

TALLAHASSEE COMMUNITY COLLEGE

STRATEGIC PLAN

2019-2023 | Year Two Report





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TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT	1
STRATEGIC PLAN	2
INTRODUCTION	3
ACCESS	4
STUDENT SUCCESS	10
WORKFORCE	20
PARTNERSHIPS	26
RESOURCES AND EFFICIENCY	32
KEY PERFORMANCE INDICATORS	36
STUDENT SUCCESS DATA	38

MESSAGE FROM **THE PRESIDENT**



This report marks two years from the beginning of Tallahassee Community College's launch in identifying our strategic priorities focused on building access, student success, partnerships, workforce, resources and efficiency. We are pleased to highlight the work and progress of our committee leads as we move forward in our four-year plan to achieve impact in our community. The purpose of this report is to provide an update of where we are today and the work we will continue to do to make our shared vision for student success.

The purpose of this report is to provide an update of where we are today and the work we will continue to do to make our shared vision for student success.

We are thankful for the work led by the strategic leads and directors, made up of more than 83 members of our TCC community from across campus. Their efforts have been remarkable given the challenges of this last year surrounding the pandemic as we sought to ensure that our services to students remained timely, efficient, and personalized.

Organized around the five priorities of the Strategic Plan—access, student success, workforce, partnerships, resources and efficiency—this report documents the impacts we have achieved, and highlights specific activities

As you read through, we hope you'll reflect on how to deepen your engagement with the strategic priorities and how to advance collaboration with members of our college community to reach our goals.

accomplished in year two. As you read through, we hope you'll reflect on how to deepen your engagement with the strategic priorities and how to advance collaboration with members of our college community to reach our goals.

We are excited to see what the next two years bring as we move forward in these efforts and expand upon the Plan. I look forward to continuing this journey with all of you.

With appreciation,

A handwritten signature in black ink, appearing to read "Jim", with a large, sweeping flourish underneath.

Jim Murdaugh, Ph.D.
President, Tallahassee Community College

STRATEGIC PLAN

MISSION

The mission of the college is to provide a learning environment that prepares students for success in a global economy by offering higher education pathways, workforce opportunities and civic engagement.

VISION

To be recognized as the college of choice.

STRATEGIC PRIORITIES

ACCESS

Strengthen and expand access by increasing awareness of educational opportunities that are reflective of student, business and community needs.

STUDENT SUCCESS

Promote a student-centered environment that focuses on student achievement, engagement and educational excellence.

WORKFORCE

Achieve regional and statewide recognition as a premier college of choice for providing workforce training by delivering high quality programs and instruction that enables students to grow, succeed and stay globally competitive.

PARTNERSHIPS

Nurture collaborative relationships with K-12, universities, businesses and community partners to develop a cohesive educational strategy that ensures seamless alignment and builds a skilled workforce that leads to economic mobility and increased educational attainment.

RESOURCES AND EFFICIENCY

Strategically leverage, grow and utilize resources to maximize student success and institutional sustainability and effectiveness.

INTRODUCTION

The cornerstone of every successful academic institution is a commitment to academic excellence and student success through a focus on equity, teaching, learning and personalized support. At TCC, our student success trajectory, measured by national and state standards, identifies our college as a national leader in community colleges, especially in providing dynamic improvements in key performance indicators.

This year two report is divided according to the priorities of the Strategic Plan;

1. Access
2. Student Success
3. Workforce
4. Partnerships
5. Resources and Efficiency

Under each strategic priority are multiple high impact strategies which help guide all activities at the College to align with the Plan.

The best is yet to come.

Within this report are highlights of the tremendous efforts put forth by our faculty, staff and administration to lead the College during times of great challenge and crisis. In particular, our campus community banded together to help carry the vision and mission of the College during the Covid-19 pandemic. These efforts included an *all-hands on deck* approach to the following:

- Closing enrollment gaps
- Embedding academic support services into the virtual classroom
- Offering student engagement outreach online and professional development training to faculty to enhance student learning through synchronous LIVE courses
- Launching a **TCC CARES** campaign to grant emergency funding to students
- Delivering a **Be Essential** campaign to assist community members in need of up-skilling and retraining for employment in rapid time.

1. ACCESS

Strengthen and expand access by increasing awareness of educational opportunities that are reflective of student, business, and community needs.

STRATEGIC PRIORITIES

- 1.1 Ensure clear pathways for all students to pursue a post-secondary education that leads to economic mobility.
- 1.2 Create and implement a clear and comprehensive strategic enrollment management plan that addresses the ongoing needs of student recruitment and engagement.
- 1.3 Increase the college-going rate of students from every district high school, and the percentage of district high school graduates who apply and enroll at TCC.
- 1.4 Ensure programs are accessible and affordable.

1.1 Ensure clear pathways for all students to pursue a postsecondary education that leads to economic mobility.

1.2 Create and implement a clear and comprehensive strategic enrollment management plan that addresses the ongoing needs of student recruitment and engagement.

TCC'S JUMPSTART PROGRAM afforded high school juniors and seniors the ability to select Dual Enrollment (DE) courses with or without having met the placement score testing criterion, during summer and fall of 2020.

The **TCC SCHOLAR PROGRAM** is designed to recruit outstanding high school graduates with a 3.00 GPA or higher over the summer who are enrolling in their first year of college studies. The program promotes academic excellence, leadership growth, entrepreneurial mindset, career readiness and opportunities for engagement.

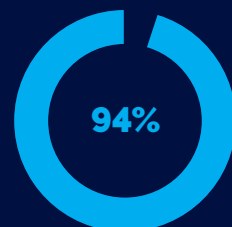
EAGLES RISE SUMMER ACADEMY connects low income, minority and first-generation students with faculty, staff and resources across TCC's campus to help them achieve a successful academic, social and personal transition to TCC.

60% increase in Black students enrolled in summer courses culminating in a **94% dual enrollment success rate**. Success rates **improved 5%** Fall 2018-Fall 2020.

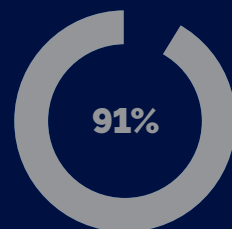
TCC Scholars had a **91% retention rate** from Summer to Fall 2020 with nearly **70%** making the Honor's List.

Eagle's Rise had an **83% retention rate** from Summer to Fall 2020 with the average cumulative **GPA of 2.91**. One-third made the Dean's list or higher.

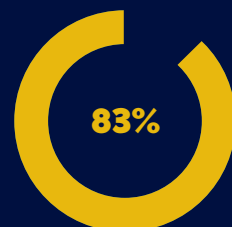
Dual Enrollment
Success Rate



TCC Scholar
Summer-to-Fall
Retention Rate



Eagles Rise
Summer-to-Fall
Retention Rate



1.3 Increase the college-going rate of students from every district high school, and the percentage of district high school graduates who apply and enroll at TCC.

TRIO programs

Academic and career coaching in grades 6-12.

Take Stock in Children (TSIC)

TSIC provides academic mentors and study groups. In 2020, TCC was awarded \$55,977 to service these programs, in addition to receiving \$15,000 for the Community Human Service Partnership. TCC provides in-depth outreach ensuring that students have access to resources and information no matter their location.

Middle School Outreach

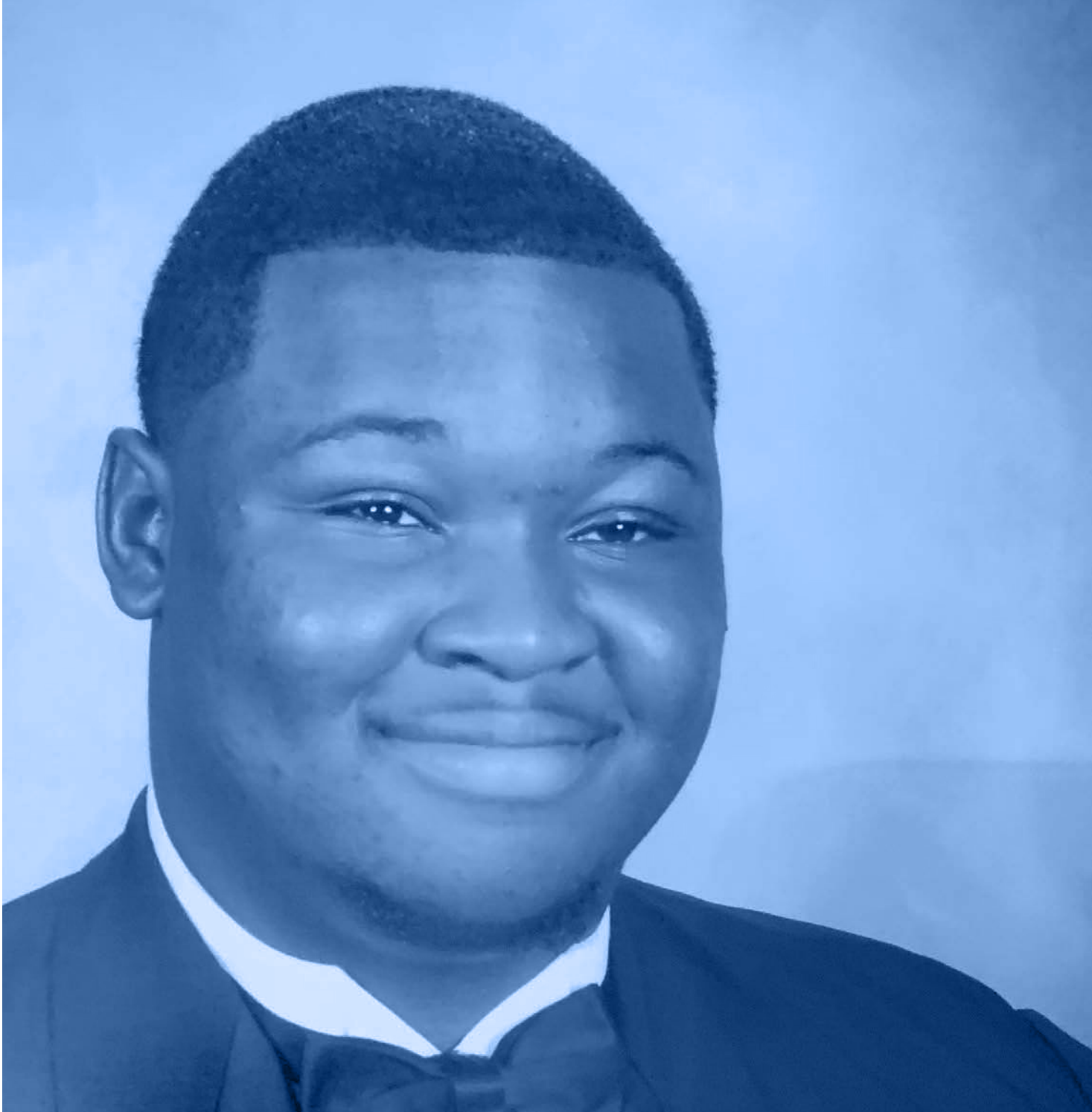
TCC has spent the last year working to provide virtual programs and open house activities for both students and parents. Sessions target student interests and expose them to non-traditional career options such as highlighting women in machining/engineering and automotive, and men in nursing and health care careers.

“With the help of the Summer Scholars Program, I created friendships and was provided the help I needed to become better acclimated to college life. Thank you to the Scholar’s Program and the individuals that helped me along the way, Go Eagles!

SAMUEL OMEKE

*2020 TCC Scholar,
STEM Scholarship Recipient,
Marianne Fischer Scholar*

HIGHLIGHTS
2020-2021



TCC's TRIO Educational Talent Search program received **\$277,375** in funds **servicing 383 students** in Gadsden County.

The Verizon Innovative Learning Grant awarded TCC **\$80,000** to **service 100 middle school girls** focused on STEM learning in Leon County.



1.4 Ensure programs are accessible and affordable.

Open Educational Resources (OER)

OER are freely accessible, openly licensed text, media, and other digital assets that are useful for teaching, learning, and assessing as well as for research purposes.

During the 2020-21 academic year, TCC conducted a comprehensive review of OER-supported courses, and identified additional programs and courses that could be considered for OER inclusion. As part of the year two progress, faculty identified the needed partnerships to expand the use of OER in the classroom and are moving forward to advance these cost-effective services.

OER Courses

Biological/Chemical Sciences

Gateway Algebra

Associate Degree (AS) Degree Programs

Developmental Communications

Faculty Support

TCC supports faculty in presenting at and attending OER-related conferences and meetings. The College also provides stipends for utilizing OER materials. TCC Online and faculty librarians have been instrumental in collecting resources and sharing these resources with faculty. This information is embedded within the faculty learning management system (Canvas) pages.

*50% of faculty
have used OER*





TCC LIVE courses

TCC was the first college in Florida to create and transition instruction into LIVE (*Learning Interactively in a Virtual Environment*), a synchronous modality. TCC LIVE courses allowed students to continue meeting with their faculty and classmates at the same time as they would in-person through Zoom.

Workshops and Training

Faculty were immediately supported and trained through the *When a Pandemic Strikes* workshop series to provide tips and techniques for engaging students virtually, as well as ways to accommodate student needs from a pedagogical perspective.

Support Resources

Students with limited or no access were given opportunity to check out laptops and hotspots at no extra charge through the Office of Academic Affairs. The resulting rewards of these efforts were quickly evidenced through both faculty and student surveys.

“*All of my instructors have been working extra hard to make sure everyone is comfortable with all of the changes. TCC has been very transparent with everything and I appreciate that so much. I love TCC!*”

**2020 STUDENT
SURVEY RESPONSE**

2. STUDENT SUCCESS

Promote a student-centered environment that focuses on student achievement, engagement and educational excellence.

STRATEGIC PRIORITIES

- 2.1 Develop a comprehensive student services model that ensures early connections to college, academic and career pathways and personalized support for students.
- 2.2 Provide integrated, targeted support services that promote student success.
- 2.3 Employ data-informed teaching and learning techniques to promote academic excellence and student achievement.
- 2.4 Assure equity in outcomes for all groups in relation to persistence, degree and certificate completion, and transfer rate.

2.1 Develop a comprehensive student services model that ensures early connections to college, academic and career pathways and personalized support for students.

TCC faculty met in March 2021 to answer the following question:

How might TCC faculty enhance or redesign the College's existing faculty to student engagement framework to improve student success?

The Faculty-Student Engagement model was developed as a result, it is upheld by three institutional pillars:

1. Personalized Connections
2. Ownership and Continuity
3. Measurable Outcomes



TCC redesigned the New Student Orientation and advising process with the embedded Super Strong Inventory.

All TCC applicants receive an intake survey to complete along with the Super Strong Career Assessment to gather information to be used for Pathways advising.

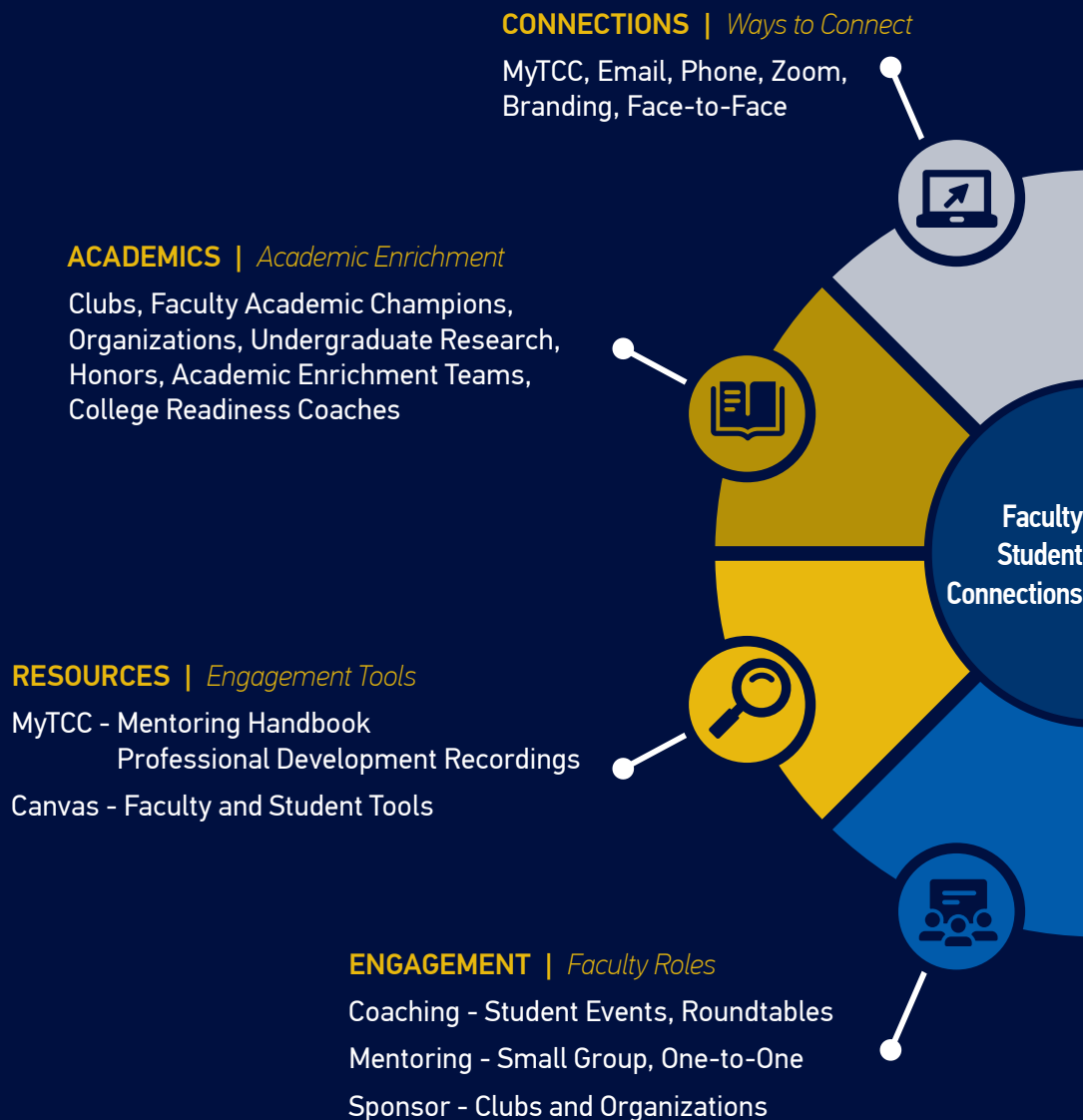
The assessment results and RIASEC (Realistic, Investigative, Artistic, Social, Enterprising, Conventional) codes are used by a career and academic adviser to assign each new student relevant supports while assisting students in creating a personalized education plan.



STUDENT ENGAGEMENT:

The process for meaningful student involvement throughout the learning environment.

The following model illustrates the methods and means by which faculty can engage with students to accumulate engagement hours through the CARE model - Connections, Academics, Resources and Engagement.



TCC's new advising model ensures clear pathways for students.

1

STUDENT APPLIES TO TCC

Within two days of application an Admissions Navigator contacts the student to help complete residency hold and collection of admission requirements.

2

PERSONALIZED ASSESSMENT

The Navigator then sends the applicant a link to the Super Strong Career Assessment and a NEW Incoming Student Survey to gather information to begin Pathways advising.

3

ASSIGNED CAREER/ACADEMIC ADVISOR AND ACADEMIC SUCCESS COACH

Using the results from the assessment and intake survey, the advisor discusses career and educational goals, builds a first semester plan, and begins registration as soon as the student's window opens (no orientation barrier).

The student develops their full academic plan, selects a transfer major and university, or discusses career options for certificates/AS degrees. Academic Success Coaches provide personalized outreach to engage students weekly via text, phone call, email, in-person meeting and/or Zoom.

4

FIRST-YEAR EXPERIENCE

The new student participates in welcome sessions prior to the start of semester, as well as First-Year Experience activities and programs based on the CARE model. Faculty and peer leaders work with students as mentors, coaches and club sponsors to actively engage students in their TCC journey.





2.2 Provide integrated, targeted support services that promote student success.

TCC built critical access points and virtual platforms through its online portal to help students navigate vital services and find engagement during the COVID-19 crisis. An immediate shift from in-person to online support allowed Student Services to offer:

Accessibility Services

Career Counseling

*Case Management/
Emergency Relief*

Talon's Market

Testing Services

*Tutoring and Virtual
Advising via Eagle Q
(Qless app)*

Veteran's Support

Victim Advocate

Virtual Activities

Virtual Counseling

Virtual Tours

246

Virtual Information
Session **Attendees**

6345

Virtual QLess Advising
Student Engagement

724

Virtual Tours
JULY - DECEMBER

189,399

Text Messages sent
via the TCC Call Center

HIGHLIGHTS | *Academic Success Coaches*

TCC hired 10 Academic Success Coaches to proactively monitor, text, email, and call all first year students for the 2020-21 academic year. Each Coach was assigned approximately 235 students and completed extensive training.

2262

Zoom Advising Sessions

2021

LEAGUE FOR INNOVATION
**Innovation of the Year
AWARD WINNER**

Embedded academic support services are services provided directly within the classroom experience offering students just-in-time interaction to staff and resources without going outside of the classroom format for academic assistance.

STUDY EDGE

Provides engaging student expert-led videos, practice problems and tutoring. All material is prepared with direct faculty input to ensure students are receiving customized content, and aligned with the syllabus for each student's course.

LEARNING COMMONS SPECIALISTS

Math and writing tutors participate directly within the classroom environment. After the instructor presents the concepts, specialists work one-on-one or in small groups to practice the new application.

FACULTY LIBRARIANS

Librarians are placed in courses with substantial writing assignments to provide additional assistance with accessing resources, referencing requirements, and writing formats (i.e. MLA, APA, etc.).

MATH CHAMPIONS

Math peer tutors work with students in gateway math courses to provide one-on-one assistance to students who need additional guidance.

ACADEMIC SUCCESS COACHES

Academic Success Coaches are assigned to proactively monitor, text, email and call first-time-in-college (FTIC) students. Fall 2020 weekly "nudge" campaigns included 52,566 texts, 433 calls, 13,340 emails, and 973 early alerts.

JUST-IN-TIME SUPPORT

In addition to these services, the Student Success committee established an Early Alert Advisory Team to redesign the process for identifying and communicating student needs. Early alert referral intervention pathways were established with the Academic Success Coaches to provide just-in-time support.

*Overall Fall 2020 Student
Success Rate Increased 8.6%*

2.3 Employ data-informed teaching and learning techniques to promote academic excellence and student achievement.

In 2020-21, Academic Affairs, the Student Success Committee, and the Faculty Senate gathered relevant data on student and faculty perceptions related to advising, pathways, equity, and retention. Six core initiatives were developed and assessed:

1. Redesigned and launched a graduating student survey, piloted in December 2020 and embedded into Workday in spring 2021.
2. Launched in March 2021, the development of a new pathways survey based on best practices from CCSSE (*Community College Survey of Student Engagement*) to all currently enrolled students to inform the College's advising redesign process for Spring 2022.
3. Developed an intake survey tool to capture new students' academic and non-academic needs to effectively enhance the onboarding experience.
4. Evaluated end-of-course surveys from students to identify equity needs and concerns.
5. Developed academic division retention plans to monitor and create data-driven strategies that increase student retention across disciplines and fields of study.
6. In August 2020, the Faculty Senate developed five Essential Competencies of Teaching and Learning Excellence. These competencies emerged out of a year-long partnership with Achieving the Dream.

HIGHLIGHTS | *Teaching and Learning Framework Essential Competencies*

TCC EDUCATORS:

Use inclusive, outcome based, learning-centered teaching practices to create optimal conditions for learning.

Use authentic and multi-dimensional assessment to improve learning.

Are committed to creating a culture of CARE by focusing on integrated support structures that promote student life skill development and disciplined learning.

Demonstrate continual and consistent professional commitment to learning.

Exercise the mindset and practice of intentionally acknowledging multiple perspectives and engaging the diversity of learners in the classroom toward education, social, and democratic ends.

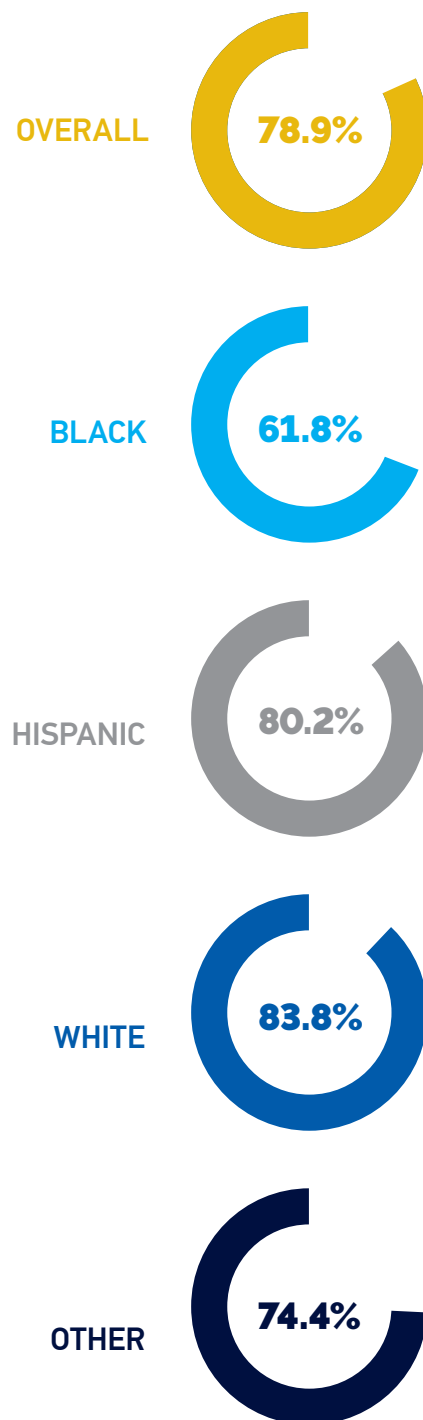
2.4 Assure equity in outcomes for all groups in relation to Persistence, Degree and Certificate Completion and Transfer Rate.

TCC communicates its equity goals, values, and strategies through a collective impact framework. Combining a shared vision for closing the equity gap and a common understanding for the strategies to help the College ensure that every student is provided the optimal learning environment, TCC supports its diverse student body to help carry each and every one to completion.

During the 2020-21 academic year, President Jim Murdaugh established the President's Commission on Race and Equity. In partnership with the Student Success Committee, the Commission established an institutional definition for equity, as well as developed a subgroup to assess equitable outcomes in the classroom. Preliminary work on developing a format to incorporate equity assessment and through the identification of building a theoretical framework for equity-minded practices, TCC faculty and staff helped develop an equity-minded syllabus toolkit to be used in the classroom, including a syllabus checklist, sample syllabi, links to online resources and a glossary of equity terms.

Remarkably, after a year-and-a-half-long effort to redesign and restructure our student experience through the College's CARE model, student success rates have risen by nearly 9% college-wide among our FTIC students and 3% among all students across all demographics including Black and Hispanic. Specifically, our Black and Hispanic student success rates rose by 5% among all FTIC cohorts and 4% among all College cohorts.

2020 FALL SUCCESS RATES FTIC STUDENTS





TCC Ranks No. 1 as Best College for Associates Degrees

TCC is ranked as the number 1 college in the nation for Associate Degrees. The ranking by Intelligent Magazine is based on curriculum quality, graduation rates, reputation and postgraduate employment.

According to Intelligent.com, a trusted independent resource for online, research-based degree rankings and higher education planning, TCC offers the best overall Associate Degree program of the Top 50 Colleges named for 2021.

The comprehensive research guide is based on an assessment of 1,180 accredited colleges and universities in the nation. Each program is evaluated based on extensive research. The 2021 rankings are calculated

through a unique scoring system that includes student engagement, potential return on investment and leading third-party evaluations. Intelligent.com analyzed 1,180 schools, on a scale of 0 to 100, with only 50 making it to the final list. The methodology also uses an algorithm which collects and analyzes multiple rankings into one score to easily compare each school.

Students who pursue any one of these programs can expect to gain employment much quicker in comparison to candidates without a degree. In addition to accessibility and cost, the steady job growth in this market is one of the many reasons Intelligent.com researched and ranked the Top Colleges for Associate's Degrees.



3. WORKFORCE

Achieve regional and statewide recognition as a premier college of choice for providing workforce training by delivering high quality programs and instruction that enables students to grow, succeed, and stay globally competitive.

STRATEGIC PRIORITIES

- 3.1 Ensure high quality programs that allow students to enter, remain and advance in the workforce.
- 3.2 Align programs to meet the workforce needs in high-demand, high wage jobs.
- 3.3 Adopt a comprehensive approach to career counseling that provides information and experiences students need to make informed career decisions and pursue high-demand pathways.
- 3.4 Integrate critical employability skills and credentials using inclusive strategies that are effective for Florida's multiethnic, multilingual, and multigenerational learners.





3.1 Ensure high quality programs that allow students to enter, remain and advance in the workforce.

*The Nursing School
Almanac Ranks*

TCC'S A.S. IN
NURSING PROGRAM
5th in Florida

94.5%
Pass Rate

AMONG FIRST-TIME
NCLEX-RN TEST-TAKERS

TCC graduates

**120 Nursing
Students**
EACH YEAR



HIGHLIGHTS | *Second Chance Initiative*

TCC partnered with the Florida Department of Corrections to help transitioning offenders receive the skills they need to reenter the workforce while earning a nationally-recognized industry credential, the commercial driver's license. In April 2021, the first cohort of graduates completed their training and will secure employment while finishing out their sentences.

3.2 Align programs to meet the workforce needs in high-demand, high wage jobs.

Many programs at TCC place a special focus on entrepreneurship in order to prepare students for the future of work. For the 2020-21 academic year, this included the following programs.

BUSINESS ENTREPRENEURSHIP PROGRAM

TCC's Business, Industry and Technology division launched this certificate program offering courses that provide necessary skills to students interested in starting their own business.

OYSTER AQUACULTURE PROGRAM

TCC's Wakulla Environmental Institute (WEI) introduced the Oyster Aquaculture certificate program in 2014 and helped launch the oyster aquaculture industry in Florida. Now in its seventh year, the program has trained more than 150 students who went on to create more than 100 new businesses that employ over 300 workers.

DRONE PROGRAM

TCC's WEI started its Unmanned Vehicle Systems (drones) certificate program in 2016, and later became one of the first Unmanned Aerial Systems (UAS) programs in the country to be designated as a partnering institution in the Federal Aviation Administration's UAS College Training Initiative. Within a five year span, the program has trained more than 300 students.

SUSTAINABLE AGRICULTURAL TRAINING PROGRAM

TCC's WEI partnered with the City of Tallahassee's Urban Farming and Entrepreneurship Training program and Florida A&M University's Small Business Development Center in January to offer small-plot farming as part of the College's Sustainable Agricultural Training Program.



3.3 Adopt a comprehensive approach to career counseling that provides information and experiences students need to make informed career decisions and pursue high-demand pathways.



In partnership with the Aspen Institute College Excellence Program and three other notable colleges, TCC is working to further align its guided pathways to strong workforce outcomes as evidenced by the Aspen Institute's *Workforce Playbook*.

In March 2021, teams met to develop actionable steps for maintaining program quality including redefining the process for career counseling that helps students make informed decisions and pursue high-demand careers. The following were identified as considerations to move forward:

Career and Academic Advisors

Ensure that Career and Academic Advisors serve on Advisory Councils and Boards. Assign advisors to specific career pathways to elevate both industry knowledge and awareness.

Personalized Life Map

Create bridges from career and technical education (CTE) programs to A.S. programs to demonstrate all available options along the student's pathway. Create a career tool kit for students to use that informs individuals on economic mobility and opportunities by region.

College Success Course

Review existing framework. What does the career curriculum consist of and what needs to be updated to infuse equitable pathways?

3.4 Integrate critical employability skills and credentials using inclusive strategies that are effective for Florida's multiethnic, multilingual, and multigenerational learners.

TCC is proud to offer more than 70 job-training programs and a variety of customized training options, empowering over 160,000 people to enter the workforce in high-demand areas. Graduates have opportunities to enter careers in fields like nursing, EMS, law enforcement, oyster farming and cybersecurity.

This past year, the College focused its efforts on promoting programs that offer rapid credentialing in one year, six months, or 90 days or less in an effort to help individuals impacted by the COVID-19 pandemic find gainful employment. The TCC2WORK *Be Essential* campaign was launched to address rising unemployment rates in the Tallahassee area by providing education and training to help get the nearly 10,000 unemployed, back to work in record time.

FEATURED PROGRAMS INCLUDE:

<i>Accounting</i>	<i>Early Childhood Education</i>
<i>Commercial Vehicle Driving</i>	<i>EMT</i>
<i>Correctional Officer</i>	<i>Information Technology</i>
<i>Cybersecurity</i>	<i>Law Enforcement</i>
<i>Drone Operator</i>	<i>Nurse Assistant</i>

HIGHLIGHTS | A Cohesive Approach

TCC's Workforce Development's Advisory Committee reviewed and evaluated the processes for proposed projects to establish a systematic and cohesive approach for college-wide program evaluation to ensure that the College's programs are meeting industry standards and needs in the community. As a result, all programs within the college, regardless of the type of program, will resemble one unit leading in the same direction.

CARES Act Funds

TCC received \$374,014 through a Governor's Emergency Education Relief (GEER) Rapid Credentialing grant through the Coronavirus Aid, Relief and Economic Security (CARES) Act. The grant provided unemployed, underemployed or furloughed workers with training in high-demand areas of the regional workforce. TCC contributed an additional \$95,503 from institutional Higher Education Emergency Relief Fund through the CARES Act towards the project.

4. PARTNERSHIPS

Nurture collaborative relationships with K-12, universities, businesses, and community partners to develop a cohesive educational strategy that ensures seamless alignment and builds a skilled workforce that leads to economic mobility and increased educational attainment.

STRATEGIC PRIORITIES

- 4.1 Align the College's engagement with community organizations and businesses, to meet community needs and increase awareness of the college's mission and service.
- 4.2 Formalize relationships with K-12 stakeholders to promote collaboration between institutions and ensure student access to postsecondary education.
- 4.3 Coordinate student success efforts with university partners to ensure seamless articulation and completion.
- 4.4 Lead community partners in efforts to increase attainment rates in the college's service area.



4.1 Align the College's engagement with community organizations and businesses, to meet community needs and increase awareness of the college's mission and service.

TCC was selected as one of four colleges to partner with the Aspen Institute and the Florida Student Success Center to focus on developing a deeper understanding of why and how to align guided pathways work with a vision for talent development. TCC's work will help to pilot a new curriculum that introduces key strategies and concepts for Aspen's research publication, *The Workforce Playbook*.



4.2 Formalize relationships with K-12 stakeholders to promote collaboration between institutions and ensure student access to postsecondary education.

TCC has been recognized as one of three colleges to take part in a nationally-led professional learning community (PLC) with Achieving the Dream (ATD). As part of this initiative, TCC received a \$20,000 grant to bring together high school teachers, community college faculty, workforce development professionals, community-based organizations, and employer partners.

Regional PLCs will articulate a plan for aligning one or more locally-relevant academic/career pathways from K-12 through workforce in their community. In particular, TCC hopes to accomplish the following:

Develop and implement a career pathway(s) that leads to gainful employment for the 32304 Zip code, where poverty is the greatest.

Develop a business and industry leadership team that includes workforce agencies, employers and K-12 partners to meet annually and assess workforce needs and skills.

The ultimate goal is to develop clearer pathways for students and create awareness of these opportunities.



**Achieving
the Dream™**

4.3 Coordinate student success efforts with university partners to ensure seamless articulation and completion.

In fall 2020, the Office of Academic Affairs partnered with the Association of College and University Educators (ACUE) to prepare, credential, and provide on-going support to TCC faculty in the use of evidence-based teaching practices that promote student engagement, persistence to graduation, career readiness, and deeper levels of learning.

In one year, nearly 140 faculty have participated in the micro-credentialing process with a 100% completion rate vs. 88% nationally. Participating faculty have earned or will have opportunity to earn credentials in one or more of the following areas:

Creating an Inclusive and Supportive Online Learning Environment

Inspiring Inquiry in Lifelong Learners

Promoting Active Learning Online

Designing Student-Centered Courses

TCC faculty who satisfy the requirements of ACUE's courses earn certificates in effective college instruction endorsed by the American Council on Education.



The ACUE training experience has been a key factor in the high success rates of our students. Participating faculty reported that the inclusion of ACUE practices in their courses has increased student engagement which in turn informed higher success rates for their students. It has been, without a doubt, the most consequential training program I have ever been a part of in my 25-year career as an educator.

DR. ANDREA OLIVER

*History Faculty/Social Sciences,
Campus ACUE Facilitator
and Participant*



In a new partnership with Gadsden County at Crossroad Academy and Gadsden High School, TCC will promote entrepreneurial opportunities for students studying Digital Media and the Culinary Arts. Trained high school faculty are provided a grant to offer instruction in Icehouse Curriculum (SLS 1380) and growth mindset. This program assists students with exploring their career pathway while providing a pipeline to either an A.S. degree or workforce certification.

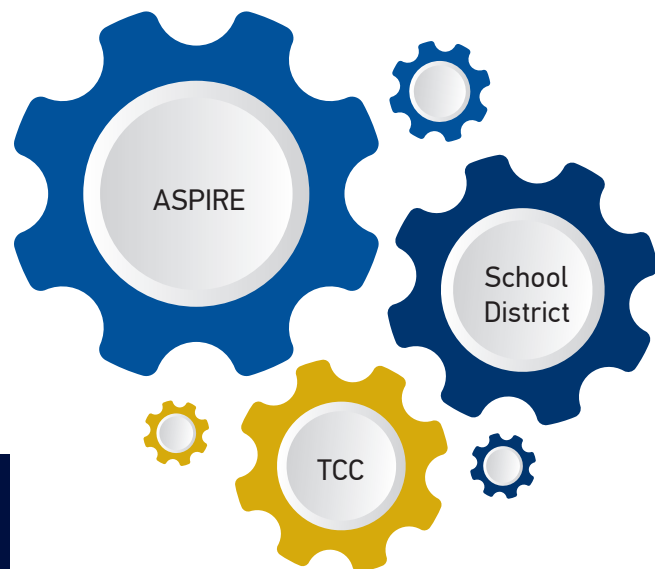
4.4 Lead community partners in efforts to increase attainment rates in the College's service area.

ASPIRE Capital Region (*Accelerating Student Performance Into Realms of Excellence*)

Using the collective impact model and a data-driven approach, ASPIRE provides postsecondary opportunities for the most underserved and underrepresented populations in Leon, Wakulla and Gadsden counties.

TCC works closely with FAMU and local school districts to provide the community with college and career-readiness opportunities. TCC helped support critical outreach to area high schools to provide virtual FAFSA days, workshops, Zoom into Admissions information sessions, and more through a \$20,000 ASPIRE grant.

TCC strives to ensure all students are career and college ready with the necessary skills to positively impact the community and ensure every citizen in the community has both the access and the opportunity to pursue education beyond high school.



HIGHLIGHTS

Gadsden Entrepreneurship Academy

5. RESOURCES AND EFFICIENCY

Strategically leverage, grow and utilize resources to maximize student success and institutional sustainability and effectiveness.

STRATEGIC PRIORITIES

- 5.1 Enhance a culture of continuous improvement by utilizing data to inform decision-making.
- 5.2 Implement a college-wide enterprise resources planning (ERP) solution that transforms that experience of students, faculty and staff.
- 5.3 Invest in the College's human capital and provide professional development aligned with college goals.
- 5.4 Maximize institutional financial capacity by increasing public and private investments and leveraging operational efficiencies.

5.1 Enhance a culture of continuous improvement by utilizing data to inform decision-making.



TCC FOUNDATION | 2020-2021

Funds and Revenue:

- Net Assets: **\$21,253,343**
- Total Revenue: **\$7,255,427**
- Scholarship Funds Received: **\$753,836**
- Program Funds Received: **\$600,511**
- Facilities Funds Received: **\$149,463**
- Grants Received: **\$5,380,470**

Scholarships:

- 27% increase** in amount allocated
- 5 new scholarship** programs created

Facility Renovations:

- The Hurst Gallery
- Fine and Performing Arts Center lobby
- Turner Auditorium dressing rooms
- 5 classrooms
- Lecture hall

Program Funds:

- \$30k** | College Innovation Fund grants
- \$14k** | Virtual Graduation 2020
- \$10k** | Eagles RISE 2020
- \$5k** | Eagle's Rise Academy
- \$15k** | Employee Awards
- \$60k** | Employee SPARK
- \$50K** | Verizon Grant for Workforce Development
- \$10k** | Trust to Workforce Development Grant
- \$6k** | HIPS Virtual Conference

HIGHLIGHTS | TCC Foundation

The TCC Foundation is committed to ensuring student success. Each year, more than 400 students receive financial assistance from TCC Foundation scholarships. The Foundation actively funds programs and events on-campus including TCC's College Innovation Fund Grants, employee awards (Eagle Awards, RISE Awards, HIT Awards, and Years of Service awards), conferences, special programs including Eagle's RISE Summer Academy and virtual graduation events.



HIGHLIGHTS | *Eagle Relief Fund*

The needs of students dramatically increased due to the unexpected realities of the COVID-19 pandemic in 2020-21. Through the TCC Foundation Eagle Relief Fund, over \$62,000 was raised for emergency aid benefiting students. This fund provided assistance for food, housing, technology, and other emergency expenses.



**\$62,500
Raised**



**100 Laptops
Purchased**



**\$37,000+ in
Food Support**

TCC thanks the generous support of our many donors who helped hundreds of students obtain vital resources and financial assistance.

5.2 Implement a college-wide enterprise resources planning (ERP) solution that transforms the experience of students, faculty and staff.

In 2020-21, the College created a Workday support office to coordinate business analysts and process improvement across all facets of Workday including Human Capital Management, Finance, Student Workday, Academic and Student Finance. Additionally, TCC is developing an online student application portal through Workday to streamline new student enrollment.



Workday is a cloud-based software that provides human capital management (HCM), enterprise resource management (ERP), financial management, and student information management.



5.3 Invest in the College's human capital and provide professional development aligned with college goals.

TCC is fully committed to the health, well-being, and success of its campus community. In May 2020, the College officially launched its reSTART reIMAGINE Taskforce to gather both College and community leaders to analyze important and timely information that helped guide the decision-making process to reopen on-campus services. Through these efforts, TCC coordinated with community partners to provide COVID-19 testing and vaccines, immediately supported employees in the shift to remote working, increased mental health services available that included a mobile app, and provided professional development and support to all faculty during the transition to virtual teaching.

5.4 Maximize institutional financial capacity by increasing public and private investments and leveraging operational efficiencies.

TCC disbursed \$3.8 million in federal CARES funds to students and administered another \$3.8 million for campus operations and student support. Additional funds will be administered in the 2021-22 academic year from the Corona Virus Response and Relief Supplemental Appropriations Act (CRRSAA).



\$3.8 MILLION in Federal Funds to **4,869** Students



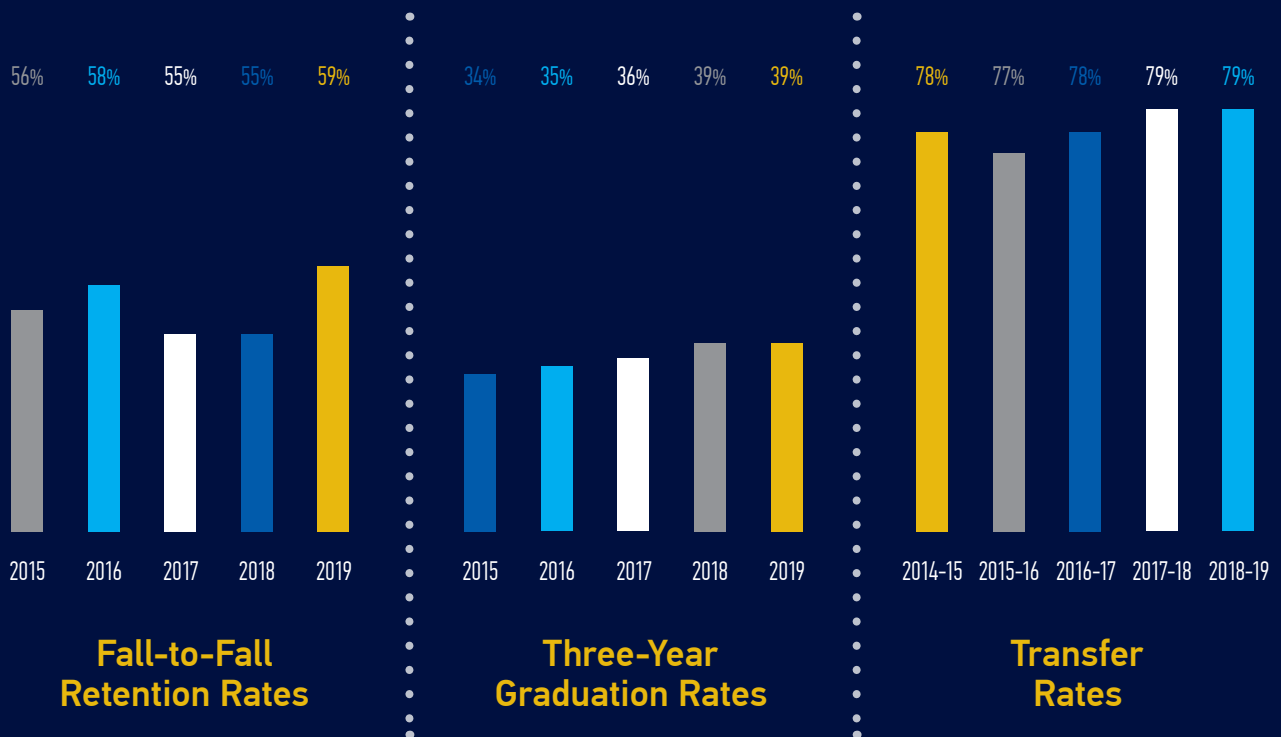
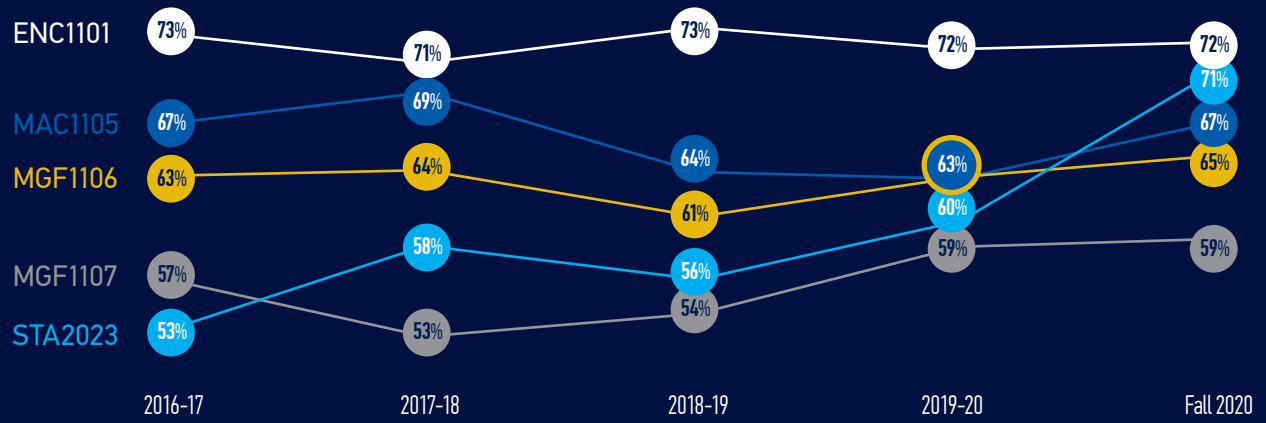
1,691 STUDENTS saved from eviction

KEY PERFORMANCE INDICATORS

“*I have had to overcome many hurdles to get to attend TCC and I have been pleasantly surprised by the quality of support the staff at TCC have offered me. I'm just another student, but the attention given to help me solve my problems made me feel as though I was a VIP.*”

**2020 STUDENT
SURVEY RESPONSE**

Gateway Courses Success Rates

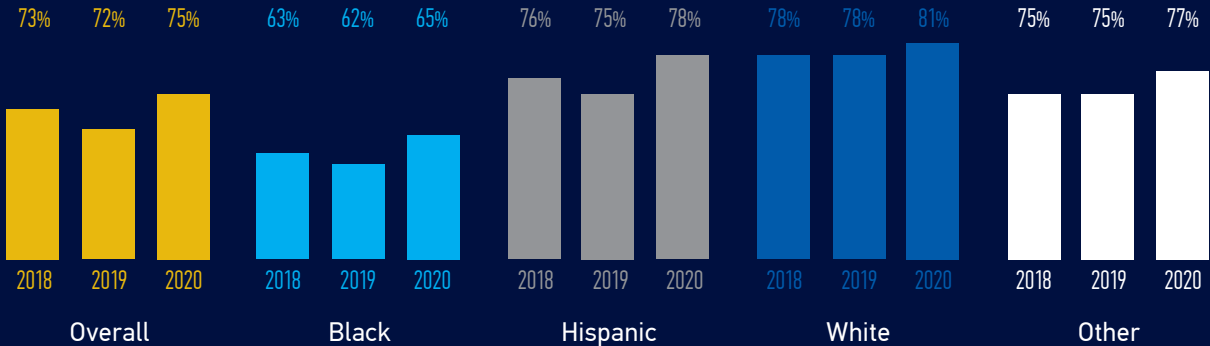


FALL 2020 STUDENT SUCCESS DATA

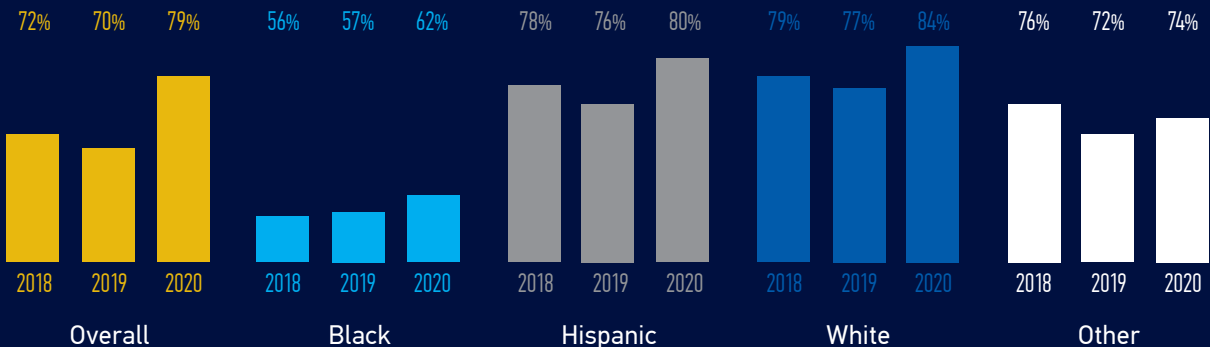
“*Teachers going out of their way to help is the biggest positive experience I’ve had this semester.*”

**2020 STUDENT
SURVEY RESPONSE**

2020 Fall Course Success Rates



2020 Fall FTIC Success Rates





TALLAHASSEE COMMUNITY COLLEGE

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