TSC
TALLAHASSEE
STATE COLLEGE

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March 17, 2025

MEMORANDUM

TO: District Board of Trustees

FROM: Jim Murdaugh, Ph.D.
President

SUBJECT: Strategic Plan

Item Description
This item requests the Board to affirm the College Mission and Vision Statement and approve the Strategic Plan.

Overview and Background
The Board approved the current strategic plan on March 11, 2019. It took effect immediately and has an end date of 2023. An interim review was conducted and reported to the Board in 2021, allowing the plan to span a full five years.

Past Actions by the Board
The Board voted in September 2023 to extend the strategic plan until December 2024. The Board met in February 2025 for a Strategic Planning meeting to review proposed changes.

Funding/ Financial Implications
Funding implications are not applicable at this time.

Recommended Action
Approve the Strategic Plan for 2025-2030.

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

VISION

To be recognized as the college of choice.

STRATEGIC PILLARS

ACCESS & AFFORDABILITY

Strengthen and expand access by increasing awareness of and enrollment in educational opportunities that are affordable and reflective of student, business, industry and community needs.

Strategic Priorities

1.1 Ensure **clear pathways** for all students to pursue a postsecondary education that leads to economic and social 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 public, private, charter, and homeschooled students within our service district area who apply and enroll at TSC.

1.4 Ensure programs are **accessible and affordable** by removing barriers, offering financial support, and implementing cost-reducing initiatives.

STUDENT SUCCESS

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

Strategic Priorities

2.1 Provide **social and academic enrichment programs** that promote increased student engagement.

2.2 Provide **integrated, targeted support services** that promote student resilience and success.

2.3 Employ **data-informed teaching and learning** techniques to promote academic excellence and student achievement.

2.4 **Maximize success outcomes** for all students in relation to persistence, degree and certificate completion, and transfer rate.

STRATEGIC PLAN - STRATEGIC PRIORITIES - 2025-2030

WORKFORCE

Strategic Priorities

Achieve regional, statewide, national, and international 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 **Align programs to meet the workforce needs** in high-demand, high-tech, and/or high-wage jobs.

3.3 Adopt a **comprehensive approach to career counseling** that provides information, mentoring, and experiences students need to make informed career decisions in pursuit of high-demand pathways.

3.4 Integrate **critical employability skills, credentials and certifications** aligned to business/industry needs that are effective for Florida's multiethnic, multilingual, and multigenerational learners.

PARTNERSHIPS

Strategic Priorities

Nurture collaborative relationships with K-12, universities, businesses, industry, and community partners to develop a cohesive educational strategy that ensures seamless alignment and builds a skilled workforce leading to economic mobility and increased educational attainment.

4.1 Align the **College's engagement with community, businesses, and international organizations** to address community needs while enhancing awareness of its mission and services.

4.2 Formalize relationships with **K-12 stakeholders** to promote collaborations between public, private, charter, and homeschool programs, ensuring student access to postsecondary education.

4.3 Coordinate student success efforts with **university partners** to ensure seamless articulation and completion.

4.4 Lead efforts with community partners to **increase educational attainment rates** within the College's service area.

RESOURCES & EFFICIENCY

Strategic Priorities

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

5.1 Utilize **data and technology to inform decision-making.**

5.2 **Utilize emerging technologies** such as artificial intelligence (AI), virtual reality (VR) and augmented reality (AR), to streamline and accelerate college operations and to prepare workforce-ready graduates who are confident with leading-edge technology.

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.**

5.5 **Invest in technology and infrastructure** that align with the College's goals to ensure future readiness.