April 15, 2013

MEMORANDUM

TO: District Board of Trustees

FROM: Jim Murdaugh, President

SUBJECT: Strategic Plan for the 2013-2014 fiscal year

Item Description

This item presents the strategies in support of the strategic priorities approved by the Board at the February, 2013 meeting of the District Board of Trustees.

Overview and Background

The strategic plan includes the strategic priorities that describe what we hope to achieve in the next five years and the strategies that serve as general approaches we will take to achieve those priorities. Once strategies are approved by the Board, the college will develop specific, time-framed, and measurable initiatives necessary to achieve goals that are established for annual review of progress toward achievement of the college's priorities.

Past Actions by the Board

The Board developed a new vision statement, mission statement, and strategic priorities in January 2013 and approved those at the February 2013 board meeting.

Funding/Financial Implications

Funds to support the strategies approved by the Board will be identified within the college budget.

Staff Resource

Jim Murdaugh

Recommended Action

Approve the Strategic Plan to become effective for the 2013-2014 fiscal year.

Tallahassee Community College
Strategic Plan

Vision: To be recognized as the college of choice.

Mission: The mission of the college is to provide a learning environment that prepares students for success in a global economy by offering higher education pathways, workforce opportunities and civic engagement experiences.

Strategic Priorities and Strategies:

Student Access. Provide accessible programs, services and experiences that increase the opportunity for students to define and reach their educational and career goals.

- *Affordability. Keep student costs competitive without weakening the quality of the education they receive and make any increases in cost gradual, moderate, and predictable*

- *Comprehensive Career Advising. Design and implement an integrated and sustainable model that assists students in early identification of academic pathways aligned with their career goals and educational needs*

- *Multiple Pathways. Identify, design and market traditional and online educational pathways that lead to degrees, industry certifications, credentials, job placement and further education*

- *Financial Resources. Provide students with timely and accurate assistance in obtaining federal, state, local, institutional and other financial assistance*

Student Success. Deliver quality academic programs and learning support services with the appropriate environment and resources for learning.

- *Learning Environment. Develop, execute, and refine appropriate college policies, procedures, and practices that promote a healthy and safe physical and social learning environment for students, employees, and guests of the college*

- *Instructional Excellence. Promote and enhance instruction that stimulates intellectual curiosity and communicates high expectations by designing learning experiences that*

engage students in active, collaborative learning appropriate to the learner and the subject matter.

- *Student Engagement. Strengthen educational and student support services to develop early connections and increase the breadth, depth and quality of learning through student engagement and service learning both on and off campus*

- *Student Achievement. Leverage the expertise of faculty and staff to integrate and streamline processes and strategies to facilitate student retention and progression from enrollment through goal attainment.*

- *Student Learning. Develop a continuous improvement cycle for assessing and improving student learning outcomes to assure measurable improvements in critical thinking, analytical reasoning, and problem solving*

Technology. Provide appropriate technology and services to facilitate teaching and learning as well as institutional effectiveness and efficiency.

- *Enterprise Resource Planning. Replace the college's existing Enterprise Resource Planning (ERP) software with a robust solution that meets the present and future administrative, reporting and data-driven decision making needs of the institution.*

- *Flexible Models. Create and deploy cost-efficient and easy-to-use models for teaching and learning and for administration that encourage creativity and innovation*

- *Rapid Analytics. Provide a robust set of business intelligence tools to allow decision makers to easily access and view institutional and comparative data to improve decision-making*

Demand driven programs. Align programs to meet academic and workforce needs.

- *Program Review. Conduct comprehensive program reviews for all academic and non-academic areas of the college to inform decisions to continue, expand, modify, and eliminate programs and services*

- *Data Driven Decisions. Use labor market data to align existing credit and non-credit programs with market demand and improve student outcomes*

- *Forecasting Emerging Demands. Research, develop, and implement credit and non-credit programs designed to anticipate the emerging needs of the region and state*

Enrollment. Develop and implement a strategic enrollment management process designed to increase student and institutional success.

- *Strategic Enrollment Management. Develop, implement and assess a Strategic Enrollment Management Plan (SEM) designed to achieve the optimum recruitment, retention, graduation and/or goal attainment rates of students*

- *Signature Programs. Identify and market programs that the college excels at that meet the talent demand and growth needs of the region and state*

- *Cultivate Opportunities. Increase opportunities for those groups of regional, statewide, national, and international students whose representation among the college's student body are below the college's strategic enrollment goals*

Communications/Marketing. Develop and implement an institution wide and data driven Strategic Communications/Marketing Plan

- *Internal Communication. Provide forums for timely and relevant information among faculty, staff and students to increase their awareness of college activities, improve their effectiveness, and empower them as passionate ambassadors for the college*

- *External Communication. Provide for timely exchange of relevant information with alumni, friends, the media, prospective students, and the community at large related to the college's mission and range of academic and career programs that enhance the college's reputation, influence, and relationships as a community institution*

- *Marketing. Maximize the use of traditional, non-traditional, digital, and social media to advance the college's vision to be the college of choice and motivate prospective and current students to enroll*

Talent. Hire, develop and retain the best talent for the present and future needs and diversity of the college.

- *Talent Management. Develop a talent management program designed to attract the best people through recruitment, keep the best people through effective retention practices, and develop the best people through targeted talent development efforts that sustain our ability to change and improve while maintaining a commitment to mirror the multicultural, racial, and gender diversity in our community*

- *Culture. Promote a culture of college-wide organizational learning that focuses on student success, fosters diversity and inclusiveness, encourages innovation and creativity, embraces continuous improvement, and delivers results*

- *Shared Governance. Fully employ the use of standing and ad hoc committees to provide faculty and staff with meaningful opportunities to play significant roles that improve the quality of decisions affecting the college and our students and that lead to individual professional growth through the work they are asked to do*

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

- *College Culture. Promote a culture of stewardship in which all members of the college community embrace their fiduciary responsibilities to optimize college resources in ensuring the success of the college by continuously enhancing operational efficiency and effectiveness*

- *Public Funds. Leverage state and federal funds to demonstrate a sound return on investment that contributes to the economic growth of the region and the state and maintains sufficient financial reserves to provide security, flexibility, and institutional innovation*

- *Foundation. Ensure that the TCC Foundation produces quantifiable results in private giving from individuals, foundations and alumni through its Annual Fund and other efforts that support the college's priorities*

- *Public Grants and Contracts. Increase external funding through grants, donors, endowments, alumni, and other sources.*

- *Auxiliary Funds. Increase net revenues from auxiliary enterprises of the college*

- *Entrepreneurism and Innovation. Develop a campus climate that encourages innovation by seeking new ways to enhance organizational innovation and increase revenue from entrepreneurial endeavors.*

- *The Environment. Implement policies, procedures, and practices that advance the college's leadership role in promoting sustainable stewardship of the environment*

Partnerships. Cultivate relationships with community, state and national partners that strengthen our region's cultural enrichment efforts and economic/workforce competitiveness.

- *Business and Community. Advance community relationships and partnerships with business, civic, charitable, not-for-profit, and community organizations at all college sites that foster student success, academic excellence, and economic prosperity*

- *Education. Partner with regional school districts, higher education institutions, and other organizations to increase the number of people in our region that earn diplomas, certificates, and college degrees*

- *Cultural Arts Community. Advance partnerships with and art and cultural organizations to enrich the quality of life in the region by providing support, programs, exhibits, and performances that reflect the interests and diversity of our community*

- *Suppliers. Develop relationships with vendors and suppliers to reduce operational costs to the college and also provide students with scholarship, internship and job placement opportunities.*