STRATEGIC DIRECTION 1
ENROLLMENT GROWTH

Build awareness, expand access, increase affordability, and optimize student services to promote enrollment. Build awareness, expand access, increase affordability, and optimize student services to promote enrollment.

1.1 *Develop marketing and public relations outreach materials that include program-focused highlights, alumni success profiles, and a focus on teaching excellence.*

1.2 *Establish efficiency goals for student on-boarding processes.*

1.3 *Expand K-12 outreach and dual enrollment access.*

1.4 *Establish targeted student recruitment goals and supporting strategies with annual reviews.*

1.5 *Increase availability of and access to scholarships, grants, and financial support for students.*

STRATEGIC DIRECTION 2
STUDENT PROGRESSION, RETENTION, & COMPLETION

Support student learning and achievement through meaningful academic programs, comprehensive and accessible support services, and co-curricular activities.

2.1 *Develop a comprehensive Academic Plan.*

2.2 *Establish college-wide student resources and services goals to improve persistence and retention.*

2.3 *Form a comprehensive outcomes-measured student engagement system.*

2.4 *Integrate student focus groups and student input into institutional annual planning to address student barriers.*

2.5 *Develop a Student Honors Program.*

STRATEGIC DIRECTION 3
INNOVATION TO SUPPORT TEACHING & LEARNING

Provide quality teaching and learning through high impact practices, technology integration, and continuous development for faculty and students.

3.1 *Create an Academic Technology Plan that will support the development of Centers for Teaching and Learning Excellence and integrate Academics and OIS in planning management and budgeting.*

3.2 *Establish a Center for Teaching Excellence supporting the design and development of high- impact digital learning experiences.*

3.3 *Establish Centers for Student Learning Excellence.*

3.4 *Increase remote access to classroom and lab software applications.*

STRATEGIC DIRECTION 4
COMMUNITY PARTNERSHIPS & WORKFORCE DEVELOPMENT

Engage with and take actions to support the economic development and public good of our service region.

4.1 *Complete an economic impact report to be used for marketing, outreach, and development.*

4.2 *Respond to industry and partner needs and workforce gaps.*

4.3 *Target Advancement, fundraising, and grant opportunities*

4.4 *Establish annual TCC community engagement goals focused on employee-driven community outreach and volunteerism opportunities.*

STRATEGIC DIRECTION 5
DIVERSITY, EQUITY, & INCLUSION

Create an environment 1) in which policies, practices, and beliefs are grounded in the principle of fairness; 2) that acknowledges structural racism, gender disparities, and systemic poverty while honoring the diversity of humanity; and 3) that prioritizes the success of all students to ensure they have the necessary resources to fulfill their college and career goals.

5.1 *Close student access and achievement gaps. **

5.2 *Engage in DEI and cultural awareness training and professional development.*

5.3 *Conduct a policy and curriculum review focused on DEI.*

5.4 *Develop annual employee DEI recruitment and retention targets.*

 * *Will align with VCCS Equity Goal Strategies*

STRATEGIC DIRECTION 6
ORGANIZATIONAL RESILIENCE & SUSTAINABILITY

Meet the needs of our students and employees through responsive and equitable resource management, transparency, and communication.

6.1 *Develop internal communication processes that include expectations for regular and ongoing college-wide updates, project status reports, and division reporting.*

6.2 *Engage in continuous strategic plan review, progress, and accountability reporting.*

6.3 *Develop resource management goals.*

6.4 *Develop an integrated Employee Evaluation, Succession, and Promotion plan.*

6.5 *Continually review and revise emergency and safety plans and policies.*