



Tulsa Community College

2016-2020 Strategic Plan: Quarter 4 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)	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	Establish strategy managers, develop charter, and milestones for the AY 2017-2018.	The activities for this strategy primarily take place in spring. They are reflected on the Annual Strategy Charter.
1b: Institute a college-wide process for hiring part-time faculty members	Mike Limas	Academic Affairs Council	In Progress/On Schedule	The ACS Directors will begin reviewing options for adding an instructor contact information component to the database.	<ol style="list-style-type: none"> To release the database to adjunct hiring supervisors. To assemble the contact information component of the database and add it to the existing adjunct course assignment data. To begin the dialogue on how to incorporate adjunct performance information, i.e., OK to Rehire.
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	Creation of a strategy team to assess and revise the current process. This team will be composed of some members of the original team, as well as new members. A team will also be formed to create an implementation plan.	<p>The next report will be in December so these milestones are for all of the Fall 2017 semester:</p> <ul style="list-style-type: none"> - 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's E-portfolio system; the TracDat company; I think this is it: https://www.nuventive.com/nuventive-iwebfolio)
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/Behind Schedule	During Q4, this strategy was assigned to a new team that will focus on a syllabus review process.	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.
1e: Increase access to quality tutoring and academic support labs	Sydney Teel, Josh Baker, Randy Dominguez	Academic Affairs Council	In Progress/On Schedule	Finalize CRLA certification content for submission to CRLA for approval of training and certification. Begin marketing of Upswing to Summer Enrolled students to begin Online Tutoring using the Upswing platform (both ad-hoc tutoring and scheduled tutoring). Invite other tutors from non-English and math disciplines to participate in Upswing Pilot. Begin pilot training of CRLA Certification for Tutors.	<ol style="list-style-type: none"> 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. 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. We will look at results from the Upswing trial to determine continued use of Upswing as the TCC online tutoring platform going forward. 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.
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	In Progress/On Schedule	<p>Creation of an implementation plan for the approved competency-based framework. In addition to working to connect some existing workshops, etc., to the new framework, we'll create an overall structure for the new framework, including goals, communication and assessment plans, and a time frame for completion of this work, which may need to be vetted, in part, by constituent groups.</p> <p>Creation of a strategy team to assess and revise the current process. This team will be composed of some members of the original team, as well as new members. A team will also be formed to create an implementation plan.</p>	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.

Strategy	Strategy Manager(s)	Council Assignment	Status	Last Semester Milestones	Next Semester Milestones
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	The communication audit will be complete with enhanced messaging to students. Revised admission application will be in progress ready to complete in August.	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.
2b: Improve customer service and communication for students	Jenny Beatie and David Poth	Student Affairs Council	In Progress/Behind Schedule	Identified and assigned new strategy manager (Jenny Beatie); Attended service training for Academic Affairs on July 25.	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.
2c: Provide more personalized support services	Terri Alonso and Cheryl Elias	Guided Pathways Council	Planning/Development	Training will be provided in June to faculty that have volunteered to utilize the software in their summer courses. Additional faculty volunteers will be solicited to implement the early alert system in the Fall. We will continue to hire and train Academic Advisors. Newly revised NSO sessions will be offered throughout this quarter.	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.
2d: Provide consistent student experiences across all campuses and locations	Terri Alonso, George Black	Student Affairs Council	In Progress/On Schedule	Develop a college-wide survey to determine consistency gaps and the need for additional changes related to the student experience.	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.
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	Full implementation of standard start and end times by Spring 2018. Continued review of schedule by Scheduling Review Team.	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.
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	Complete links on webpages, revise as needed; complete entry into Degree Works; Students and advising accessing MAPs; Create process for continuous review of MAPs to refine and update as needed. Connect to yearly program review.	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.
2g: Implement policies that foster persistence and completion	Jan Clayton and John Gibson	Student Affairs Council	In Progress/On Schedule	Continue development of procedures to support new changes to placement testing processes. Implement summer pilot of the Early Alert System.	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.
2h: Improve entry-level placement process and developmental education	Joshua Baker, Kasty France, Lyn Kent, Tracy Skopek	Guided Pathways Council	In Progress/On Schedule	Monitor fall 2017 enrollment to gauge the effect of new placement scheme in relation to pre-fall 2017 placement scheme to help with section management. Plan next year's goals for the HLC Academy.	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-fall 2017 placement scheme to help with section management. Clarify relationship to Committee of HLC Academy, Strategy 1e, and Kellogg Team
2i: Provide students access to affordable, quality textbooks and course materials	Jennifer Kneafsey and Jonathan Sadhoo	Administrative Operation Council	In Progress/On Schedule	OER - Ensuring that Faculty have all needs addressed and establishing any necessary support. Inclusive Access - Successful implementation of Inclusive Access for the Math Pathways initiative.	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.

Strategy	Strategy Manager(s)	Council Assignment	Status	Last Semester Milestones	Next Semester Milestones
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 Strategy Managers will develop a work plan for next year. The new Research & Assessment Analyst II in IR&A will be hired. The SLO Assessment Framework will be adopted and planning put in place for implementation.	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
3b: Improve college-wide assessment of student learning outcomes	Jennifer Ivie and Jose Dela Cruz	Institutional Effectiveness Council	In Progress/On Schedule	Some Student Affairs areas will begin analyzing data collected as part of the AY17 assessment cycle and use data that has been collected and analyzed to complete Student Affairs Annual Report and plan for AY18. All PLOs and CLOs will be finalized in Weave; trainings created for new FAFs; feedback on Framework incorporated and document finalized; training for new FAFs will have begun	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)
3c: Analyze the organizational structure and make changes necessary to maximize institutional efficiency, integration, and effectiveness	Bill Ivy	Institutional Effectiveness Council	In Progress/On Schedule	Council and Committee Structure Assignment of faculty representation to committees Appointment letters from president to council and committee members for 2017-2018.	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.
			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/On Schedule	The Enrollment Management Committee will be formed and ready to begin meeting in September 2017. This will help better communicate and implement those individual strategies that fall outside the area of EM. Admission and Prospective Student Services will begin to focus on how faculty and interested staff can be better incorporated in recruitment activities--hosting training.	Have a fully functioning Enrollment Management Committee meeting regularly and tracking progress of the various strategies within 3d.
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.	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	Administrative Operation Council	In Progress/On Schedule	Complete faculty equity adjustments	Review staff equity Launch Faculty Compensation Task Force Update market data for staff positions Benefits Selection Make 2018
4c/e: Implement a comprehensive training system for new and existing employees; increase professional development for all employees	Sandy Cooper & Mary Sirkel	Administrative Operation Council	In Progress/On Schedule	Complete program for Professional Development Day Formal Launch of Skillsoft on-line training system	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
4d: Improve internal communication processes regarding institutional decisions	Paula Settoon and Lindsay White	Institutional Effectiveness Council	In Progress/On Schedule	Incorporation of standardized agenda and minutes template into council toolkit and begin 2nd phase of council toolkit creation; change managers assigned to councils; intranet mock-up has been presented to cabinet and their edits and have been incorporated into structure; existing information uploaded into new Intranet format; finalize policy, procedure, guideline document	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.
4f: Revise the performance appraisal process with a stronger emphasis on employee development and accountability	Sandy Cooper and Sean Weins	Administrative Operation Council	Completed		

Strategy	Strategy Manager(s)	Council Assignment	Status	Last Semester Milestones	Next Semester Milestones
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	Budget Performance Index was calculated for all budgets. Information was used to help construct multiple budget scenarios.	Review multi-year forecasting model. Begin discussions with newly formed Budget Committee.
5b: Evaluate the sustainability and cost effectiveness of offering courses at all Qi Moss locations	Mark McMullen, Steven Cox,	Institutional Effectiveness Council	Completed	Continued focus on lowering energy costs. Continued analysis of high cost programs.	None
5c: Increase financial contributions from private and public sources to support programs and operations	Lauren Brookey	External Affairs Council	In Progress/On Schedule	Hiring is complete for the External Affairs development staff and a new Director for Sponsored Programs has been identified. The Title III grant was submitted on April 17. The Feasibility Study requiring 53 interviews with donors and community leaders was completed with the report expected in the next quarter. Cultivation events have been launched. The Blue Book with an overview of all current, pending and desired grants is near completion.	launch quite phase of capital campaign. hold first meeting of 50th anniversary committee. complete implementation of new CRM software for development.
5d: Update the facilities master plan to include improvements and necessary repairs with a focus on accessibility	Steven Cox, Qi Moss	Administrative Operation Council	In Progress/On Schedule	Additional sidewalks were identified and an outside contractor improved accessibility for our students, faculty, and staff. Further, discussions regarding implementation of the facilities master plan were held, and currently the broad master plan will be deferred to a later date for funding reasons. A portion of the plan may be implemented in the nearer term.	Continue improving parking lots through contracted work. Also, through on-going planning and assessment identify windows of opportunity for further enhancements.
5e: Increase efforts to ensure campus safety	Gene Wideman, Heather Hancock, Matt Sharpe	Administrative Operation Council	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. Continue the develop of 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, start with an assessment of each campus. This is a 5 year goal. Emergency generator for the Dispatch center. Ensuring that we have a fully trained and functional Dispatch center.	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.
5f: Increase efficiency and sustainability through paperless forms and processes	Michael Siftar	Administrative Operation Council	In Progress/On Schedule	Testing Center process workflow deployed to QA environment for validation. Leave Request Form workflow in final stages of testing and is pending production deployment. Modifications completed for 2017 Staff Performance Reviews. Newly created processes to support HR (Summer Pay) and IT (Active Directory access) have been completed and deployed.	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.
5g: Utilize technology that best serves the mission and needs of students and employees	Michael Siftar	Administrative Operation Council	In Progress/On Schedule	Blackboard environment successfully migrated to SaaS platform. Initiated formal TCC InfoSec program. Implemented multi-site Active Directory configuration. Established Apple computer domain and migration of classroom computers is currently underway. Wireless captive portal solution selected and EULA enabled for Guest wireless network.	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.

Strategy	Strategy Manager(s)	Council Assignment	Status	Last Semester Milestones	Next Semester Milestones
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	Hold Advisory Appreciation Breakfast, Work with IRA to develop an instrument to validate Institutional Learning Outcomes with employers, hold first drone and aquaponics classes, add expanded MOUs and corporate training in manufacturing sector, finalize summer CE schedule to offer professional development for area employers, Work with Tulsa Regional Chamber on Lumina grant application to address skills gap, begin TTC/TCC articulation process to ensure local employers needs are met beyond entry level.	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.
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	Overhaul the TCC/HAF Hispanic Luncheon to fit the TCC/NAACP College Achievement Summit framework. This new model will focus on increasing the enrollments and college readiness of Latino students throughout the greater Tulsa area. Diversity Outreach has also started partnering with local churches to strengthen their focus on recruiting both traditional and nontraditional students into TCC. Admissions & Prospective Students is in the process of hiring a new Director. Once the Director has been hired and successfully transition into their role, the Director of Diversity Outreach Programs will set up an initial meeting so that the two can focus on developing a recruitment/marketing plan to increase the enrollment of students of color. Diversity Outreach Programs is also working to expand their college readiness program "LEAP" to two additional schools which helps to strengthen the pipeline for students of color to enter TCC college ready.	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.
6d: Work with local high schools to improve college readiness	Lissa Steadley and Mary Cantrell	Academic Affairs Council	In Progress/On Schedule	(1) Develop materials for English transition course (2) Complete design for Dual Credit to College Degree partnership with Union Public Schools	(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.
6e: Create a seamless process for university transfer through systematic development and monitoring of articulation agreements with four-year partners	Dr. Cindy Hess and Cyndie Marshall	Academic Affairs Council	In Progress/On Schedule	-Update program maps with links to articulation agreements. -Work with RSU to ensure all agreements are current and linked to program maps. -Work with NSU to ensure all agreements are current and linked to program maps.	- 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.
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, Jason Powers	External Affairs Council	Completed	We are working to update the Catalog online as well as implement Career Coach on the website. Another milestone will be to hire a web manager to oversee website updates and strategy.	Implement changes to A-Z and Request More Info.
7b: Increase strategic marketing of programs to the appropriate audiences by all stakeholders	Kari Shults	External Affairs Council	In Progress/On Schedule	Establish the Marketing and Communications committee and use that as a platform for helping with marketing of programs and services.	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.
7c: Reevaluate advertising campaign	Kari Shults	External Affairs Council	Completed	We are going to test the Littlefield project with prospective students. We are going to test it against Bring Your Ambition so we have something to compare it to for students. We plan to launch the Littlefield campaign in 2018.	Reassess and refine