



Tulsa Community College

2016-2020 Strategic Plan: Fall 2017 Update (201810)

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)	Council Assignment	Status	Last Semester Milestones	Next Semester Milestones
Goal 1 (Academic Quality): Ensure Quality Instruction and Academic Support					
1a: Recruit and hire additional full-time faculty members dedicated to student success	Cindy Hess	Academic Affairs Council	In Progress/On Schedule	The activities for this strategy primarily take place in spring. They are reflected on the Annual Strategy Charter.	-Ensure deadlines, action steps, and milestones (as listed below) are listed on the Academic Affairs Shared Calendar and ensure impacted parties are informed of deadlines (Lindsay White and Dr. Hess). -IR&A FT/PT breakdown report created for Feb 2018 and shared with school leadership-March 2018. School recommendations for replacement positions to Provosts- May 2018 -(Recommendations should be based on need as evaluated by FT/PT analysis from IR&A, depth of adjunct pool, specialized accreditation needs, and any other relevant factors). -Final decisions made for replacement positions by CAO and provosts- July 2018. -Replacement positions advertised in Sept 2018; first interviews by winter break; new faculty start in August 2019. -Exceptions to the above process will be recommended by a provost and must be approved by the CAO.
1b: Institute a college-wide process for hiring part-time faculty members	Mike Limas and Lyn Kent	Academic Affairs Council	In Progress/On Schedule	1. To release the database to adjunct hiring supervisors. 2. To assemble the contact information component of the database and add it to the existing adjunct course assignment data. 3. To begin the dialogue on how to incorporate adjunct performance information, i.e., OK to Rehire.	1. To distribute the database to a targeted group of adjunct hiring supervisors and collect their input. 2. To reconstitute the 1b core group and seek feedback on how to proceed with the database component that focuses on performance. 3. To incorporate the credentials component into the database.
1c: Implement an institutional process for evaluating faculty, including ongoing classroom observations and reviews of credentials	Kevin David, Pam Kannady, and Lindsay White	Academic Affairs Council	In Progress/On Schedule	The next report will be in December so these milestones are for all of the Fall 2017 semester: - Develop and vet recommendations for revised faculty review process, with goal of approval by AAC in November 2017 - Work with IT or other parties as needed to create an electronic process to conduct the reviews and obtain signatures - Decide on an electronic repository for faculty portfolios (Jenn Ivie is setting up a demo for the three of us to view Nuventiv E-portfolio system; the TracDat company; I think this is it: https://www.nuventive.com/nuventive-iwebfolio)	Continue to conduct trainings (and troubleshoot as necessary) on the new system, process, and expectations. Create and implement process to produce electronic reports of final faculty review documentation to Human Resources. Begin work on revised observation form and process, with goal to have approval of new observation process by Academic Affairs Council in March 2018.
1d: Increase consistency in course content, outcomes, and requirements across campuses and modes of delivery	John Gibson, Lisa Gerow, and DiAnne Cunningham	Academic Affairs Council	In Progress/On Schedule	Identify strategy team. Share best practice research from EAB with the team. Examine TCCs existing syllabi templates and standard inserts; address possible revisions; review standard syllabus attachments and links; develop a syllabus checklist and a review process; and establish guidelines and procedures for archiving syllabi.	The Task Force will revise the review process and addenda items based on Council feedback and resubmit to the Council. The Task Force will also develop an implementation/communication plan for the syllabus process.
1e: Increase access to quality tutoring and academic support labs	Sydney Teel, Josh Baker, Randy Dominguez	Academic Affairs Council	In Progress/On Schedule	1. In September 2017, the CRLA training program team will meet again to review the next draft, run through each training session (10 hours total), and ensure a cohesive final product. In October, our goal is to send the completed curriculum, along with the corresponding handbook and evaluation documents, to CRLA for approval. 2. In July 2017, we will work with TCC Institutional Research to bring exit survey questions into the Qualtrics system. Beginning August 21, we will implement exit surveys in each academic support center (Writing Centers, Math and Science Centers, Reading Lab, and Language Centers). Specialists and tutors will need to promote these surveys (consisting of 5 quick questions) to students at the end of their tutoring sessions. Each area can use the data collected to assess their tutoring effectiveness and continuously improve services. 3. We will look at results from the Upswing trial to determine continued use of Upswing as the TCC online tutoring platform going forward. 4. During July and early August 2017, we will work with TCC Marketing to create a unified Academic Support website, including information about all academic support centers across the college, and promote college-wide services through posters and signage.	1. Complete CRLA approval of training program and begin certification training of current tutors in all support centers. 2. Provide common kiosk (possibly tablet based) at each support center exit for students to complete short exit survey. 3. Begin pilot of WOnline Live Online tutoring at West Campus and expand to other support areas as needed. 4. Finalize Academic Support Centers common naming convention and work with Marketing for signage in all locations.
1f/g: Expand the use of innovative and effective methods that promote student learning; Increase faculty development in pedagogy, assessment, and student accessibility	Joe Schicke; Cindy Shanks	Academic Affairs Council	Completed	During Quarter 1, the team will set action steps for Design Institute planning, and will identify subcommittee leads for each component. It will also finalize development plans associated with the needs of other strategy teams. Important Engaged-Learning-related terms will be identified and defined. Faculty professional development program assessment planning will begin, led by our FAF.	We do not currently have any further milestones, as the current status for the Strategy team's work is "complete." We have rolled over some team members onto an Engaged Learning division Advisory group, and other new members have also been invited to join our efforts.

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Goal 2 (Student-Centered Services): Enhance Student-Centered Services and Processes					
2a: Streamline college services and processes for incoming students	Eileen Kenney and Karen Jeffers	Guided Pathways Council	In Progress/On Schedule	On or before September 1, we will have the new admission application ready to go live. The new admission letter (hard copy) will be ready and enhanced supporting student communication will be ready.	Where to start . . . The NSO Redesign Team is working to analyze the content and processes of New Student Orientation and determine what changes are needed. The goal is to develop a program that introduces important concepts to students that will be reiterated during FYES and to implement a system of individual advising sessions during NSO. We continue to refine and enhance our communication to students. We need to continue to streamline the use of texting to students. The new application that has an implied op-in will aid in this. There is also a strong need to explore our 24 hour payment window and determine if it is the best option for students or if an alternative can be found that would strike a balance between students' needs and the College's fiscal integrity.
2b: Improve customer service and communication for students	Jenny Beatie and David Poth	Student Affairs Council	In Progress/On Schedule	Meet with new HR Training Director and with college consultant from Hogan, Taylor & Associates to identify next phase of training, communication and Professional development opportunities. Develop a new set of KPIs to measure outcomes from these initiatives/programs.	1) Meeting with Mary Sirkel in Q1 '18 to determine if all employees have completed initial service training, then identify refresher training plan and new employee orientation module.
2c: Provide more personalized support services	Terri Alonso and Cheryl Elias	Guided Pathways Council	In Progress/On Schedule	Beginning in 2017-2018, new milestones and focus will center on the role that Career & Retention Services plays in the success of Guided Pathways. Initial 2017-2018 will include: Develop specific Career Services strategy and identify appropriate resources for interacting with students throughout their time at TCC, from prospective student to alumni. Identify office space on Metro, West, and Northeast Campuses where Career Services can expand their presence and provide additional services to students, faculty, and programs on those campuses. Continue with primary offices at Southeast Campus. Provide career exploration experience and opportunity as a component of New Student Orientation, with specific focus on those incoming students who are identified as Undecided or Undeclared. Develop and refine curriculum units in the newly redesigned First Year Experience Seminar class that introduce various aspects of career exploration and personal development, including the administration and interpretation of TypeFocus career assessments (interests, abilities, and values) as they affect life choices, as well as units on goal-setting and understanding personal learning preferences. Finalize customization of Career Coach, now called TCC Career Explorer, in anticipation of September 1st launch across the college. Touch points where TCC Career Explorer will be implemented include: - TCC Application for Admission (working with TCC IT staff and Emsi IT staff to develop a short, career-interest component, for the TCC application for admission, with program and career information based in TCC Career Explorer program). - First Year Experience Seminar (optional assignment) - Direct linkage to all program pages in the TCC catalog with relevant career information provided. With financing from Carl Perkins Supplemental Grant funds, all members of Career & Retention Services will participate in Global Career Facilitator Development training, a 120-hour professional development and certification program. Training will begin in fall semester. With financing from Carl Perkins Supplemental Grant funds, Career & Retention Services will develop and implement a pilot program of WorkFORCE, an employability readiness assessment, with prescriptive curriculum. WorkFORCE will be offered in a portion of TCC's workforce/AAS programs. With financing from Carl Perkins Supplemental Grant funds, Career & Retention Services staff will implement use of InterviewStream, an interactive mock interview software, for students' use as they pursue employment.	Complete the redesign of Career component for NSO and FYES. Complete GCDF certification exams (8 career personnel). Assist Nursing faculty with pilot of ETS Workforce program. Complete training and implementation of InterviewStream software, create a communication and marketing plan for all stakeholders. Complete proposed redesign of TCC Career Services model.
2d: Provide consistent student experiences across all campuses and locations	Terri Alonso and George Black	Student Affairs Council	In Progress/On Schedule	Completion of survey and evaluation of survey results with a prioritized list of items that need to be addressed which relate specifically to consistent, direct service to students. Target milestone completion date is December, 2017.	Completion of the Answer Center proposal and approval to proceed. Create training modules for each area of service offered in the Answer Center. Implement initial training with employees in the relocation space during the construction/remodel for the Student Success Center in April, 2018.
2e: Initiate a college-wide process for strategically scheduling classes to meet student needs	Eileen Kenney and John Gibson	Academic Affairs Council	In Progress/On Schedule	Review the fall enrollment for standard start times, room utilization, and fillage rates. Begin to utilize program mapping in building the spring schedule. There will be full implementation of standard start times for the spring 2018 semester. The Scheduling Review Team will review the spring schedule to ensure students are able to get a full schedule of course offerings, particularly at smaller campuses.	Full implementation of standard start and end times. Review the spring enrollment for standard start times, room utilization, and fillage rates. Begin to utilize program mapping in building the fall schedule. Review enrollment management consultant's recommendation for block scheduling and determine if and how the recommendation can be adopted by TCC. Transition the review of scheduling from the Committee to Schools and campuses to ensure that students are able to get a full schedule of course offerings.
2f: Create clear degree plans and pathways to completion for each academic program	Tracy Skopek and Molly Farley	Guided Pathways Council	In Progress/On Schedule	Finalize review process. Communicate out timeline, checklist and review procedures to Deans, AD's, Chairs and Faculty. Work with Jenn and few FAF's to create a dovetail process to include MAP review and ongoing assessment. Provide Deans, ADs, Chairs and Faculty with demos of what looks like in web and catalog. Full use of Degree Works by students and advisors to create custom MAPs.	Review the review process. Review MAP's to determine what additional items need refined for on going review process. Upload updated MAPs and Catalog materials to web.
2g: Implement policies that foster persistence and completion	Jan Clayton and John Gibson	Student Affairs Council	In Progress/On Schedule	The College is on track toward the implementation of two new software, Starfish Early Alerts and Career Coach by fall 2017. Mandatory test prep and mandatory test separation will be implemented. Begin working on priority enrollment and implement the redesigned student intake process.	Expansion of the use of Starfish Early Alert will continue in the spring 2018 semester along with the development of a plan to require its use by fall 2018 semester. Work with Academic Advising to develop a "Greenlight Graduation" procedure for all degree seeking students. Continue to work with stakeholders on the development of Scheduling Procedures.
2h: Improve entry-level placement process and developmental education	Joshua Baker, Kasty France, Lyn Kent, and Tracy Skopek	Guided Pathways Council	In Progress/On Schedule	Develop Developmental Education Committee Charter and membership structure Recruit Committee members Develop 2017-2018 Strategy Charter Meet with previous strategy managers to transition leadership Monitor fall 2017 enrollment to gauge the effect of new placement scheme in relation to pre-2017 placement scheme to help with section management. Clarify relationship to Committee of HLC Academy, Strategy 1e, and Kellogg Team	Initiate and oversee any necessary changes to placement tests and cut scores for Spring 2018 enrollment, including Accuplacer Next Gen Math- Analyze Mathways Project's success, develop reports for internal and OSRHE evaluation, and develop further recommendations English- Create assessment for and analyze corequisite model success, develop reports for internal and OSRHE evaluation, and develop further recommendations Continue to refine corequisite course scheduling in Banner and oversee any recommended changes Investigate compliance with OSRHE rules for placement and timely completion of developmental education requirements and develop recommendations Collect and analyze data for HLC Academy test changes Investigate and plan methods of providing inescapable student support
2i: Provide students access to affordable, quality textbooks and course materials	Jennifer Kneafsey	Administrative Operation Council	In Progress/On Schedule	Inclusive Access: 1. Increase communication and awareness by meeting with Faculty Association, providing updates to the provosts and working with IT to develop better communication notices for students 2. Maintain a 95% program retention rate for IA program 3. Insuring timely delivery of course materials for class start dates OER: 1. Increase awareness of OpenStax texts for Social Science and Business faculty. 2. Insure that all 53 adopting faculty members have access to OpenStax instructor materials, and have access to suggested syllabus language about OER materials.	OER: 1. Data from the Google survey will be analyzed to determine any modifications needed. 2. Comments from the Google survey will be used as part of the "thank you for choosing OpenStax course materials" campaign during Spring 2018. 3. Continue to increase awareness of OpenStax texts for Social Science and Business faculty.

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Goal 3 (Performance-Based Culture): Advance a Performance-Based Culture Built on Data-Informed Decisions and Continuous Improvement					
3a: Develop and implement an institutional effectiveness plan including the assessment of all college operations, programs, and activities	Kevin David and Cyndie Marshall	Institutional Effectiveness Council	In Progress/On Schedule	The next report will be in December so these milestones are for all of the Fall 2017 semester: - Finalize the online repository for annual program reviews and SLO assessment (possibly replace WEAVE with TracDat) - Work with IR&A on a model for annual operational assessment in all departments	- The team will determine which majors will be used to pilot the new annual program review process in 2018-2019 and work with faculty from those areas to prepare them for the new process. - Program review and assessment cycle timelines will be aligned. - The new program review process will be vetted with A-Team, ADAPT, and Faculty Department Chairs, before being shared at Academic Affairs Council in Spring 2018. The new process will be shared with all full-time faculty prior to the end of Spring 2018. - Reports on labor market demand will be created for each workforce development major for use in program reviews.
3b: Improve college-wide assessment of student learning outcomes	Jennifer Ivie and Jose Dela Cruz	Institutional Effectiveness Council	In Progress/Behind Schedule	SA - - Assessment data will be analyzed and submitted in units' annual reports - Units will submit AY18 assessment plans - Continue SA 3B working group AA - - Set up new assessment documentation site - Present new framework document to FDC/PD/PCs - FAFs complete draft PAPs for all programs within their department and submit to FDC/PD/PC - Departments working on finalizing their PAPs (due at the end of October)	Student Affairs: - Complete assessment activities that align with AY18 assessment plans. - Continue Student Affairs 3b working group. - Continue to work with IR&A to transition Student Affairs assessment related documents from Weave into Nuventive (formerly TracDat). Academic Affairs: - Launch TracDat. - Programs will report Communication Skills data in TracDat. - Full-time faculty and some part-time faculty will enter data into TracDat. - Departments will begin aligning CLOs with PLOs. - 2018-19 FAFs will be identified. - PAPs will be finalized. - Sustainability plans per department will be created.
3c: Analyze the organizational structure and make changes necessary to maximize institutional efficiency, integration, and effectiveness	Bill Ivy	Institutional Effectiveness Council	Completed	Council and Committee Structure Assignment of staff to committees and send appointment letters. Workshop for council and committee chairs. Determination and establishment of an accessible repository for agendas and minutes.	The strategy is essentially complete. Some changes in selection processes, timelines and reporting of council or committee activities and actions will be made as needed. These changes, if any, will be determined and implemented through the normal functioning of the Council Effectiveness Committee.
			Completed	Academic Affairs Reorganization None	
			Completed	Student Affairs Reorganization None	
3d: Create and implement a strategic enrollment management plan	Eileen Kenney	Student Affairs Council	In Progress/Behind Schedule	Have a fully functioning Enrollment Management Committee meeting regularly and tracking progress of the various strategies within 3d.	The committee will develop a complete update on each of the 44 individual strategies and determine if each of the 2015 strategies are still relevant and if any new strategies need to be added to address gaps or new developments.
Goal 4 (Employee Development): Strengthen Employee Diversity, Training, Accountability, and Compensation					
4a: Recruit and retain quality employees who reflect the diversity of the local community	Eunice Tarver, Shawn Liggins, and Sandy Cooper	Administrative Operation Council	In Progress/Behind Schedule	Modify, revise and enhance training utilizing survey feedback. Evaluate new faculty demographics, including applicant pools and final candidates.	Expand targeted social media advertising for recruitment of all full-time positions.
4b: Attract and retain talented employees through competitive salaries and benefits	Sandy Cooper, Jeff Owens and Christa Harris	Administrative Operation Council	In Progress/On Schedule	Review staff equity Launch Faculty Compensation Task Force Update market data for staff positions Make 2018 Benefits Selection	Benefit Committee will meet in Q1 & Q2 to review 2017 trending on benefit data and determine future plan changes (if any). Complete Staff Equity Review Begin Market review for all positions
4c/e: Implement a comprehensive training system for new and existing employees; increase professional development for all employees	Sandy Cooper and Mary Sirkel	Administrative Operation Council	In Progress/On Schedule	Planning for Spring PDD is underway (2/16/18 at NSU-BA); plan for securing keynote speakers is underway. Also, dates will be set for 3-5 years out and locations requested/ secured as soon as appropriate. Skillsoft: develop instructor-led training and record attendance for training events for Learning Transcripts	Revamped Supervisor 101 class for Spring 2018 Implement Required training soft launch for all employees utilizing Skillsoft Define other training needs and prepare catalog of learning programs that support TCC's core values
4d: Improve internal communication processes regarding institutional decisions	Paula Settoon and Lindsay White	Institutional Effectiveness Council	In Progress/On Schedule	Conduct usability studies for new intranet design. Launch both the redesigned portal and repository. Draft of process created to ensure documentation (minutes, membership lists) for the new councils and committees are posted on the repository in a timely manner and adhere to college standards.	Launch redesigned portal (planned for January 2018). Finish and implement content management plan for My TCC portal. Conduct first audit of documentation on the council and committee repository. Draft communication guidelines as resource for employees (provides guidance when to use email, The Week, etc.)
4f: Revise the performance appraisal process with a stronger emphasis on employee development and accountability	Sandy Cooper and Sean Weins	Administrative Operation Council	Completed		

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Goal 5 (Resources): Ensure Financial, Physical, and Technological Resources are Adequate to Support Educational Programs					
5a: Implement a transparent process to allocate resources based on strategic priorities and the productivity of programs	Mark McMullen	Institutional Effectiveness Council	In Progress/On Schedule	Review multi-year forecasting model. Begin discussions with newly formed Budget Committee.	Identify gaps in linking budget to strategic plan per HLC guidelines. Budget committee to review and recommend any process changes to IE Council.
5b: Evaluate the sustainability and cost effectiveness of offering courses at all locations	Mark McMullen, Steven Cox, and Qi Moss	Institutional Effectiveness Council	Completed		
5c: Increase financial contributions from private and public sources to support programs and operations	Lauren Brookley	External Affairs Council	In Progress/On Schedule	launch quite phase of capital campaign. hold first meeting of 50th anniversary committee. complete implementation of new CRM software for development.	The next milestone is 60 percent of total goal achieved for the Campaign. This is scheduled for fall 2018 but in light of the current pace may conclude in spring of 2018. In addition the full implementation of one cycle of our new scholarship process and full implementation of the donor software is scheduled for the upcoming semester. The next milestone in Sponsored Programs is writing a \$1 million grant request for STEM scholarships through the National Science Foundation. The grant is due in March and is expected to be announced no later than 10/18.
5d: Update the facilities master plan to include improvements and necessary repairs with a focus on accessibility	Steven Cox and Qi Moss	Administrative Operation Council	In Progress/On Schedule	Continue improving parking lots through contracted work. Also, through on-going planning and assessment identify windows of opportunity for further enhancements.	Pending weather, begin seal-coating lots 2, 3, and 6 at the Metro campus along with re-striping for enhanced visibility for students. Continue assessing signage improvements, including those along wooded areas and properties TCC owns that run adjacent or are close geographically to the main campus area(s). Further, development of specifications for parking lot upgrades at the NEC.
5e: Increase efforts to ensure campus safety	Gene Wideman, Heather Hancock, and Matt Sharpe	Administrative Operation Council	In Progress/On Schedule	<ol style="list-style-type: none"> 1. Ensure consistency among the campuses in safety planning and emergency responses while aggressively training and testing those plans and procedures. Long Term 2. Continue with developing a document that can be used to communicate to the larger campus community concerning training, drills and exercises that are being conducted. Short Term 3. Research the best practices for emergency notification. Short Term 4. Determine appropriate signage for the outside of buildings and consistent numbering and signs on the inside of our buildings. Consider renumbering our classrooms, possibly to a GPS system so numbering clear and consistent and can be modified for future construction. Long Term 5. Improve our pedestrian pathways, start with an assessment of each campus. This is a 5 year goal. 6. Obtain an emergency generator for the Dispatch center. Ensure that Campus Police dispatch has fully trained staff and a fully functional Dispatch center. Short Term 7. TRAINING: Have each Campus Response Team do a minimum of one table top exercise each year. Consider Association of Public Safety Officials (APCO) training and/or certification for dispatch. Mandate the Campus Police Training Director attend all exercises and drills. Short Term 8. Require an "After Action Report" be completed after each drill and exercise - Short Term 9. Driver training for all TCC Employees who checkout a campus vehicle. In addition, student driving will be addressed with the creation of authorized drivers. This way our student employees will be able to checkout a campus vehicle for college business. Short Term 10. Move car checkout from a paper checkout form to an online page in ProcessMaker. - Short Term. 	<ol style="list-style-type: none"> 1. Announced and unannounced drills will be conducted in Spring 2018. 2. Finalize and distribute Emergency Management brochure. 3. Desktop Takeover will be tested for 1 fire and 1 tornado drill. The College Safety Committee and newly formed safety taskforce will research best practices. 4. The Director of Emergency Operations will write a proposal for outdoor signage to be shared with facilities before taken to the council. 5. Continue assessing pedestrian pathways on all other campuses. 6. The Chief of Police will explore alternate grant funding sources. The Chief of Police will request a work order to the electrician for information about dispatch power usage and need. The Chief of Police will also find out if we could get a natural gas generator. 7. Conduct 4 tabletops by July 1. 8. Continue After Action Reports. 9. Implement and post the Driver training policy. 10. Finalize the ProcessMaker car checkout form process.
5f: Increase efficiency and sustainability through paperless forms and processes	Michael Siftar	Administrative Operation Council	In Progress/On Schedule	College-wide adoption of Leave Approval and Leave Report processes and retirement of paper Leave Request form. Development of online vehicle checkout process. Scoping for Faculty Review process. Implementation of additional Change of Status Form options. Analysis of Leave Approval workflow for bi-weekly paid employees.	Deployment of FICA Exemption process. Deployment of State Tax Withholding process. Deployment of Testing Center process. Development of Employee Tuition and Fees Waiver process.
5g: Utilize technology that best serves the mission and needs of students and employees	Michael Siftar	Administrative Operation Council	In Progress/On Schedule	Cutover of MyTCC portal to version 5.3. Support for MyTCC changes in support of Intranet initiative. Testing of Banner 9 admin pages with defined migration date. InfoSec standards approved for 17 key categories. Progress with Windows 10 roll-out. Assessment of VDI solutions for upcoming PC fleet replacement. Installation and configuration of new server and storage hardware. IT support for SEC Vision 2025 construction project.	Banner environment upgrade followed by deployment of Banner 9 Administrative Applications. Deployment of MyTCC Intranet redesign. Southeast campus networking redesign in support of Vision Tulsa construction project. Complete Virtual Desktop Infrastructure proof of concept. Complete Windows 10 roll-out. Development of new Password Management System. Complete classroom technology gap assessment.

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Goal 6 (Community Partnerships): Optimize Community Partnerships and Outreach					
6a/b: Strengthen partnerships with local businesses on workforce program development; implement a comprehensive system of analyzing workforce trends to ensure programs are meeting the local community's needs	Patrick Green	Academic Affairs Council	In Progress/On Schedule	Finalize Retail Management Certificate curriculum with faculty in School of Business and IT and Reasor's partnership. Launch Certified Logistics Technician courses. Finalize all fall advisory board dates. Begin outreach to adult learners with little to no college experience to address skills gap. Development of logistics credit program in addition to CE program. Development of new outreach materials to area employers, especially those currently serving on advisory boards.	Launch court reporting program (second court reporting school in Oklahoma and only one in Tulsa area) Plan and hold Advisory Committee Appreciation Breakfast. Develop workforce development newsletter to send to all advisory committee members. Replicate 20/20 program from Arvest to CapitalOne Auto Finance. Develop three new short-term non-credit certificate programs in IT, Accounting, and Administrative Service to be launched in fall 2018. Finalize program review process to integrate labor market research into academic program evaluation. Develop curriculum to expand corrections offerings into the manufacturing and logistics fields.
6c: Increase student recruitment efforts, emphasizing traditionally underserved students and regions experiencing population growth	Libby Adjei & Rachael Achivare Hill	Student Affairs Council	In Progress/On Schedule	Diversity Outreach Programs is working with Tulsa Housing Authority to host LEAP (college-readiness program) at various housing complexes. We are working with the Tulsa Health Department to continue to host LEAP at their Teen Zone events and we are setting up a table once a month. We are working with area Native American Nations and schools to host a College Achievement Summit this coming school year 2017-2018. Admission Prospective Student Services has implemented a communication plan including bilingual materials (English & Spanish). We have developed an annual calendar for Prospective Student events and communication. We are hosting "OUT for TCC" in partnership with Oklahomans for Equality for LGBTQ. This is the only prospective student outreach program in the state of Oklahoma for LGBTQ high school students. We will host Recruitment Outreach Training for faculty and staff.	Diversity Outreach Program: We are hosting the College Achievement Summit partnering with the NAACP and other organizations. MASH Camp Reunion (this is reunion is for students that have participated in the last three camps). Admission & Prospective Student Services has hired an Admission Assistant to increase outreach efforts to adult/non-traditional prospective students (this is the greatest area of need for first-time entering recruitment). We are working with Workforce Development to identify area employers with tuition reimbursement programs and establish site visits to promote enrollment. We are also partnering with TRIO EOC to conduct On Site Admission workshops with area GED sites.
6d: Work with local high schools to improve college readiness	Lissa Steadley and Mary Cantrell	Academic Affairs Council	In Progress/On Schedule	(1) Identify high school partners to pilot the transition courses spring 2018 using high school English teachers. (1b) Create professional development workshop for high school teachers teaching the course. (2) Make the Dual Credit to College Degree opportunity available to all service area districts and identify possible partners.	(1) Schedule three sections of the transition English for fall 2018. (1b) Develop summer workshop for high school teachers teaching the transition courses. (2) Add AAS degree maps to Dual Credit to College Degree Maps.
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	Academic Affairs Council	In Progress/Behind Schedule	- Complete program maps with links to articulation agreements. - Update college transfer page on TCC website. - Work with RSU & NSU to ensure all agreements are up to date and posted to our program maps.	- Link all articulation agreements to program maps. - Continue to update transfer information on TCC website and increase visibility. - Begin work on Tulsa data for Gardner Transfer Institute. - Continue work with OSU, NSU & RSU to update agreements and look for new opportunities.
Goal 7 (Marketing): Enhance Marketing and Communication of Programs and Services					
7a: Redesign the website to ensure accessibility and a user-friendly experience	Kari Shults and Jason Powers	External Affairs Council	Completed	Implement changes to A-Z and Request More Info.	implement recommendations for the website user survey.
7b: Increase strategic marketing of programs to the appropriate audiences by all stakeholders	Kari Shults	External Affairs Council	In Progress/On Schedule	Kick off the committee meeting and use it as a vehicle to vet ideas and get buy in for marketing support. Follow up with Business and IT to review materials needed and make recommendations.	Begin production of School brochures. Revise advertising campaign to highlight different academic programs.
7c: Reevaluate advertising campaign	Kari Shults	External Affairs Council	Completed	Reassess and refine	Incorporate changes from a focus group comparing Bring Your Ambition to the Branding Campaign A Community for You.