



**TULSA  
COMMUNITY  
COLLEGE**



**We All Impact Student Success**

# **2016-2020 Strategic Plan**

# Contents



<b>Message from the President</b>	<b>2</b>
<b>Mission, Vision, and Core Values</b>	<b>3</b>
<b>Successes and Achievements from the 2011-2014 Strategic Plan</b>	<b>4</b>
<b>Why Strategic Planning and Continuous Improvement Matter</b>	<b>7</b>
<b>2014-2015 Strategic Planning Process</b>	<b>8</b>
<b>2016-2020 Strategic Priorities and Goals</b>	<b>9</b>
<b>Goals and Strategies</b>	<b>10</b>
<b>Steering Committee Membership</b>	<b>17</b>



It is my privilege to share with you Tulsa Community College's new Strategic Plan. One of my first undertakings as President was to appoint a steering committee to revise and update TCC's Strategic Plan. The Strategic Planning Steering Committee, a representative group of 15 employees, spent five months soliciting, reviewing, and analyzing data from community members, students, and employees. The result is a new Strategic Plan that clearly outlines seven goals and provides strategies for reaching those goals.

Learning Effectiveness and Student Success, Organizational Development and Accountability, and Community Engagement—the three overarching goals identified in the last strategic plan—continue to be institutional priorities. During the current planning process, feedback from external and internal constituents led the committee to develop more specific goals along with practical strategies to help us implement the plan. As the committee discovered, many people agree about the path our College needs to take in order to improve the student experience and to remain one of the top community colleges in the country.

Because so many people contributed to this effort, I'm confident that we can achieve the ultimate goal of strategic planning: aligning our resources with our priorities so that we can continue to fulfill our Mission, Vision, and Core Values. Creating a written document, therefore, is only the first step in an ongoing process, a process that must be sustained with appropriate infrastructure and careful oversight. Guided by the seven goals, the new Strategic Plan will serve as our roadmap for the future, and contributions from all employees will be critical to the plan's success.

The steering committee and President's Cabinet will now oversee the implementation of the plan. Key performance indicators will help track the progress of the plan over the coming years, and ongoing communication and engagement will ensure that strategic planning is part of our culture.

I'm grateful to the many who contributed their time, energy, and ideas to creating this plan. This is an exciting time for all of us here at Tulsa Community College, and I believe in TCC's success now and in the future.

Sincerely,



Leigh B. Goodson, Ph.D.  
*President and CEO*



## Message from the President



**TULSA  
COMMUNITY  
COLLEGE**

## Core Values

Integrity  Quality

### **Student Success**

is the reason TCC exists.

### **Excellence**

drives us.

### **Stewardship**

guides our daily decision-making.

### **Innovation**

sparks our creativity.

### **Diversity**

is our common bond.

## Mission Statement

Tulsa Community College betters its community through the intellectual achievement, creative energy, and responsible citizenship of its students, faculty, and staff by their engagement in teaching, learning, and service opportunities that transform and enrich lives. Tulsa Community College commits to innovative, flexible, and affordable public higher education that responds to a dynamic global environment.

## Our Vision

TCC will excel as an inclusive, engaged center of life-long learning that transforms the world by empowering learners intellectually, culturally, economically, and socially.

# Successes and Achievements from the 2011-2014 Strategic Plan

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Created over a two-year period with input from many constituencies, the 2011-2014 Strategic Plan established three broad goals: Learning Effectiveness and Student Success, Organizational Development and Accountability, and Community Engagement. During the last three years, the Strategic Plan informed decision-making and budgeting processes throughout the College, and we have made substantial progress toward our goals. The accomplishments that can be attributed to the Strategic Plan goals and objectives are too many to list here, but as we move forward with the new Strategic Plan, it's worth celebrating some of our most significant successes and achievements.

## Learning Effectiveness and Student Success

- ▶ Students earned more degrees and certificates than at any other time in our history, from 2,325 in FY11 to 2,630 in FY14 — an increase of 13%.
- ▶ Over a three-year period, more than twice as many students who successfully completed the Academic Strategies course graduated, compared to those who did not take the class.
- ▶ The number of students attending New Student Orientation increased by more than 500%, from 222 in Summer 2011 to 1,399 in Summer 2013. Moreover, 82% of students who attended orientation sessions persisted from fall to spring semester, compared to 66% of students who did not attend orientation.
- ▶ The launch of a pilot COMPASS retesting program for Developmental Reading students results in 38% of students bypassing at least one developmental course and 26% demonstrating college-reading proficiency.
- ▶ After completing the program, 40% of 2011-2014 MathPath students increased at least one math level.
- ▶ The percentage of minority students increased by 4% over the three years of the last Strategic Plan.

## Organizational Development and Accountability

- ▶ Processes were improved to ensure better compliance with the Oklahoma State Regents for Higher Education 24-hour and 9-hour policies, resulting in fewer students receiving policy exceptions, from approximately 1,300 to around 100.
- ▶ From November 2012 to October 2013, we achieved Energy Cost Avoidance and Operations and Maintenance Cost Avoidance of more than \$1 million through college-wide energy conservation projects with Johnson Controls.
- ▶ The number of Cognos Professional Authors increased from 3 to 23 (a 600% increase), which greatly expanded the College's reporting capacity from Fall 2011 to Fall 2013.
- ▶ The renegotiation of an indirect cost rate for grants at the College resulted in a savings of \$360,000.
- ▶ Student learning assessment was advanced by training 118 TCC personnel to use WEAVEonline, a web-based data tool acquired to organize and archive assessment information.

## Community Engagement

- ▶ The number of employees using Community Service Leave increased by 149% from FY11 to FY14.
- ▶ In Fall 2013, 152 employees volunteered for the Day of Caring, and United Way employee donations were 14% higher than in Fall 2012.
- ▶ As many as 517 riders on a single day have taken advantage of the TCC Rides Free program, the College's partnership with the Tulsa Transit Authority.
- ▶ The number of local high school students participating in the College Algebra Learning Community (CALC) project increased by more than 150% from 96 students in FY11 to 241 students in FY14.
- ▶ The EXCErate pilot with Tulsa and Union Public Schools, developed through our partnership with the P-20 Council, attracted more than 1,000 students from Spring 2011 through Spring 2013, with significantly higher percentages of Hispanic (9% vs. 3%) and African American (9% vs. 2%) students than in the on-campus demographic.

## Lessons Learned

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The 2011-2014 Strategic Plan resulted in many successes and achievements; it also provided for learning opportunities. At any institution as large and dynamic as Tulsa Community College, developing college-wide goals with measurable objectives and action plans presents challenges. Learning from our last strategic planning cycle can ensure we successfully implement the new Strategic Plan. As part of the strategic planning process, The Strategic Planning Steering Committee and Cabinet carefully considered the successes alongside the challenges to identify the following “lessons learned”:

- ▶ Including many employees in the planning process strengthened institutional commitment to the 2011-2014 plan.
- ▶ Strategic planning requires infrastructure and processes.
- ▶ Key performance indicators for goals should be included and reviewed at least annually.
- ▶ Teams should be assigned responsibility for implementing each strategy to provide accountability.
- ▶ Input from the Tulsa community and students can better inform the content of the plan.
- ▶ Incorporating the goals and objectives into the institutional operations (employee appraisals, planning and budgeting) strengthens the impact of the plan.
- ▶ All employees can benefit from training on planning, goal accomplishment, and assessment.
- ▶ Consistent and intentional communication to the college community through all stages of the plan is critical.
- ▶ Stakeholders in the areas responsible for each strategy should develop action steps and performance indicators.

# Why Strategic Planning and Continuous Improvement Matter: We All Impact Student Success

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In line with both Higher Learning Commission expectations and national best practices in regards to strategic planning, this process matters most for one reason: student success, as defined by persistence, retention, and completion. Tulsa Community College will continue its commitment to several major initiatives that are proven to ensure student success both locally and nationally.

For example, our nationally-recognized Tulsa Achieves program continues to be a major contributor to fulfilling part of our mission as a community college: college access. Tulsa Achieves students persist and graduate at significantly higher rates than their non-Tulsa Achieves peers and strategies for success learned through Tulsa Achieves cohorts have been applied to other college programs. This is just one example of how TCC continues to improve by asking ourselves the question, “How can we become better for our students?”

Additionally, TCC will continue to participate in Complete College America, a national effort endorsed and co-led by Oklahoma Governor Mary Fallin. As shown in the table below, TCC has exceeded its annual Complete College America goals in the first three years, and we are implementing specific goals and strategies throughout this Strategic Plan that will chart a course for continued success for years to come. The seven goals presented in this document help ensure a consistent and college-wide focus on this major institutional initiative.

Year	Degrees and Certificates Awarded	CCA Target
2012	2,618	2,396
2013	2,797	2,467
2014	2,630	2,538
2015		2,609
2016		2,680
2017		2,751
2018		2,822
2019		2,893
2020		2,964

As we build upon these current successes and develop new strategic initiatives, the College’s Office of Institutional Effectiveness has developed an extensive measurement and analysis plan to ensure success metrics are continuously tracked and evaluated for improvement. Each goal has a Cabinet-level leader assigned with corresponding project managers responsible for the implementation of each strategy and for progress on the respective key performance indicators.

The strategic planning process will guide the College as we transform and enrich the lives of our students, empower the future leaders of our region and strengthen Tulsa’s economic development. Connecting all of our efforts is this core principle: At TCC... **We All Impact Student Success.**



# 2014-2015 Strategic Planning Process



In 2014, TCC's executive leadership decided to "stop, look, and listen" to our internal and external constituents. To begin this process, President Goodson appointed a Strategic Planning Steering Committee to oversee the development and implementation of a new Strategic Plan that ensures a sustainable infrastructure and process for future planning.

The committee, a representative group of faculty, staff, and administrators, reviewed environmental scan data and launched a series of surveys to students, employees, and members of the community that yielded more than 1,300 respondents. The committee also organized eight focus groups comprised of students, college employees, and community leaders to gather more specific data about college operations, community partnerships, and student success.

The data from those surveys and focus groups were analyzed by the steering committee and were shared during a series of informational sessions held on each campus in November and December 2014. Based upon employee input during those sessions and the collected data, the committee developed a series of priority items, which employees were asked to rank. The results of this prioritization survey led to the development of the seven goals and their strategies found in the following pages.

In March 2015, the steering committee provided a draft of the Strategic Plan to the President's Cabinet for review and made the draft available for public review on the College's website. After incorporating additional feedback from various stakeholders, the plan was presented to the TCC Board of Regents for approval in April 2015. The Strategic Plan will help guide the College from fiscal years 2016-2020, with Cabinet leaders for each goal providing accountability for the implementation of the strategies. To evaluate the progress of the plan, key performance indicators for each goal will be measured and reviewed on an ongoing basis, with College leadership setting annual targets for each key metric.

# Learning Effectiveness and Student Success

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## **Goal One: Academic Quality**

Ensure quality instruction and academic support

## **Goal Two: Student-Centered Services**

Enhance student-centered services and processes

# Organizational Development and Accountability

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## **Goal Three: Performance-Based Culture**

Advance a performance-based culture built on data-informed decisions and continuous improvement

## **Goal Four: Employee Development**

Strengthen employee diversity, training, accountability, and compensation

## **Goal Five: Resources**

Ensure financial, physical, and technological resources are adequate to support educational programs

# Community Engagement

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## **Goal Six: Community Partnerships**

Optimize community partnerships and outreach

## **Goal Seven: Marketing**

Enhance marketing and communication of programs and services



## Goal One: Academic Quality

Ensure quality instruction and academic support

### Strategies

- 1a** Recruit and hire additional full-time faculty members dedicated to student success
- 1b** Institute a college-wide process for hiring part-time faculty members
- 1c** Implement an institutional process for evaluating faculty, including ongoing classroom observations and reviews of credentials
- 1d** Increase consistency in course content, outcomes, and requirements across campuses and modes of delivery
- 1e** Increase access to quality tutoring and academic support labs
- 1f** Expand the use of innovative and effective teaching methods that promote student learning
- 1g** Increase faculty development in pedagogy, assessment, and student accessibility

### Examples of Key Performance Indicators Include:

- ▶ Student engagement survey results
- ▶ Alumni survey results
- ▶ Student ratings from end-of-semester course evaluations
- ▶ Percentage of professors promoted via TCC's rank and promotion process
- ▶ Licensure exam pass rates
- ▶ Ratio of students taught by full-time vs. part-time faculty





## Goal Two: Student-Centered Services

Enhance student-centered services and processes

### Strategies

- 2a** Streamline college services and processes for incoming students
- 2b** Improve customer service and communication for students
- 2c** Provide more personalized support services
- 2d** Provide consistent student experiences across all campuses and locations
- 2e** Initiate a college-wide process for strategically scheduling classes to meet student needs
- 2f** Create clear degree plans and pathways to completion for each academic program
- 2g** Implement policies that foster persistence and completion
- 2h** Improve entry-level placement process and developmental education
- 2i** Provide students access to affordable, quality textbooks and course materials

### Examples of Key Performance

#### Indicators Include:

- ▶ Credit hours earned
- ▶ Fall-to-fall retention rate
- ▶ Student engagement survey results
- ▶ Three-year graduation rate
- ▶ Number of degrees and certificates conferred





## Goal Three: Performance-Based Culture

Advance a performance-based culture built on data-informed decisions and continuous improvement

### Strategies

- 3a** Develop and implement an institutional effectiveness plan including the assessment of all college operations, programs, and activities
- 3b** Improve college-wide assessment of student learning outcomes
- 3c** Analyze the organizational structure and make changes necessary to maximize institutional efficiency, integration, and effectiveness
- 3d** Create and implement a strategic enrollment management plan

### Examples of Key Performance

#### Indicators Include:

- ▶ Employee satisfaction survey results
- ▶ Student engagement survey results
- ▶ Number of departments, academic majors, and courses with documented assessment results
- ▶ Annual unduplicated headcount



## Goal Four: Employee Development

Strengthen employee diversity, training, accountability, and compensation

### Strategies

- 4a** Recruit and retain quality employees who reflect the diversity of the local community
- 4b** Attract and retain talented employees through competitive salaries and benefits
- 4c** Implement a comprehensive training system for new and existing employees
- 4d** Improve internal communication processes regarding institutional decisions
- 4e** Increase professional development for all employees
- 4f** Revise the performance appraisal process with a stronger emphasis on employee development and accountability

### Examples of Key Performance

#### Indicators Include:

- ▶ Employee satisfaction survey results
- ▶ Diversity and compensation statistics





## Goal Five: Resources

Ensure financial, physical, and technological resources are adequate to support educational programs

### Strategies

- 5a** Implement a transparent process to allocate resources based on strategic priorities and the productivity of programs
- 5b** Evaluate the sustainability and cost effectiveness of offering courses at all locations
- 5c** Increase financial contributions from private and public sources to support programs and operations
- 5d** Update the facilities master plan to include improvements and necessary repairs with a focus on accessibility
- 5e** Increase efforts to ensure campus safety
- 5f** Increase efficiency and sustainability through paperless forms and processes
- 5g** Utilize technology that best serves the mission and needs of students and employees

### Examples of Key Performance

#### Indicators Include:

- ▶ Ratios for overall financial health, physical assets, and technological assets
- ▶ Crime statistics
- ▶ Employee satisfaction survey results



## Goal Six: Community Partnerships

Optimize community partnerships and outreach

### Strategies

- 6a** Strengthen partnerships with local businesses on workforce program development
- 6b** Implement a comprehensive system for analyzing workforce trends to ensure programs are meeting the local community's needs
- 6c** Increase student recruitment efforts, emphasizing traditionally underserved students and regions experiencing population growth
- 6d** Work with local high schools to improve college readiness
- 6e** Create a seamless process for university transfer through systematic development and monitoring of articulation agreements with four-year partners

### Examples of Key Performance Indicators Include:

- ▶ Alumni employment rate
- ▶ Three-year transfer rate
- ▶ Service area market share
- ▶ High school counselor survey results





## Goal Seven: Marketing

Enhance marketing and communication of programs and services

### Strategies

- 7a** Redesign the website to ensure accessibility and a user-friendly experience
- 7b** Increase strategic marketing of programs to the appropriate audiences by all stakeholders
- 7c** Reevaluate advertising campaign

### Examples of Key Performance

#### Indicators Include:

- ▶ Website usage statistics and accessibility indicators
- ▶ Student survey results
- ▶ Tulsa general public survey results
- ▶ Employee satisfaction survey results

# Strategic Planning Steering Committee



**Sean Weins**, Vice President for Administration, Conference Center (co-chair)

**Kevin David**, Associate Vice President for Institutional Effectiveness, Conference Center (co-chair)

**Mary Cantrell**, Associate Professor, English, Southeast Campus (co-chair)

**Kari Culp**, Director of Marketing and Social Media, Conference Center

**Chelsey Gipson**, Assistant Professor, Business, Metro Campus

**Lesha Gregory**, Dean of Student Services, Northeast Campus

**Heather Hancock**, Dean of Student Services, Southeast Campus

**Michael Harris**, Director of Enrollment Services, West Campus

**Cindy Hess**, Senior Vice President and Chief Academic Officer, Conference Center

**John Lamberton**, Part-time Instructor, Liberal Arts, West Campus

**Lori Mayberry**, Associate Professor, Mathematics, West Campus

**Mark McMullen**, Controller, Conference Center

**Nicole Mina**, Registration Assistant, West Campus

**Paula Settoon**, Dean of Libraries, Northeast Campus

**Greg Stone**, Provost, Metro Campus

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