



Building Success Through Education

2021-2025 Strategic Plan



TULSA
COMMUNITY
COLLEGE

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Message from the President



Dear Friends of Tulsa Community College,

Our mission at Tulsa Community College is *building success through education* and I am delighted to reveal our 2021-2025 strategic plan to carry that mission forward. This strategic plan builds upon accomplishments from our last strategic plan, which created a solid foundation in our academics, finances, and organizational structure. Not only have we changed processes and procedures, we have changed the way we think about and serve our students.

This strategic plan takes TCC's work to the next level. It maintains our momentum and sustains a culture that empowers, emboldens, and holds accountable everyone in the College to do their part. It is a strategic plan that provides clarity in our priorities, reinforces our positive direction, and reiterates our commitment to student success, while asking our employees to continuously engage with us to get there.

The College agreed this new strategic plan should be agile enough to address whatever obstacles come our way while delivering an excellent experience to our students. The result is a values-based strategic plan. We know what we believe and what makes us who we are. We embrace our identity and let our values lead us. Because if we know what we value, we know what to do.

We move forward with this plan developed before the COVID-19 pandemic because we are prepared. While the COVID-19 pandemic will certainly shift the way we operate, it makes the availability of a quality education to every citizen even more important. We will continue to have difficult conversations regarding equity and about how we can better meet the needs of our community. As a critical part of our community, we will continue to thank and grow our employees. Most importantly, we will adapt our programs and services to help our students improve their lives and contribute to the community. While I know working on these essential components of our mission will take a great deal of creativity and perseverance as we collectively encounter and overcome endless obstacles, I do believe we are up to the challenge. Together with our community and partners, we will achieve our vision of *an educated, employed, and thriving community*.

Sincerely,

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



Accomplishments from the Last Plan

- Graduation rates
- Degrees and certificates awarded
- Retention of students
- Employee satisfaction
- Developmental students who complete requirements in one year
- First-time students who complete 24 credit hours in one year



Pathways

Joined the American Association of Community College's Pathways Project to streamline program offerings and improve student experience



Equity

Engaged in a multi-year project to examine and address TCC practices through racial equity lens



Reorganization

Reorganized approximately two-thirds of the College to focus on a one-college model



Capital Campaign

Raised over \$20 million in the Clearing the Pathway: The Campaign for Completion



Transfer Project

Joined the inaugural Tulsa Transfer Project, with the Schusterman Foundation, Langston, NSU, OSU-Tulsa, OU-Tulsa, RSU, TU



Student Success Centers

Opened the Southeast Campus Student Success and Career Center with three more on the way



Mission, Vision, Beliefs & Values

Engaged students, employees, and community in reviewing and rewriting our mission, vision, beliefs and values



Advising

Increased number of academic advisors drastically to provide better student support



Shared Leadership

Advanced shared leadership with a college-wide council and committee structure



Professional Development

Focused on infrastructure and professional development with revamped employee reviews and creation of promotional ranks for professors



Accreditation

Received Higher Learning Commission reaccreditation with excellent marks



Energy Conservation

Reduced energy consumption substantially accomplishing state and college goals

Mission, Vision,
Beliefs and Values



OUR MISSION

Building success through education

OUR VISION

An educated, employed, and thriving community

OUR BELIEFS & VALUES



YOU BELONG HERE

We foster a culture of diversity, equity, and inclusion that welcomes and respects everyone for who they are and who they will become.



EVERYONE CAN LEARN

We meet people where they are by creating a safe and supportive learning and working environment leading to success.



COMMUNITY IS OUR MIDDLE NAME

We build community, inside and out, through collaboration, service, sustainability, and social and financial responsibility.



QUALITY EDUCATION IS AFFORDABLE

We create a rigorous and engaging learning experience that provides exceptional value.



EXCELLENCE IS OUR CULTURE

We live out excellence at every level by embracing change, always improving, and persisting to reach our full potential.

Institutional Learning Outcomes: Communication Skills, Personal Responsibility, Critical Thinking, Social Responsibility



YOU BELONG HERE

- A. Adopt practices that focus on individual needs and emotional well-being of students and employees.
- B. Ensure students, employees, and community members see themselves reflected at TCC.
- C. Increase targeted outreach and recruitment to growing student populations and those underserved by TCC.
- D. Remove barriers that prevent students from applying, enrolling, and attending class.
- E. Reimagine online and physical spaces as safe, modern, accessible, and accommodating.



EVERYONE CAN LEARN

- A. Help current and prospective students identify goals early on and develop a clear path to success.
- B. Engage in equity-minded practices that eliminate achievement gaps.
- C. Provide personalized service to connect students with resources, tools, technology, and programs.
- D. Retain students along their pathways with continuous engagement.
- E. Engage employees in proactive, intentional learning experiences targeting the needs of the individual and the institution.
- F. Adapt scheduling practices and delivery methods to meet students' needs.



COMMUNITY IS OUR MIDDLE NAME

- A. Tell our story to increase awareness, value, and perception of TCC and higher education.
- B. Develop practices to increase environmental sustainability.
- C. Celebrate successes, foster community, and build morale to reinforce winning behaviors.
- D. Be proactive and responsive in addressing the needs of those you serve.
- E. Continually assess, prioritize, and leverage community engagement efforts that build success through education.



QUALITY EDUCATION IS AFFORDABLE

- A. Design programs to fulfill current employment and workforce needs.
- B. Facilitate bachelor's degree attainment through redesign of the transfer experience.
- C. Ensure students are learning by incorporating practical, relevant concepts and supplementary learning experiences, inside and outside the classroom.
- D. Engage students through the use of high impact practices.
- E. Make decisions that maximize financial responsibility and value to students.



EXCELLENCE IS OUR CULTURE

- A. Deliver an excellent and consistent student experience through employee collaboration.
- B. Develop competencies and provide professional development to maximize individual potential and career opportunities.
- C. Engage in meaningful and accessible knowledge-sharing and communication.
- D. Simplify, improve, and document processes with the end user in mind.
- E. Practice continuous improvement and forward-thinking guided by best practices, policy, data, and innovation.

Next Steps



PLAN

Align initiatives throughout TCC with our strategic plan. College, departmental, and individual plans will cascade to maximize impact. Planning on an annual basis, with continuous adjustment, will allow us to focus on gaps in our goal achievement and shift to address disruptions or trends that make change important.



EVALUATE

Measure what matters. While our Mission Metrics are slower to show progress than other measures and are influenced by many factors, they demonstrate if we are meeting our mission of building success through education and our vision of an educated, employed, and thriving community. Annual targets, such as increased student fall-to-fall retention, help us know if we are on the right track and where we need to adjust. Other performance indicators collectively display a snapshot of our institution and provide additional opportunities to determine if our initiatives are working and where we need to increase focus.



TRACK

Provide accessible and transparent information. Using a technology platform, departments will submit goals and updates regarding the strategic plan. This comprehensive system will allow accessible and transparent information which will help the College further collaborate on activities, better communicate with stakeholders, track completion, and provide information to decision-makers regarding where funding has the most impact.

Strategic Plan Steering Committee

Tri-Chairs:

Lindsay White

Josh Baker

Sean Weins

Committee:

Jennifer Barclay

Nicole Burgin

Kristopher Copeland

Ramona Curtis

Miguel da Corte

Rachael Achivare Hill

Greg Hope

Jennifer Ivie

Millard Pickering

Mary Sirkel

Angela Sivadon

George Taylor

Emily Tichenor

Sarah Wyatt

Special thanks to the committee and to the countless students, employees, and community who provided valuable feedback to shape our future.



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