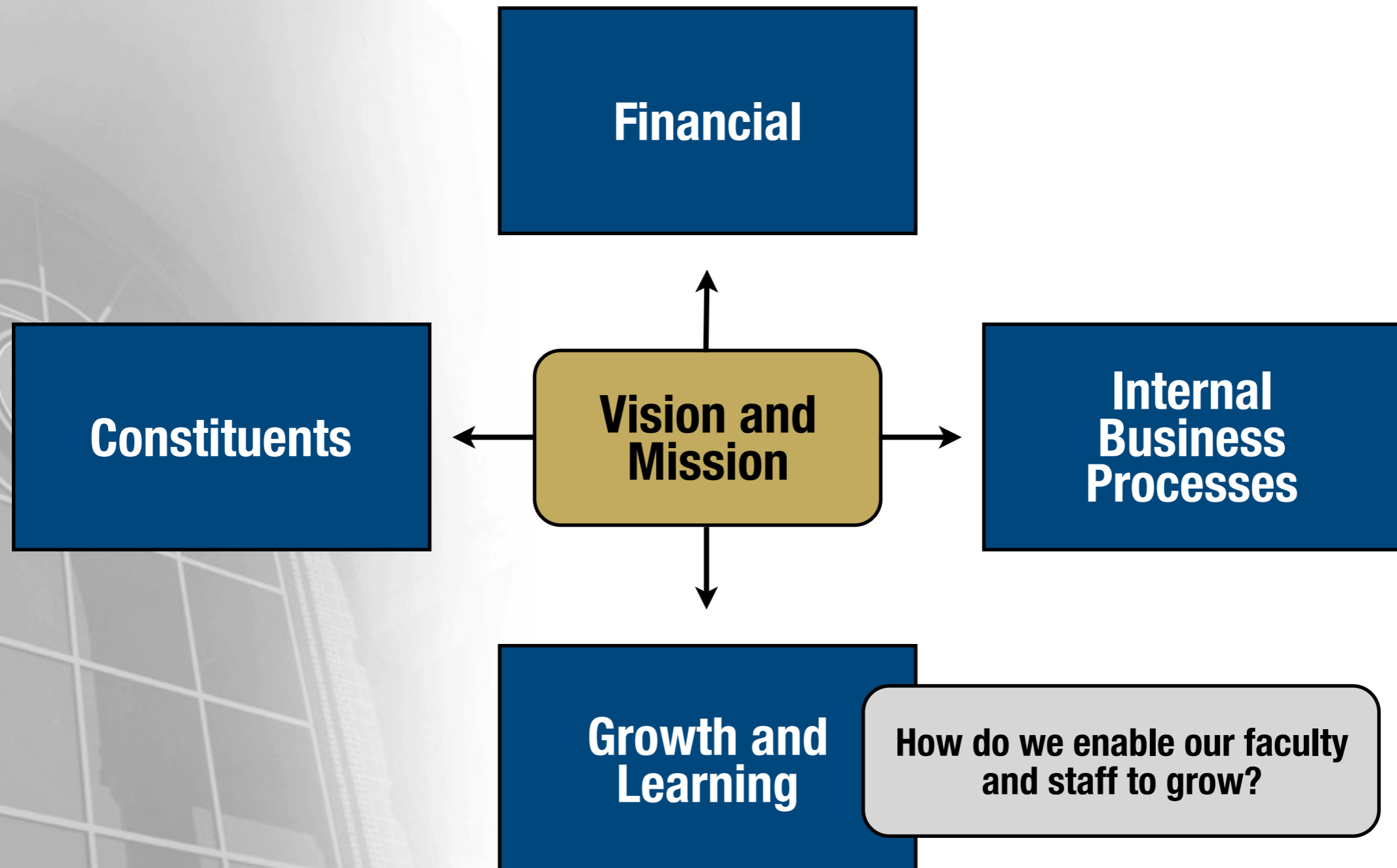
Balanced Scorecard

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Balanced Scorecard

Four Perspectives



Planning Process

- Identify strategic issues impacting the College over the next 5 to 10 years
 - ▶ Board
 - ▶ External constituents
 - ▶ Internal constituents
- Analyze data and conduct environmental scan

Planning Process

- Use data to inform revision of vision and mission statement
- Develop strategic objectives, measures, targets, initiatives, and budgets that will guide action and resource allocation

TCC Mission Statement

Tallahassee Community College is an open-admission comprehensive community college committed to preparing students for university transfer and to meeting economic and workforce needs. Its mission is to attract and support an outstanding faculty and staff that pursue excellence in teaching and learning through educational programs and services that promote the intellectual, social, and personal development of students; to assist students in developing the ability to think critically, creatively and reflectively; and to prepare students for productive and satisfying lives.

TCC Vision

Tallahassee Community College exists to transform lives and communities by providing access to affordable, high quality instruction in a supportive environment that embraces the diverse needs of its students.

TCC's Strategic Planning Objectives

- Our recommendations are to revise TCC's strategic plan in a manner that:
 - ▶ is transparent in its process;
 - ▶ brings new learning to the organization;
 - ▶ charts the path to transformative outcomes;
 - ▶ is fundable; and,
 - ▶ creates an enhanced level of accountability.

Strategic Planning Timeline

Stage 1 – Spring 2012

- College-wide preparation for the new planning cycle
- Announce planning cycle and appoint planning committees
- Review mission and vision

Stage 2 – Summer 2012

- Identify strategic issues (SWOT Analysis, Gap Analysis and Benchmarking)
- Develop intended strategies

Stage 3 – Fall 2012

- Determine strategic goals, action plans, tactics and assessment mechanisms
- Complete final strategic plan for submission to Board

Next Steps

- Strategic planning process will be led by three teams:
 - ▶ The Core Team will lead the execution of the strategy development process
 - ▶ The Analytic/Measurement Team will collect and analyze data
 - ▶ The Leadership Team will provide resources to the Core and Analytic teams and make strategy decisions