TIDEWATER COMMUNITY COLLEGE

2014-2015 College Annual Plan and Working Priorities

Goal One

Student Success: Advancement to Successful Goal Achievement

<u>Objective 1</u>. Develop and implement a comprehensive strategic enrollment management system.

Strategies:

1. Implement action items identified in phase I (pre-enrollment, prospect to applicant) of the strategic enrollment management system (SEM) to improve recruitment with diverse populations.

    1.1 Increase number of prospective students through direct marketing, improved targeted and college-wide collateral, nontraditional media, and social media campaigns.

    1.2 Develop and implement a consistent and comprehensive high school career coach model and process leading to increased interest in TCC and expanded use of the VA Wizard.

    1.3 Redesign and launch an improved college website and revamp web communications.

    1.4 Integrate Adult Career Coaches into SEM outreach and recruitment (education and career fairs and recruitment through corporate clients).

2. Process map the current state of enrollment management focused on phase II (enrollment ,applicant to student). Identify gaps in service, develop a plan to address those gaps, and complete identified action items so that services are consistent, structured, collaborative, and based on partnerships among academic affairs, student affairs, and institutional advancement.

    2.1 Develop and implement a consistent and comprehensive admissions and student intake process that improves application conversion rates, student experience, and enrollment.

    2.2 Develop and implement a consistent and comprehensive academic advising model and process that supports personal and academic student success.

    2.3 Develop and implement improved financial aid and direct loan disbursement processes in support of SEM phase II.

    2.4 Initiate Phase 2 of EMS and implement Oracle CRM System.

3. Process map the current state of enrollment management focused on phase III (academic advancement, student to completer) Identify gaps in service and limitations and develop a plan to address those gaps including developing action items that ensure consistent, structured, and collaborative student support initiatives based on partnerships among academic affairs, student affairs, and institutional advancement.

    3.1 Develop and implement student retention strategies and utilize metrics to assess strategy success in order to expand or discard.

3.2 Enhance student-campus involvement including expanding student leadership activities and programming; developing new student clubs in service areas; and developing other campus-specific and student-focused projects.

Objective 2. Strengthen college readiness initiatives.

Strategies:

1. Develop and implement pathways for high school students to earn certificates and degrees.
    1.1 Utilizing dual enrollment, create career pathway that include courses that prepare students to take industry credentialing examinations required for standard high school diploma and leading to a CT certificate program.
    1.2 Continue expansion of the number of degree and certificate pathway options for high school students by establishing at least two transfer degree/certificate options and at least one CT degree/certificate with each school division by 2015-2016.
    1.3 Develop and launch summer bridge programs to help students prepare and transition into college-level courses.
2. Develop and implement plans to continue expanding placement testing to all service area high schools.
    2.1 Develop pre-placement testing strategies and communication plans to prepare students to be successful when taking the VPT.
3. Improve developmental education through the expanded use of technology-enhanced pedagogy.
    3.1 Implement and utilize Starfish Retention Solution's Connect module to improve persistence and completion rates.
    3.2 Utilize data to identify areas for improvement in developmental courses through discipline specific processes and instructional practices.

Objective 3. Meet the occupational needs of the region for a highly skilled and educated workforce through credential achievement to goal achievement.

Strategies:

1. Develop five new academic programs that respond to workforce needs and focus on STEM-H disciplines.
2. Develop and implement five new workforce pathways/certificates in strategic areas such as health care, hospitality, trade, and technology.
    2.1. Utilize adult career coaches to assist prospective students with pathway credentials and implement a marketing and promotional plan.
3. Develop and launch summer occupational-needs camps on each campus.
4. Develop and launch a plan to offer weekend and evening accelerated courses in the Nursing program and expand CNA offerings.
5. Utilize the Center for Military and Veteran's Education (CMVE) Advisory Committee to identify curricular gaps in TCC's offerings and employer needs for military-related students in order to enhance offerings for military-related student industry certifications.

<u>Objective 4</u>. Review and refine policies and practices that impact student advancement and successful goal achievement.

    Strategy:

1. Develop and implement a process for prior learning assessment and awarding credit for non-credit work based on the U.S. Department of Education and using best practices such as those advocated by the Council for Adult Experiential Learning (CAEL).

Goal Two

Innovation through Collaboration: One College—One Voice

<u>Objective 1</u>. Capitalize on professional development investments through technology and collaboration.

    Strategy:

1. Implement a college-wide 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.

    1.1 Develop and implement a comprehensive plan and budget including operationalizing the Batten Centers and establishing a faculty professional development governance committee.
    1.2 Develop a college-wide adjunct manual and orientation process.
    1.3 Enhance eLearning faculty support and develop a plan for the future of eLearning.
    1.4 Improve awareness of intercultural learning by faculty, staff, and students including the development of new cultural activities.

<u>Objective 2</u>. 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.

Goal Three

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

<u>Objective 1</u>. Invest in the college's human capital and assess the college's infrastructure for efficiency and effectiveness.

Strategies:

1. Complete the academic division alignment and review structure for currency and adequacy and keeping with forecasted trends in education.

    1.1 Clearly define roles of district office and campus administrators and communicate widely to the greater college community.

2. Establish a security committee and enhance campus security by implementing elements of the Security Enhancement Program.

3. Improve process efficiencies including implementing the HRMS Adjunct Contract module, improving effectiveness of Grants & Sponsored Program approval, designing and developing Self Service Membership Request and tracking, and implementing Position Management in HRMS.

Objective 2. Ensure that the college's facilities and equipment are appropriate to create a dynamic teaching and learning environment.

Strategies

1. Launch Bayside Building (Virginia Beach Campus) renovation including creating transition and vacancy plans and begin construction on Chesapeake Campus parking garage.
2. Complete Norfolk Campus master plan including Culinary Arts expansion and develop plan for expanding the Automotive/Diesel/Marine Technologies programs.
3. Develop the Capital Outlay Plan for 2016-2022 and prepare for State Board approval.

Goal Four

External Resource Development: Regional Alliance and Collaboration

Objective 1. Enable the college to make strategic investments through targeted external funding.

Strategies:

1. Secure grant funding for targeted programs including PERC, SMART, Academy for Nonprofit Excellence, OnRamp, and JSTP (TANF, SNAPET, PDSS Special Project Contract).

2. Develop a plan to produce revenue streams from use of student centers and other facilities.

3. Increase philanthropic support, scholarship monies and the number of students receiving scholarships, government grants, and targeted campus-based outreach initiatives.

Objective 2. Collaborate with business and industry to serve the needs of the region through education, training, and workforce development.

Strategies:

1. Create college-wide partnerships for new curricular programming and investment in equipment and resources.
    1.1. Target business partnership support for the culinary program and music programs.

      1.2. Establish community partners to support new curriculum development and learning activities for the CNA program.

      1.3. Continue to develop the credit and non-credit hospitality curriculum with industry support.

2. Establish a college-wide career center and establish career services departments on each campus.

3. Expand existing business and community training centers by establishing them as profit centers.

4. Implement an Alumni Strategic Plan including utilizing alumni for mentorships, career panels, and recruitment and promotional campaigns.