



Strategic Planning

Engaging Our Community in the Future of the College

TCC Board of Trustees Workshop
November 19, 2012

TCC Vision

Tallahassee Community College exists to transform lives and communities by providing access to affordable, high quality instruction in a supportive environment that embraces the diverse needs of its students.

TCC Mission Statement

Tallahassee Community College is an open-admission comprehensive community college committed to preparing students for university transfer and to meeting economic and workforce needs. Its mission is to attract and support an outstanding faculty and staff that pursue excellence in teaching and learning through educational programs and services that promote the intellectual, social, and personal development of students; to assist students in developing the ability to think critically, creatively and reflectively; and to prepare students for productive and satisfying lives.

Strategic Questions to Consider

- Is this the right vision and mission?
- How do we best meet the needs of the communities we serve?
- What must we excel at?

Strategic Questions to Consider

- To remain relevant, competitive and sustainable
 - ▶ What must we do?
 - ▶ What must we stop doing?

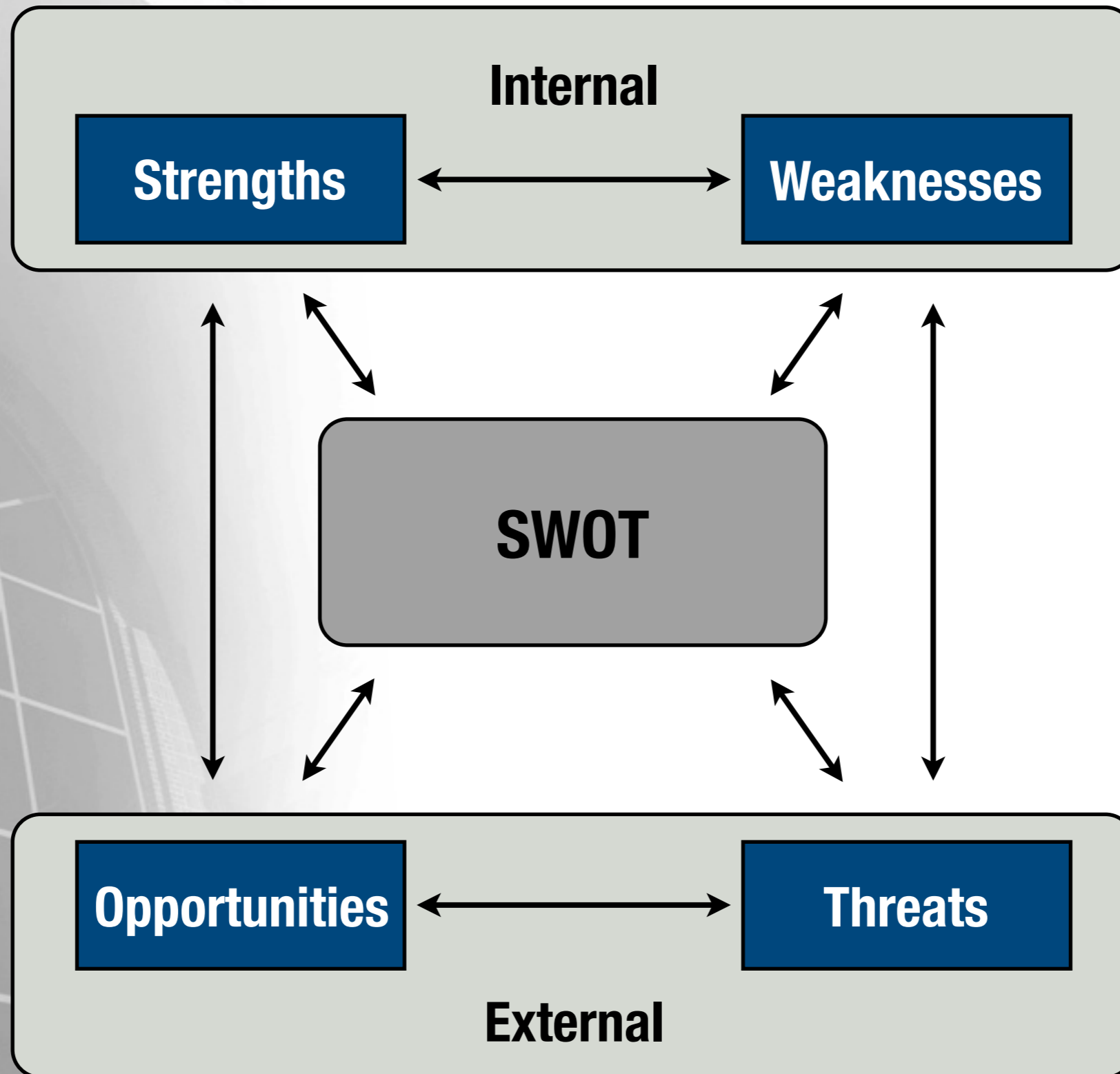
Update on Strategic Plan

- What we have done
- Why it matters
- How it will be used

Strategic Planning Objectives

- Transparency in the planning process
- Brings new learning to the organization
- Charts the path to transformative outcomes
- Is fundable
- Enhances our accountability

SWOT Analysis



Purpose of SWOT

- What can TCC do to make its strengths even more powerful?
- What does TCC need to change to eliminate or minimize its weaknesses?
- How can TCC use the opportunities to its advantage?
- What should TCC do to protect it from emerging threats?

What We Have Done: Internal Engagement

- Campus-wide survey
- Focus groups
- Broad involvement from full-time and part-time students, full-time and adjunct faculty, full-time and OPS staff and administrators

Summary of SWOT Analysis Findings

- Strengths
 - ▶ TCC employees
 - Dedicated faculty and staff
 - ▶ Educational programs
 - Program offerings; flexible scheduling; meets community needs

Summary of SWOT Analysis Findings

- Strengths
 - ▶ Reputation
 - Quality education; recognition as Great College to Work For and top degree producer
 - ▶ Cost/affordability
 - ▶ Mission of the College
 - Open access; focus on teaching

Summary of SWOT Analysis Findings

- Weaknesses
 - ▶ College processes and procedures
 - Need for more efficient processes and alignment
 - ▶ Communication
 - Need for internal communications plan, improved marketing strategies
 - ▶ Technology
 - ERP system, Integrow, out of date

Summary of SWOT Analysis Findings

- Opportunities
 - ▶ Community outreach efforts
 - Provide life-long learning opportunities; become training hub for community; grow workforce programs; connect with K-12
 - ▶ Recruitment and access
 - Recruit new populations, veterans, and international students; grow distance learning programs; partner with high schools; strategic enrollment management

Summary of SWOT Analysis Findings

- Opportunities
 - ▶ Educational programs
 - Develop robust online learning opportunities; Explore baccalaureate degree programs to meet community needs

Summary of SWOT Analysis Findings

- Threats
 - ▶ Competition for students
 - For-profit institutions, private, public, online institutions, Florida Virtual Campus
 - ▶ Declining enrollment
 - Decline in local high school graduates, out-of-district students; changing student demographics; changes in financial aid impacting students

Summary of SWOT Analysis Findings

- Threats
 - ▶ Relationship with universities
 - Diminishing access for our graduates in four-year institutions, especially in limited access programs
 - ▶ Budget/Funding
 - Decline in state funding; lack of PECO funding

Recommendations

- Preserve, strengthen and extend TCC's reputation for high quality teaching and learning
- Make TCC an institution of "first choice" for students rather than one of many options
- Improve the effectiveness of TCC's processes and procedures
- Strengthen and extend TCC's impact in the community

What We Have Done: External Engagement

- Town halls and focus groups
 - ▶ Students
 - ▶ Leon, Gadsden, Wakulla
 - ▶ Leon County Schools Guidance Counselors
 - ▶ TCC Academic Deans

What We Have Done: External Engagement

- Community interviews
 - ▶ Employers and business leaders
 - ▶ Workforce, business and economic development organizations
 - ▶ Educators and administrators, K-20
 - ▶ Elected officials, local and state
 - ▶ Executive Team, Deans and TCC Foundation

What We Have Done: External Engagement

- STEEPL analysis
 - ▶ Social
 - ▶ Technological
 - ▶ Economic
 - ▶ Educational
 - ▶ Political/Legal
 - ▶ Environmental

What We Have Done: External Engagement

- Review of other plans
 - ▶ Florida College System and other State and Community Colleges
 - ▶ State University System, State Board of Education, Blue Ribbon Task Force, FSU, FAMU
 - ▶ Workforce, Chamber and Economic Development Organizations (state and local)
 - ▶ State and local government plans

Emerging Themes

- Shifting Sands
 - ▶ Educational goals, needs and processes different
 - ▶ “Regulatory” expectations
 - ▶ Competitive pressures and other stressors
 - ▶ Leadership and succession planning

Emerging Themes

- Business Model for Tomorrow
 - ▶ Focus
 - ▶ Funding
 - ▶ Culture of assessment
 - ▶ Commitment to excellence

Emerging Themes

- Community Institution \geq Community College
 - ▶ Unique reach and role across the region
 - ▶ Workforce and economic development

Emerging Themes

- Barriers to Relevance
 - ▶ “Best kept secret”
 - ▶ Stigma

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Recommendations

- Clearly define whom we serve, what we do, our areas of excellence, and our measure of success
- Adapt to the evolving educational, legislative, and business environment
- Plan for the changes in leadership and financial structure

Recommendations

- Improve marketing and ability to tell the TCC story
- Clarify TCC's posture on Bachelor degrees
- Align and unify communities that the College serves

Next Steps

- Summary of Findings Report
- Retreat
- Approve Strategic Plan