



# Strategic Plan Update

Board Workshop | March 2022

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# 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.

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**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**.

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.

**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.

## 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.

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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.**



# 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**



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# Year One

2019-2020

**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

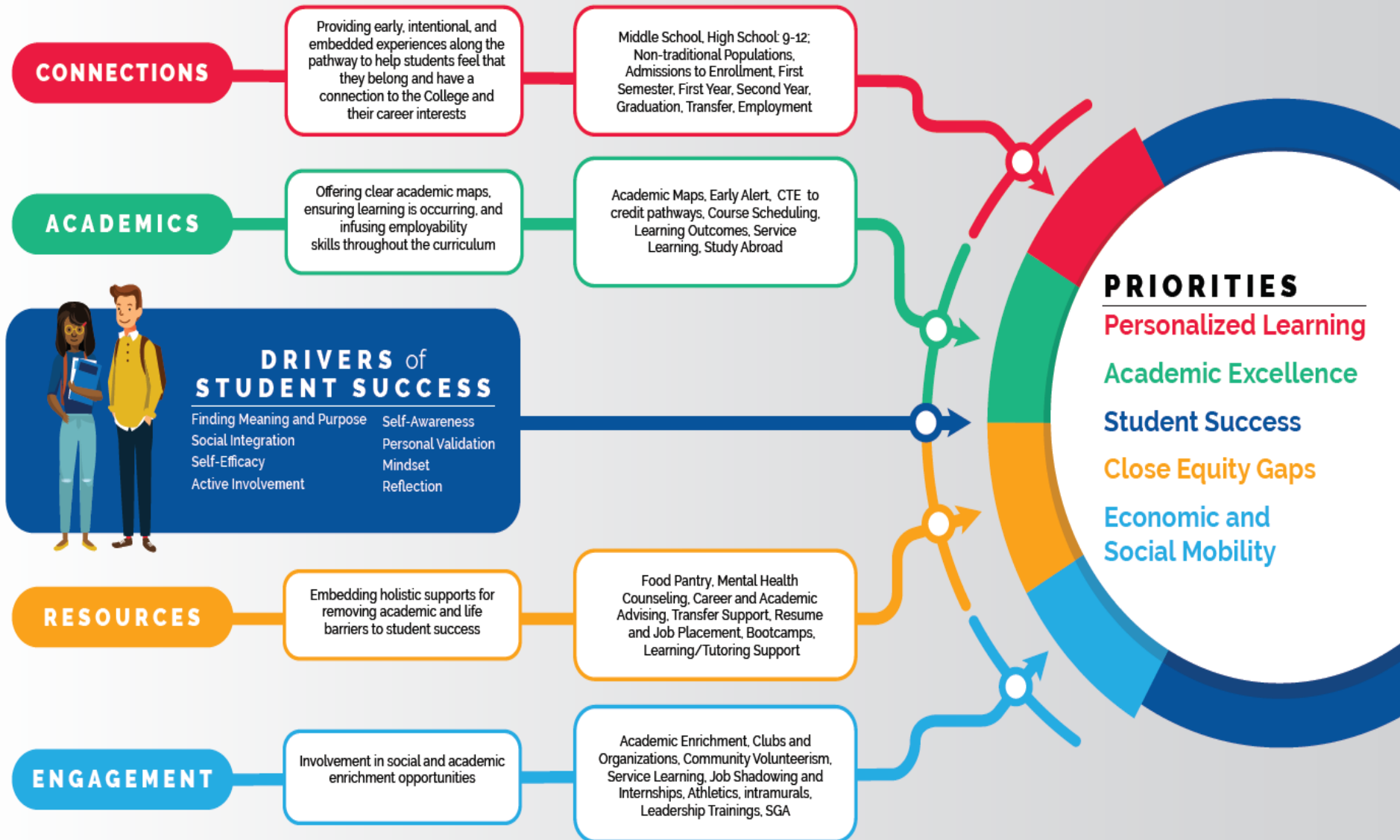


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# CREATING A CULTURE OF C.A.R.E.

Redesigning the Student Experience at TCC through **CONNECTIONS, ACADEMICS, RESOURCES & ENGAGEMENT**



# Strategic Design Thinking Sessions

**ADVANCING TCC'S PROFESSIONAL TEACHING & LEARNING FRAMEWORK**

Tuesday, March 24, 2020  
2:30 pm - 4:30 pm

Workforce Development Ballroom

Achieving the Dream™

A Design Thinking Session with Achieving the Dream™

**TCC ONLINE**  
GUIDING PRINCIPLES

TCC Online is focused on offering high quality online and hybrid courses utilizing a comprehensive student support services model that fosters students' intellectual, career, academic and personal development. The two primary guiding principles that drive the learning framework are Student Success and Access.

**FRAMEWORK FOR ONLINE LEARNING**  
TCC ONLINE

**READINESS**      **INSTRUCTION**      **ASSESSMENT**

Ensure faculty and student readiness by providing online and in-person support services, professional development opportunities, training, advising, and digital literacy platforms that promote a successful online learning environment.

Engage faculty, staff and students in the online teaching and learning environment by means of synchronous and asynchronous classes, consistent use of communication and tracking tools, constant communication, and multiple platforms for content delivery.

Students are assessed through multiple modalities by means of traditional, project-based, individualized and group learning platforms. A focus on best practice teaching and learning methods serve as the cornerstone of TCC Online.

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**MATH PATHWAYS DESIGN THINKING FACULTY FORUM**

Dana Center Mathematics Pathways

WORKFORCE DEVELOPMENT BALLROOM

February 5, 2020 1:30PM | MARCH 6, 2020 8:30AM - 3:30PM

**Redesigning TCC Online**  
JANUARY 10, 2020 - FACULTY WORKSHOP

STRENGTHS	CHALLENGES	FACULTY	STUDENTS
<ul style="list-style-type: none"> <li>• Primarily avoiding personality or cultural misunderstandings that in clear and concise communication that is clear and concise.</li> <li>• Communication is essential to successful contract.</li> <li>• Student support services are essential to success.</li> <li>• Within resources that are available, clear, open, and honest communication is essential to success.</li> <li>• Multiple communication channels are essential to success.</li> <li>• "Hybrid" and "blended" learning are essential to success.</li> <li>• Both in-person and online learning are essential to success.</li> <li>• "Hybrid" and "blended" learning are essential to success.</li> <li>• "Hybrid" and "blended" learning are essential to success.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of resources to support online learning.</li> <li>• Lack of faculty development opportunities to support online learning.</li> <li>• Lack of faculty development opportunities to support online learning.</li> <li>• Lack of faculty development opportunities to support online learning.</li> <li>• Lack of faculty development opportunities to support online learning.</li> <li>• Lack of faculty development opportunities to support online learning.</li> <li>• Lack of faculty development opportunities to support online learning.</li> <li>• Lack of faculty development opportunities to support online learning.</li> </ul>	<ul style="list-style-type: none"> <li>• Faculty development opportunities to support online learning.</li> <li>• Faculty development opportunities to support online learning.</li> <li>• Faculty development opportunities to support online learning.</li> <li>• Faculty development opportunities to support online learning.</li> <li>• Faculty development opportunities to support online learning.</li> <li>• Faculty development opportunities to support online learning.</li> <li>• Faculty development opportunities to support online learning.</li> <li>• Faculty development opportunities to support online learning.</li> </ul>	<ul style="list-style-type: none"> <li>• Student support services to support online learning.</li> <li>• Student support services to support online learning.</li> <li>• Student support services to support online learning.</li> <li>• Student support services to support online learning.</li> <li>• Student support services to support online learning.</li> <li>• Student support services to support online learning.</li> <li>• Student support services to support online learning.</li> <li>• Student support services to support online learning.</li> </ul>

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**PROFESSIONAL DEVELOPMENT**

Redesigning TCC Honors

January 28, 2020  
2:30 pm - 4:30 pm  
SU Ballroom

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**TCC HONORS COLLEGE**

THE MISSION OF TCC HONORS COLLEGE IS TO OFFER HIGHLY MOTIVATED STUDENTS AN ENLIGHTENING, CHALLENGING, AND LEARNING ENVIRONMENT THAT PLACES SPECIAL EMPHASIS ON PERSONAL AND ACADEMIC GROWTH.

**PILLARS OF EXCELLENCE**

- RIGOR**: COURSES/LEARNER MODULES, FACULTY CERTIFICATION, ROBUST CURRICULUM
- RESEARCH**: PORTFOLIO, CAPSTONE PROJECT, WORKSHOPS, JOB SHADOWING
- COMMUNITY**: SERVICE LEARNING, PATHWAY COHORTS, RECRUITMENT PROGRAMS AND COLLEGE MARKETING
- SCHOLARSHIP**: LEADERSHIP ACADEMY, SPEAKER SYMPOSIUM, FACULTY MENTORSHIP
- ENGAGEMENT**: INTERNSHIPS, CONFERENCES, SOCIAL ENGAGEMENT, HONORS LOUNGE, FINANCIAL AID

Small Print: (Small text at the bottom of the flyer)



# Year Two

2020-2021

**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**

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# 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**



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# Year Three Highlights 2021-2022



# Managing Institutional Success

## Strategic Tracker

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# 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.

### 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.

### Resources & Efficiency

Strategically leverage, grow and utilize resources to maximize student success and institutional sustainability and effectiveness.

# Strategic Pillar - Access

**Pillar Focus:** 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	Targeted Goal	Current Program Data
<b>ACCESS 1.1:</b> 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.
<b>ACCESS 1.1:</b> 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 (A.A.) degree at TCC and transfer to FSU.	Yield rate (%) from applicant to enrolled for TCC2FSU.	5% increase in yield rate fall over fall	Fall 2021: 1,991 applicants and 1,251 enrolled (62.8% conversion rate).
<b>ACCESS 1.1:</b> 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 A.A. degree at TCC and transfer to Florida A&M University.	Yield rate (%) from applicant to enrolled for TCC2FAMU.	5% increase in yield rate fall over fall.	Fall 2021: 613 applicants and 287 enrolled (46.8% conversion rate).
<b>ACCESS 1.1:</b> 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 to counteract unemployment rates or other shifts in the workforce.	# of credentials earned year over year.	15% increase in the number of credentials attained.	579 (1/1/21 - 12/31/21)

# Managing Institutional Success

**Dr. Lei Wang, VP, Institutional Effectiveness**

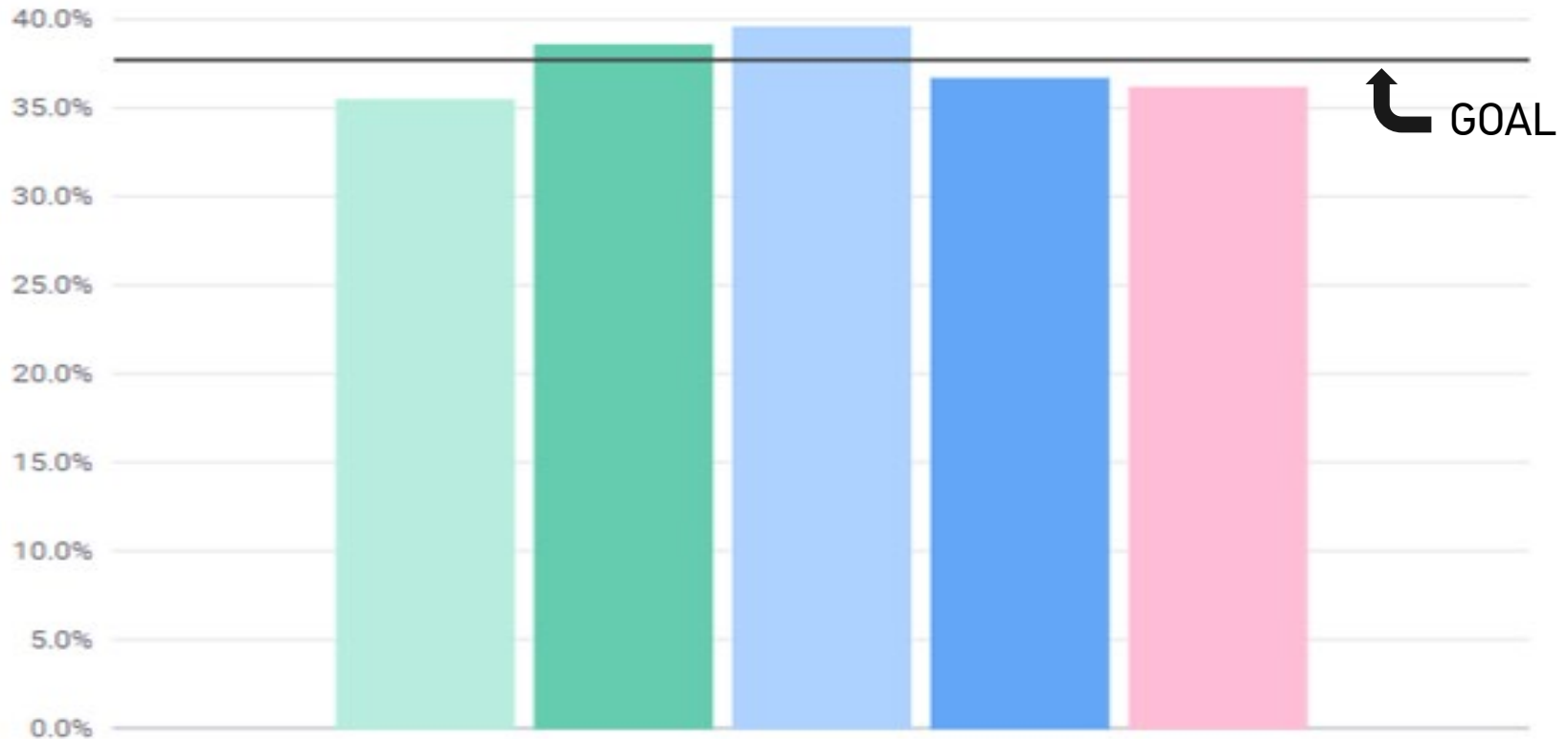
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# First Time in College Graduate Rate (150%)

TCC FTIC Graduation Rates



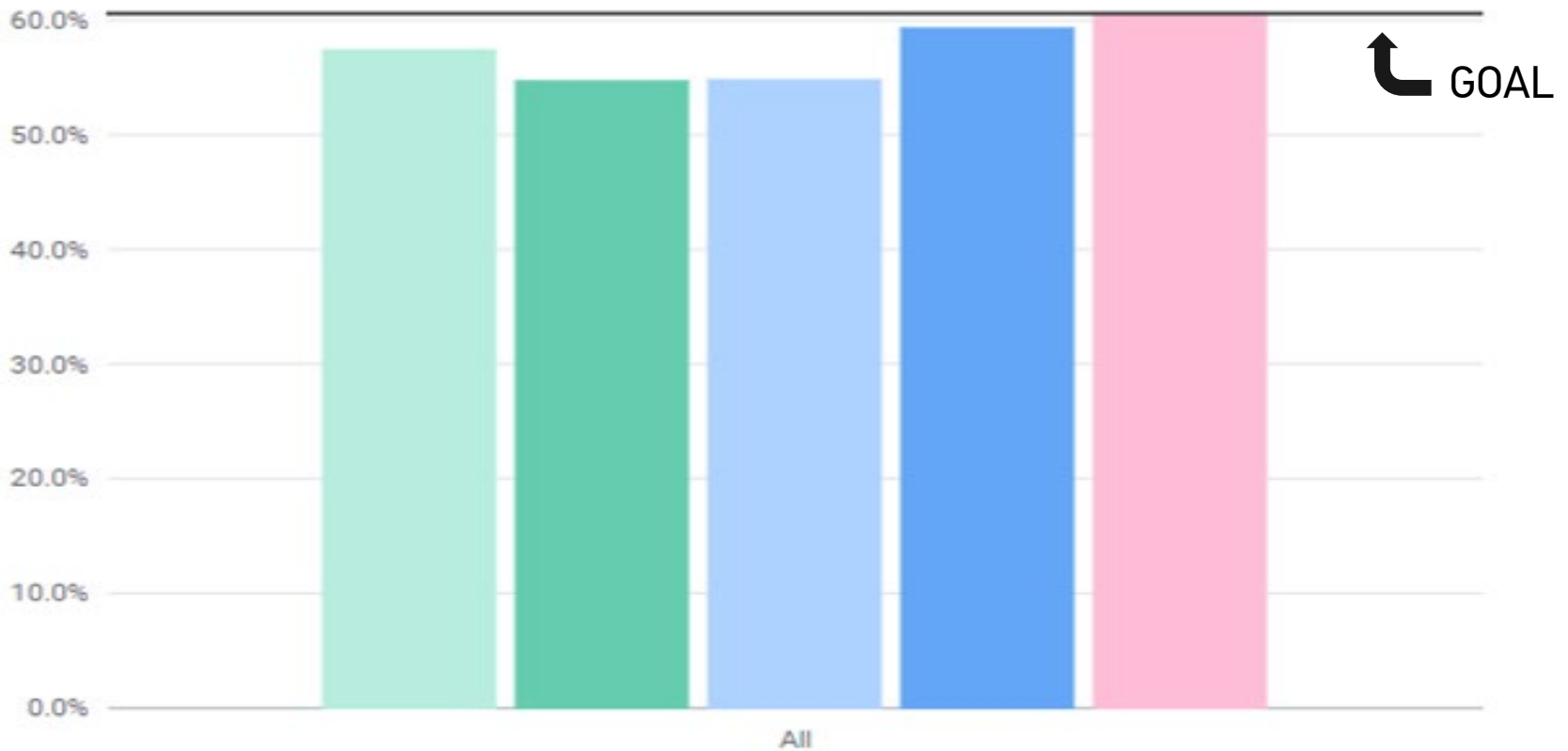
All

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%

# First Time in College Retention

TCC FTIC Retention Rates



2016 Cohort 2017 Cohort 2018 Cohort 2019 Cohort 2020 Cohort

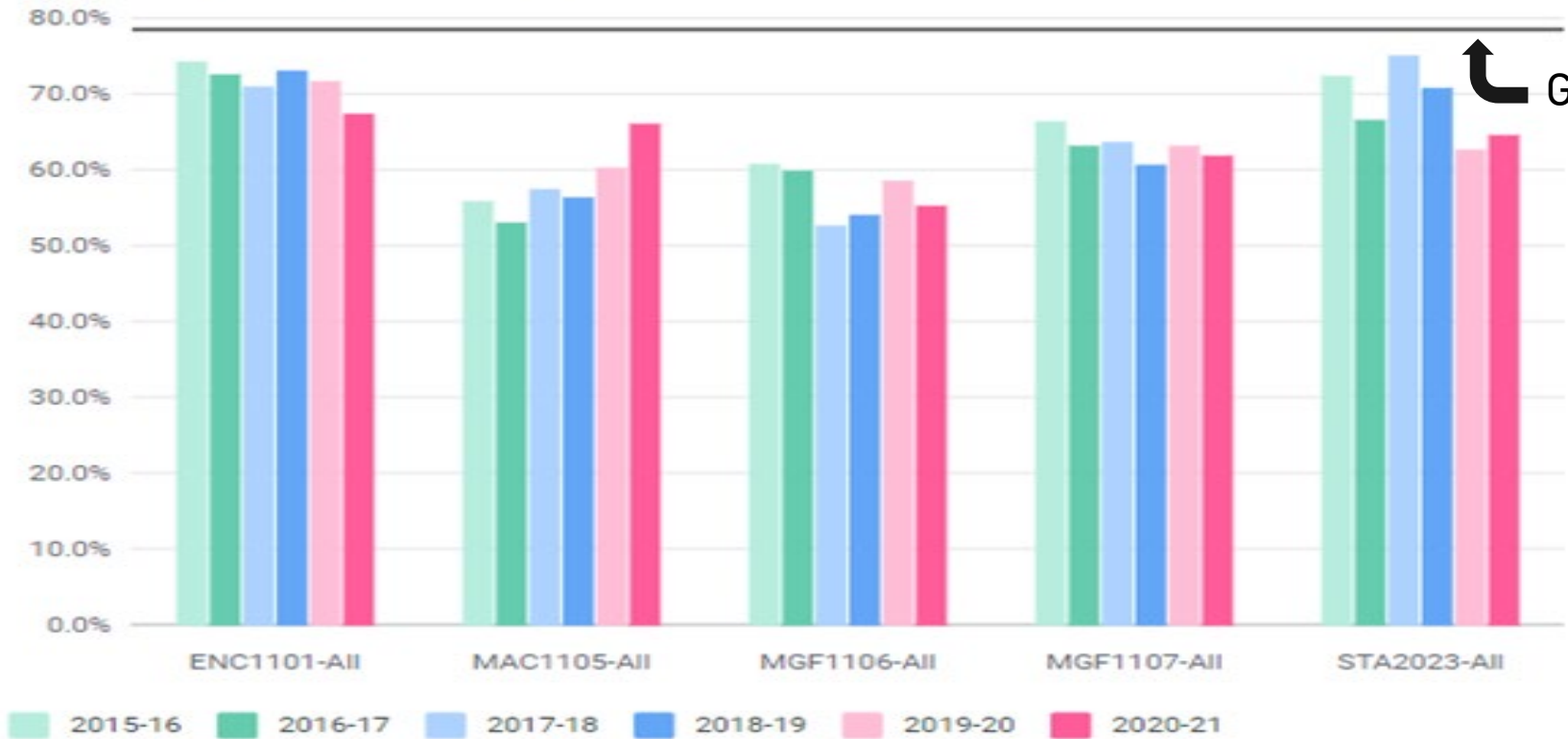
SA-Level Name	2016 Cohort	2017 Cohort	2018 Cohort	2019 Cohort	2020 Cohort
All	57.5%	54.8%	54.9%	59.4%	60.8%

# Gateway Course Success

TCC Gateway Courses Success Rates



GOAL



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%

# Thank You

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