

TIDEWATER COMMUNITY COLLEGE

STRATEGIC PLAN 2013 - 2018

**One College
One Voice
One Future**

August 2013

Background

Dr. Edna V. Baehre-Kolovani, Tidewater Community College's fifth president, assumed the presidency in July 2012 and brought to the college a passion for inclusion and participation. Her first priority was to build on TCC's success and formulate a college-wide strategic plan to guide the operations of the college over the next five years. To do this, she employed a process called Appreciative Inquiry (AI). AI is based on the assumption that every organization has positive attributes—things that give it life when it is most effective, successful, and connected in healthy ways to its stakeholders and communities. The college is an organization that depends on its human capital to bring its vision and purpose to life and to build upon its positive core. Appreciative Inquiry invites everyone in the college to listen to one another's stories and find themes among the stories. Embedded in those stories, is the core of the college's success and the foundation from which to build upon for the future.

The AI process engaged the entire college through open meetings and targeted stakeholder meetings. More specifically, the president extended an invitation to faculty, campus staff, district office staff, administrators—everyone—to participate in a series of open meetings held on each campus. Approximately 500 TCC employees participated in the four-hour workshops, where stories were told, the core of success was identified, and aspirations and visions were conceptualized. In addition, AI sessions were held for the Classified Staff Association, Administrators Work Session, the Planning Committee, and the President's Executive Staff. At the end of the process, over 100 proposals for the future were developed.

The Core of TCC's current success can be summed up in several themes identified in the college-wide open meetings and the stakeholder group meetings. This Positive Core at TCC contributes to its health and vitality and will serve as a strong foundation as the college sets new goals to build upon current success and continue on the path to excellence over the next five years.

The Positive Core

TCC's Positive Core encompasses the qualities that characterize the college as a whole, when it is operating at its peak potential. When individuals are most attentive to students' needs and able to support students, they exhibit a set of attributes that set TCC apart and cultivate enormous strength and capacity. These attributes foster a commitment to create a base of knowledge that extends throughout the college experience and into the workplace. Throughout the AI process, three themes were evident as components of TCC's Positive Core:

Collaboration is the keystone to excellence at Tidewater Community College. Staff members have the ability to see beneath the surface and to build relationships, both internally and externally, necessary for a student focus. Active listening and networking (person-to-person connections) promote better communications, understanding, partnerships and workplace productivity—all key ingredients for individuals and groups to create new opportunities for students where none previously existed.

Dedication grows from a great heart and a sense of compassion, caring, and people-helping-people. Faculty, staff, and administrators are selfless in their encouragement and tend to go the extra mile (above and beyond). Individuals at TCC, when at their best, communicate a fervent belief in a learning

community with a strong dedication to students from a rich variety of educational, economic, cultural, and ethnic backgrounds.

Innovation, the courage, strength, and tenacity to invent new processes and pathways for students is an indicator of the resourcefulness of student advocacy efforts by staff, administrators, and faculty at TCC. The ability to adapt and be resourceful in thinking outside the box to find solutions, to generate creativity, and to create ownership of real change is crucial in the college's effort to support and enhance student success.

Building on the Successful Past

Tidewater Community College staff expressed a strong appreciation for their history of communication, collaboration, and innovation, and indicated those three qualities comprising the Positive Core could help improve college processes with greater efficiency and effectiveness.

Collaboration, communication, and innovation, in the minds of the college staff, are inextricably linked with the overarching theme of One College—One Voice. Achieving and sustaining success with strategic goals requires that the college think and act as a single institution, unified by a common vision, common values, common strategic goals, and common policies and procedures. In operational terms, this must translate into the daily operations of four campuses and four regional centers while maintaining the unique qualities of each component of the college.

Over the next five years the college will be faced with decisions regarding human and financial resources and how to make the best investments in any given year. As part of the planning process, the college has committed to four strategic goals to guide the various constituency groups in making college decisions. Although these goals are broad in nature, they are based on the input from the many college constituents involved in the AI process over the course of the 2012-13 academic year and provide a framework to guide the college's operational planning over the next several years. In addition, the goals support and align with the Virginia Community College System (VCCS) Strategic Plan, *Achieve 2015*, particularly with regard to the VCCS goals of Access, Affordability, Student Success, Workforce, and Resources.

Goal One

Student Success: Advancement to Successful Goal Achievement

Tidewater Community College is the national standard for Student Success.

[Supports *Achieve 2015*: Access, Student Success, Workforce]

To achieve this status, TCC will utilize the most innovative and advanced best practices and technology to facilitate learning and student development. TCC will implement an exemplary enrollment management system consisting of seamless strategies and initiatives for recruitment, retention, holistic student development, and engagement. Relevant degree and certificates will be in place for successful transfer to baccalaureate institutions or for entry into high demand occupations in support of local economic development and a global economy as a whole. Support and development of the whole

student promotes achievement of personal and professional goals as well as local and global citizenship. The following objectives and strategies will move the college forward to achieve this goal.

Objective 1. Develop and implement a comprehensive strategic enrollment management system. (Supports *Achieve 2015*: Student Success and Access)

Strategy 1. Create a collaborative partnership between academic and student affairs to enhance curricular advising, student engagement, and other services for students.

Strategy 2. Restructure student recruitment and enrollment practices.

Strategy 3. Conduct a review of the implications of eliminating late registrations, act on recommendations, and conduct follow-up analysis of impact on student success.

Strategy 4. Improve upon the various services provided to diverse learners including military personnel and dependents, working adults, displaced workers, on-line students, dual enrollment students, and traditional high school students.

Strategy 5. Utilize cutting-edge technology to support effective multi-directional communication between students and the college community and provide effective teaching and learning tools to improve student success.

Objective 2. Strengthen college readiness initiatives. (Supports *Achieve 2015*: Student Success and Access)

Strategy 1. Develop and implement pathways for high school students to earn certificates and degrees.

Strategy 2. Develop and implement a plan to expand placement testing to all service area high schools.

Strategy 3. Improve developmental education through the expanded use of technology-enhanced pedagogy.

Objective 3. Meet the occupational needs of the region for a highly skilled and educated workforce through credential achievement to goal achievement. (Supports *Achieve 2015*: Student Success, Access, and Workforce)

Strategy 1. Offer new degree and certificate programs in industry recognized credentials.

Strategy 2. Actively engage advisory committees to be a part of enhanced curriculum planning.

Strategy 3. Renew attention to post-collegiate placement activities, both educational and employment opportunities.

Strategy 4. Enhance services for veterans and active duty military with attention to prior learning.

Objective 4. Review and refine policies and practices that impact student advancement and successful goal achievement. (Supports *Achieve 2015*: Student Success)

Strategy 1. Review policies and practices that impact student advancement for consistency and currency, and revisit those that are out-of-date and no longer applicable to the current environment.

Strategy 2. Identify barriers to completion of credentials and graduation and develop strategies to assist students in goal completion.

Objective 5. Leverage the college's investment of student fees into Student Centers to improve student engagement through comprehensive extracurricular activities. (Supports *Achieve 2015: Student Success*)

As a result of TCC's focus on Student Success: Advancement to Successful Goal Achievement, the college will realize the following:

1. Increased advancement rate—retention, graduation, transfer rates.
2. New college programs and the elimination of old programs which are no longer relevant in a rapidly changing world.
3. Increased graduate placement into high demand occupations.
4. Increased graduate transfer rates to baccalaureate institutions.
5. Enhanced support of local economic development with a focus on human capital for high demand occupations.

Goal Two

Innovation through Collaboration: One College—One Voice

Tidewater Community College is well-regarded nationally as a multi-campus college transformed from competing and private interests into a seamless institution that acts as one and promotes innovative programs and processes through collaboration and consensus.

[Supports *Achieve 2015: Access, Student Success, Workforce, and Resources*]

The college will commit to move from a culture of competition to one of collaboration and information sharing as well as accountability for actions taken. To achieve enhanced communication (where everyone has a voice), collaboration, and innovation, the college will operate with one set of policies and procedures and communicate and collaborate for the best interest and the common good of students and communities. Using the specialized knowledge of individual stakeholders, the college will promote the best possible innovations and solutions, implement new practices expeditiously, and improve outcomes of innovative programs and processes. The following objectives and strategies will move the college forward to achieve this goal.

Objective 1. Capitalize on professional development investments through technology and collaboration. (Supports *Achieve 2015: Student Success, Access, Workforce, and Resources*)

Strategy 1. As a best practice, utilize technology to share information from conference attendance and other professional development activities.

Strategy 2. Utilize technology for discussion forums, monthly newsletters, discussion blogs, chat rooms, webinars, intranet, and video conferences that can encompass community and social presence.

Strategy 3. Implement an exemplary Professional Development Program with offerings delivered in multiple formats to support leadership development, technology training, faculty training, customer service training, staff orientation, peer mentoring, and holistic development.

Objective 2. Create a culture of collaboration and innovation to maximize efficiency and effectiveness. (Supports *Achieve 2015: Student Success, Access, and Workforce*)

Strategy 1. Research best practices to assist TCC in developing a culture of innovation.

Strategy 2. Utilize social media for two-way communication with stakeholders.

Strategy 3. Conduct a review of the college governance system with a vision of One College—One Voice and an eye toward a governance structure that is more effectively integrated with academics and better suited for the current environment, both internal and external.

Strategy 4. Create more strategic teams with representatives from every campus to address areas of college-wide concern.

Objective 3. Create policies and procedures that are systematically reviewed for currency and in accordance with one college—one voice.

Strategy 1. Inventory existing policies and procedures within student affairs, academics, and administration; identify differences in application among, campuses, divisions, and departments; and adopt strategies to create consistent and unified practices with one-college one voice.

Strategy 2. Develop and implement a system to review and audit policies and procedures for applicability, effectiveness, and efficiency.

Strategy 3. Implement customer service training across the college to disseminate new policies and procedures and inform employees about implications for students and employees.

As a result of TCC's focus on Innovation through Collaboration: One College—One Voice, the college will realize the following:

1. Resource optimization.
2. Innovation in all aspects of college operations leading to enhanced student success.
3. Automated and streamlined processes in place for students, administration, faculty, and staff as a result of continual review of policies and practices.
4. Transparency in student movement among campuses as a result of consistent practices and policies.

Goal Three

Internal Resource Development: Internal Reinvestment, Restructure, and Building Community

Tidewater Community College is recognized nationally as an institution that invests in its learning environment to ensure that the future generations of faculty,

staff, and students, collectively, will continue to benefit from a dynamic teaching and learning atmosphere as they persist in the journey of lifelong learning.

[Supports *Achieve 2015*: Access, Student Success, Workforce, and Resources]

TCC will build on areas of internal strength and shore up areas of weakness to improve the teaching and learning environment of the college. As a dedicated learning community, the academic and student service functions must work in concert to transform student lives and support the development of the region as a whole. TCC will commit to invest in faculty and staff professional development, leverage technology where possible, and target investments in facilities and equipment needed to support learning for the college community as a whole. The following objectives and strategies will move the college forward to achieve this goal.

Objective 1. Invest in the college's human capital and assess the college's infrastructure for efficiency and effectiveness. (Supports *Achieve 2015*: Student Success, Access, Workforce, and Resources)

Strategy 1. Examine and recommend changes to the various administrative structures of the college with an eye for currency and keeping with forecasted trends in education.

Objective 2. Ensure that the college's facilities and equipment are appropriate to create a dynamic teaching and learning environment. (Supports *Achieve 2015*: Student Success, Access, and Workforce)

Strategy 1. Invest in the college's facilities to ensure the physical environment is conducive to teaching and learning.

Strategy 2. Develop an equipment replacement, renewal, and investment plan informed by curriculum development and usage.

As a result of TCC's focus on Internal Resource Development: Internal Reinvestment, Restructure, and Building Community, the college will realize the following:

1. Resource optimization.
2. Engaged community of learners.
3. Enhanced student success resulting from state-of-the-art learning environment.
4. Better efficiency and effectiveness with streamlined structures.

Goal Four

External Resource Development: Regional Alliance and Collaboration

Tidewater Community College is recognized as a key player in sustaining the economic, social, and culture vitality of the region as it targets investments to the needs of the region, its business and industry.

[Supports *Achieve 2015*: Access, Student Success, Workforce, Resources]

TCC will continue to serve the community as a resource and partner to educate its citizenry and develop the human capital potential of the South Hampton Roads area and beyond. The college will dialogue with business and industry to determine changing workforce needs and provide a trained workforce where gaps exist. As part of the effort to innovate through collaboration, the college will partner with

business and industry as investors, creating the ability to make strategic innovations that serve the needs of students and the region as a whole. The following objectives and strategies will move the college forward to achieve this goal.

Objective 1. Enable the college to make strategic investments through targeted external funding. (Supports *Achieve 2015*: Resources)

Strategy 1. Extend the college's relationship with other foundations to identify areas within the college that align with their priorities.

Strategy 2. Conduct a gap analysis to determine the areas where funding is most needed and target grant proposals to those areas.

Strategy 3. Continue to expand the Alumni programs and foster a culture of service and philanthropy among alumni.

Objective 2. Collaborate with business and industry to serve the needs of the region through education, training, and workforce development. (Supports *Achieve 2015*: Student Success, Access, Workforce, and Resources)

Strategy 1. Work strategically with local business and industry to define areas of need and create mutually beneficial partnerships.

Strategy 2. Promote community partnerships to encourage support for internships, cooperative learning, new curriculum development, and other community supported learning activities.

As a result of TCC's focus on External Resource Development: Community Outreach and Partnership the college will realize the following:

1. Resource optimization.
2. Enhanced resources to support education and training.
3. Increased support for innovation in curriculum and service offerings.
4. Better integration of the college with the community's current and future needs.

Sustaining Excellence

Tidewater Community College has evolved from an institution of multiple campuses with competing interests to a single college entity comprised of four campuses and four regional centers. As TCC strives to speak with one voice, it must recognize the unique characteristics of each campus and city which it serves. In the last decade the college community has embraced the concept of a strategic mindset with a one college philosophy—but the change in culture has not been without struggle and conflict as constituents compete for declining resources. Over the next five years the college hopes to build on its laurels and Positive Core as it focuses on the four strategic goals mentioned above. The collaboration and innovative spirit that guided the college through the last decade will serve it well over the course of the next five years. While TCC seeks to preserve its best practices, it also seeks to innovate and create a more efficient and effective resource that is a vital and integral part of the South Hampton Roads Community and its citizenry.