Tulsa Community College
2016-2020 Strategic Plan: Quarter 2 Status Report (2016-2017)

MISSION: 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.

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.

CORE VALUES: Integrity, Quality, Student Success, Excellence, Stewardship, Innovation, Diversity

Strategy	Strategy Manager(s)	Status	Last Quarter Milestones	Next Quarter Milestones
Goal 1: Ensure Quality Instruction and Academic Support (Greg Stone and Cindy Hess)				
1a: Recruit and hire additional full-time faculty members dedicated to student success	Greg Stone	**Deferred/ Discontinued**	Prepare list of new faculty positions available for AY17-18; prepare a schedule for beginning selection process in Fall 2017.	
1b: Institute a college-wide process for hiring part-time faculty members	Jocelyn Whitney and Mike Limas	**In Progress/ On Schedule**	Microsoft ACCESS training was provided to ACS administrative assistants so that staff could complete the procedures for compiling a campus-specific ACCESS file update that in turn could be sent to the Northeast Campus staff for processing. A test run of data was sent to Kenny Loveland in mid-November that was successfully combined into a single ACCESS file. Prior to the holiday break, an ACS representative from each campus updated their adjunct ACCESS file to include final results on syllabus, gradebook, and professional development submissions. A draft of the TCC Adjunct ACCESS Database – 201710 Teaching History will be available during the week of January 2, 2017.	ACS staff will work with faculty department chairs to revise the ACCESS database as needed and will continue developing procedures to maintain adjunct information to be used when assigning courses.
1c: Implement an institutional process for evaluating faculty, including ongoing classroom observations and reviews of credentials	Angela Sivadon and Cindy Shanks	**In Progress/ On Schedule**	WEAVE technical training continued all quarter. Presentations were held during Professional Development Day on portfolio content and creation.	Presentations for Portfolio Creation and Content for Faculty Department Chairs will be held on 1/25/17 and 1/26/17. Training sessions for all faculty is planned for early in the spring semester.
1d: Increase consistency in course content, outcomes, and requirements across campuses and modes of delivery	Greg Stone	**Deferred/ Discontinued**		
1e: Increase access to quality tutoring and academic support labs	Randy Dominguez, Josh Baker, and Sydney Teel	**In Progress/ On Schedule**	Strategy 1e team met for first time; began brainstorming ways to bring labs and centers together to more effectively help students. Currently looking into 1 system for students to receive tutoring online (in all subjects), find information about TCC tutoring resources, schedule appointments, etc. Began investigating training and certification programs (CRLA in particular).	Develop strategy for implementing CRLA tutor certification at TCC college-wide; plan implementation of Upswing pilot for period of March 1 - July 30 in Math and English disciplines.
1f: Expand the use of innovative and effective teaching methods that promote student learning	Cindy Shanks and Joe Schicke	**In Progress/ On Schedule**	Draft of Faculty Development Framework completed.	AAC approval of Faculty Development Framwork. Assessment of ATE structure and practice to begin.
1g: Increase faculty development in pedagogy, assessment, and student accessibility	Cindy Shanks and Joe Schicke	**Combined with Another Strategy**		

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Goal 2: Enhance Student-Centered Services and Processes (Jan Clayton and John Gibson)				
2a: Streamline college services and processes for incoming students	Eileen Kenney and Karen Jeffers	**In Progress/ On Schedule**	In conjunction with Pathways Institute, we mapped out our current processes for students from inquiry to enrollment. The exercise helped demonstrate the need for specific improvement/com-munication. We were able to use that mapping project to fine-tune our ideal processes and create a timeline for creating/implementing changes.	Banner XE should be implemented in February, so then we can begin to implement our ideal process which reduces the student intake process to 5 steps to enroll, streamlines and centralizes communication, and integrates our technologies.
2b: Improve customer service and communication for students	David Poth and Darin Behara	**In Progress/ On Schedule**	Met with Angela Sivadon and Lindsey White on 11/17/16 regarding next steps in this process.	Schedule a meeting with Sean Weins and Sandy Cooper to plan next steps which are: (1) completion of the training roll-out plan, (2) new employee orientation module, and (3) annual refresher course plan.
2c: Provide more personalized support services	Terri Alonso and Eunice Tarver	**In Progress/ On Schedule**	Hired additional Academic Advisors to lower the advisor to student ratio.	Build Starfish Early Alert and provide training to all potential users. Hire and train Academic Advisors. Continue to tweak NSO.
2d: Provide consistent student experiences across all campuses and locations	Terri Alonso and George Black	**In Progress/ On Schedule**	Advising front desk protocols were outlined and implemented. Advising syllabus and protocols were outlined and implemented. Academic & Campus Services - Working to establish a college-wide Adjunct Faculty Database which can be used by Deans, Associate Deans, Discipline/Department Chairs, and ACS staff.	New Advisor training protocols need to be outlined. Career Services student experience protocols to be completed.
2e: Initiate a college-wide process for strategically scheduling classes to meet student needs	Eileen Kenney and John Gibson	**In Progress/ On Schedule**	The Strategy 2e Committee presented the Scheduling Policy and Procedures to the Academic Affairs Council on October 25th and again on November 22nd, at which time the Council recommended to the SVPCAO that the Policy be approved for implementation.	The Scheduling Policy and Procedures will be presented to the TCC Board of Regents for their consideration and approval in Spring 2017 with implementation in Fall 2017.
2f: Create clear degree plans and pathways to completion for each academic program	Tracy Skopek and Molly Farley	**In Progress/ On Schedule**	Mapping Institute held. Tool kit communicated. Bb site resources available. Advising liaisons identified. Workshop held for FDCs. MAPs discussed.	MAPs reviewed, revised, resubmitted, and uploaded into Degree Works.
2g: Implement policies that foster persistence and completion	Jan Clayton and John Gibson	**In Progress/ On Schedule**	Launched key success software: Career Coach installed and protocols being developed; Starfish Early Alerts implementation underway. Policy for On-time Graduate Checkpoint: Preliminary discussions with Advising leadership. Reverse Transfer Process Policy: Researching models at other state schools. Questionnaire/Survey to identify Policy & Procedure Needs: Draft survey developed.	Track and respond to key OSRHE policy changes: Determine feasibility of creating a tracking system. Reverse Transfer Policy: Meet with leadership for Student Completion Center to create model. Policy for On-Time Graduation Checkpoint: Continue discussion and work toward implementation. Questionnaire/Survey to identify Policy & Procedure Needs: Complete survey.
2h: Improve entry-level placement process and developmental education	Jenn Ivie, José Dela Cruz, Vickie Robison	**In Progress/ Behind Schedule**	Compiled and analyzed data from placement tests (ACT and standardized tests), HS transcripts, and Success Navigator in comparison to faculty and student placement perceptions. Provided preliminary data analysis to faculty and HLC Academy on Persistence and Completion teams to align and inform work with corequisite curriculum development. Accuplacer ESL and Writepaper pilot test data analyzed. Writing faculty began scoring Writeplacer essays to test agreement with computer scoring.	Compile and analyze data from placement tests (ACT and standardized tests), HS transcripts, Success Navigator, and faculty and student placement perceptions **WITH** fall 2016 final grades to determine relationship to help establish new cutscores. New Accuplacer cutscores determined and implemented for fall 2017. New corequisite and developmental education curriculum developed and implemented for fall 2017.
2i: Provide students access to affordable, quality textbooks and course materials	Jonathan Sadhoo and Jennifer Kneafsey	**In Progress/ On Schedule**	IA) We initially set a minimum goal of 20 sections and 300 students for participation in the Inclusive Access program for Spring. We currently have 153 sections and an estimated 2,300 students participated in the program for Spring. We have also executed agreements with additional publishers (Pearson, McGraw-Hill, Cengage, and Norton) to increase the availability of the program for both students and faculty. (OpenStax) We have exceeded our initial goal and will have 12 professors and adjunct instructors using OpenStax books as the primary source for 21 sections in a variety of courses. Projected savings to students is over $49,000 for Spring 2017.	(IA) Increase enrollment in the Inclusive Access model. Target college-wide courses that may benefit on a large scale. (OpenStax) Assist professors who have adopted OpenStax books with any resources they need; follow-up with all faculty who have expressed interest to increase the number of users for Fall 2017.

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Goal 3: Advance a Performance-Based Culture Built on Data-Informed Decisions and Continuous Improvement (Kevin David)				
3a: Develop and implement an institutional effectiveness plan including the assessment of all college operations, programs, and activities	Kevin David and Cyndie Marshall	**In Progress/ On Schedule**	Academic majors and corresponding faculty identified to pilot new program review process. New program review process and template created and shared with CAO for feedback. Program review template created in Weave.	Final version of new program review template and process approved by Academic Affairs Council and CAO. Department Chairs over programs with 5-year reviews due to OSRHE in 2017 will be notified and begin working on the review. Faculty members piloting the Weave version will receive training and begin working on that version for their reviews.
3b: Improve college-wide assessment of student learning outcomes	Jennifer Ivie and José Dela Cruz	**In Progress/ Behind Schedule**	Institutional Learning Outcomes approved. Most programs to have finalized PLOs in WEAVE and on their Program Maps. Some Student Affairs units have LOs. Student Affairs units have LOs in WEAVE. Approximately 95 percent of Student Affairs units have assessment plans implemented.	Some Student Affairs areas will have assessment plans and SLOs entered into WEAVE. Some Student Affairs areas will begin analyzing data collected as part of the 2016-2017 assessment cycle. Assessment Framework finalized through Councils; LAC members identified for AY 2016-17. Department chairs trained on new Program Assessment Plan template. All programs will have finalized PLO's in Weave; most courses will have finalized CLO's in Weave.
3c: Analyze the organizational structure and make changes necessary to maximize institutional efficiency, integration, and effectiveness	Bill Ivy	**In Progress/ On Schedule**	**Council and Committee Structure** Committee has created draft definitions and council structure. The process has started of identifying current committees to be designated as "college-wide" and placing them under councils. Presented proposed council structure to Cabinet for feedback. A broad outline of the plan and guiding principals were presented to the Administrative Council.	Finalize recommendations for college-wide committees with council oversight specified. Council and committee chairs to complete templates regarding membership structure, charge, etc.
		In Progress/ On Schedule	**Student Affairs Reorganization** Student Affairs collaboration with the SEC Campus Provost and other key stakeholders to begin the construction design process for the SEC Student Success Center. Finalized the development of the TCC Answer Center model and incorporate it into the space design plan for the Southeast Campus. All Career Services staff operating from one central location at the Southeast Campus.	Continuing work on SEC construction design. Fully staff funded advising positions. Adjustments may be made in the future based on assessment of functioning of the organization put into place.
		Completed	**Academic Affairs Reorganization** Finalized job descriptions for chair positions; searched and appointed chairs; determined physical locations.	This process has been completed. It is anticipated that some adjustments will be made as needed, given experience in the new structure. Initial goal has been met.
3d: Create and implement a strategic enrollment management plan	Eileen Kenney	**In Progress/ On Schedule**	Hobson's Connect is better functioning and receiving data uploads from Banner to help accurately reflect students' status during recruitment. Recruitment materials were created for new campaign/recruitment cycle-- on time, a recruitment calendar/plan was created. Programming targeting prospective students created and implemented.	Communication plan will continue to be refined. Departmental interest and School interest letters should be complete and ready to join communication plan.

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Goal 4: Strengthen Employee Diversity, Training, Accountability, and Compensation (Sandy Cooper and Sean Weins)				
4a: Recruit and retain quality employees who reflect the diversity of the local community	Sandy Cooper, Shawn Liggins, and Eunice Tarver	**In Progress/ Behind Schedule**	Extend search committee training requirements to Student Affairs staff.	Modify, revise and enhance training utilizing survey feedback. Evaluate new faculty demographics, including applicant pools and final candidates.
4b: Attract and retain talented employees through competitive salaries and benefits	Sandy Cooper, Jeff Owens, and Christa Harris	**In Progress/ On Schedule**	Implemented new employee benefits resulting in cost savings for the college and for employees. Selected new EAP beginning next quarter.	Implement and communicate new Employee Assistance Program with more extensive benefits. Conduct equity review of faculty salaries.
4c: Implement a comprehensive training system for new and existing employees	Sandy Cooper and TBD	**In Progress/ On Schedule**		Multiple professional development strategies and policies have been reviewed. However, the final policy development will be on hold until responsible FTE can be hired in Human Resources. The position has already been posted.
4d: Improve internal communication processes regarding institutional decisions	Lauren Brookey and Bill Ivy	**In Progress/ On Schedule**	Funnel more stories into The Week. Enhance programming for Administrative Council.	Change Management and Communication Implementation.
4e: Increase professional development for all employees	Sandy Cooper and TBD	**In Progress/ On Schedule**	Human Resources hosted a college-wide professional development day at the Southeast Campus in November 2016. Several hundred employees participated attending development sessions ranging from Diversity and Inclusion to Effective Stress Management.	Multiple professional development strategies and policies have been reviewed. However, the final policy development will be on hold until responsible FTE can be hired in Human Resources. The position has already been posted.
4f: Revise the performance appraisal process with a stronger emphasis on employee development and accountability	Sandy Cooper, Cindy Hess, and Sean Weins	**Completed**		

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Goal 5: Ensure Financial, Physical, and Technological Resources are Adequate to Support Educational Programs (Sean Weins and Mark McMullen)				
5a: Implement a transparent process to allocate resources based on strategic priorities and the productivity of programs	Mark McMullen	**In Progress/ Behind Schedule**	Calculate and implement the Budget Performance Index.	Implement new Initiative budgeting process. Complete BPI when December financials are finished.
5b: Evaluate the sustainability and cost effectiveness of offering courses at all locations	Mark McMullen, Steven Cox, and Qi Moss	**In Progress/ Behind Schedule**	Analysis of Utilities / Maintenance costs for FY 2016. Calculation of ROI for all courses.	Implement new initiatives to keep utility costs down; Calculate ROI when December financials are finished.
5c: Increase financial contributions from private and public sources to support programs and operations	Lauren Brookey	**In Progress/ Behind Schedule**	Hire Development Director. Hire Director of Sponsored Programs. Launch Title III Grantwriting process.	Complete Hiring.
5d: Update the facilities master plan to include improvements and necessary repairs with a focus on accessibility	Steven Cox and Qi Moss	**In Progress/ On Schedule**	Additional potential sidewalk hazards were identified and will be addressed in December, 2016. Handicap parking spaces were re-painted to update and incorporate ADA standards at the NEC. College-wide capital planning continues.	Continue assessing additional accessibility options and implementation updates for capital improvements.
5e: Increase efforts to ensure campus safety	Gene Wideman and Heather Hancock	**In Progress/ On Schedule**	Ensure consistency amongst the campuses in safety planning and emergency responses while aggressively training and testing of those plans and procedures. Develop a document that could be used to communicate to the larger community of the training, drills and exercises that are being conducted. Research the best practices for emergency notification. Signage on the outside of buildings and consistent numbering and signs on the inside of our buildings. Improve our pedestrian pathways, starting with an assessment of each campus. Emergency generator for the Dispatch center. Ensuring that we have a fully trained and functional Dispatch center.	TRAINING: Have our Campus Police Trainer attend all exercises and drills. An After Action Report has to be completed after each drill and exercise. Have each Campus Response Team do a minimum of one table top exercise each year. Continue to develop a document that can be used to communicate to both the TCC and outside community of the training, drills, and exercises that are being conducted. Upgrade our fire systems to where LENEL can control the tornado and lockdown for each campus and be able to monitor all alerts and troubles. Look at renumbering our classrooms, possibly to a GPS system, to where our numbering makes sense and is able to be modified for future construction. Continue to research FEMA resources to see if there is any grant money for backup generator for dispatch.
5f: Increase efficiency and sustainability through paperless forms and processes	Michael Siftar	**In Progress/ On Schedule**	HR "Action Form - Separation" workflow has been deployed to production and is available for use. DegreeWorks reporting workflow has been deployed to production and is available for use. Leave Request form is dev complete and in UAT. ProcessMaker v3.0.2 upgrade completed in production.	Leave Request form workflow will be deployed to production. Test Center Process workflow is under development and will be deployed for testing. Prioritization of next Form Finder migration candidates underway.
5g: Utilize technology that best serves the mission and needs of students and employees	Michael Siftar	**In Progress/ On Schedule**	Migration of payment services to CASHNet successfully completed. Completed testing for Blackboard migration to SaaS platform. Lync upgrade to Skype for Business successfully completed. Scanning software upgrade to Kofax v10 successfully completed. Legacy, unsupported desktop printers have been collected and retired. Proposal for Guest Wireless captive portal created and under evaluation. Project charter created and approved for MyTCC Portal upgrade.	Support for Blackboard migration to SaaS platform. Design and implementation of network domain for Apple computers. Activation of captive portal for Guest Wireless network. Progress towards launching Banner XE student modules. Support for ongoing Student Affairs software projects (StarFish, CareerCoach, etc.). Support for ongoing EAB and Lumens development.

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Goal 6: Optimize Community Partnerships and Outreach (Pat Green and Eunice Tarver)				
6a: Strengthen partnerships with local businesses on workforce program development	Pat Green	**In Progress/ On Schedule**	* Hired Beth Wild as CE Director. * Continued work and had initial meetings with Accounting Industry and Workforce Tulsa to develop a new-entry level certificate. * Nominated Christiansen Aviation for the Regents Business Partnership Award.	* Development of new Accounting certificate finalized. * Finalized advisory committee Handbook and Toolkit. * Presentation of Regents business Partnership Award to Christiansen Aviation.
6b: Implement a comprehensive system for analyzing workforce trends to ensure programs are meeting the local community's needs	Pat Green	**In Progress/ On Schedule**	* Developed faculty toolkit to collect information from advisory committee and from programs to better align program needs with workforce. Sent to relevant Deans and Department chairs for review. * Continued development of Advisory Committee Handbook. * Begin planning and setting date for large advisory breakfast. * Joined Tulsa Chamber's Workforce Collective charged with analyzing needs across the community. * Joined the Workforce Tulsa Board of Directors and Executive Committee. * Interim VP joined Regents Economic Development Council and Executive Committee.	* Finalize Economic Impact Study of TCC. * Report on Alumni data from EMSI. * Finalize member-ship rosters and update for all AAS and certificate program advisory committees. * Continued work with CAEL and the Tulsa Regional on the Workforce Analysis Project.
6c: Increase student recruitment efforts, emphasizing traditionally underserved students and regions experiencing population growth	Director of Diversity Outreach Programs and Michael Harris	**In Progress/ On Schedule**	Admission and Diversity Outreach Programs worked to develop communication plan for NAACP College Summit. Due to staffing and program obligations, minority call campaign was postponed to Spring. Admission has developed a plan for a minority call campaign focused on African American and Hispanic new students.	Implement initiative from Admission & PSS Recruitment Plan. Conduct Minority Prospective Student Call Campaign in Spring 2017. Admissions Director meet with new Diversity Outreach Programs Director to draft Targeted Minority Marketing Plan.
6d: Work with local high schools to improve college readiness	Lissa Steadley and Mary Cantrell	**In Progress/ On Schedule**	Met with Strategies coordinator, faculty, Dean of Engaged Learning to finalize COLL 1012 syllabus. Met with ENGL faculty & Dev. Reading faculty to initiate transition course SLOs.	SLO's and texts for English transition class.
6e: Create a seamless process for university transfer through systematic development and monitoring of articulation agreements with four-year partners	Cindy Hess and Cyndie Marshall	**In Progress/ On Schedule**	Began updates of NSU articulation agreements. Work is in process. Fourteen OSU transfer agreements signed. Updated articulation agreement inventory.	Review Program Maps to ensure all Transfer Agreements are noted accurately. Complete OSU & NSU Transfer Agreements in process.
Goal 7: Enhance Marketing and Communication of Programs and Services (Lauren Brookey)				
7a: Redesign the website to ensure accessibility and a user-friendly experience	Steven Rhom	**In Progress/ On Schedule**	Complete training and integration of web authors into the new website. Refine training process to focus on not just the mechanics of the system, but also quality of content on the site.	Continue identifying and training web authors to update and maintain web content. Integration of catalog management software into the TCC website.
7b: Increase strategic marketing of programs to the appropriate audiences by all stakeholders	Kari Culp	**In Progress/ On Schedule**	Met with the School of Business and IT and the School of Child Development and Education.	Follow up with the School of Business and IT and prepare materials for the School of Child Development and Education.
7c: Reevaluate advertising campaign	Kari Culp	**In Progress/ On Schedule**	Research for the branding study by Littlefield indicated audiences were becoming aware of the Bring Your Ambition Campaign.	Continue to evaluate if the campaign is working by enrollment numbers and ROI on marketing techniques.

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