

CONNECTING

Students | Community | Employers | Resources | Each Other



**TOMPKINS
CORTLAND**
COMMUNITY COLLEGE

STRATEGIC PLAN

2019

MESSAGE FROM THE PRESIDENT



Tompkins Cortland Community College (TC3) is committed to providing excellent learning and support services for students of our region. Students pursue courses and programs leading to university transfer, workforce opportunities, and general personal and career advancement. TC3 is also committed to educating students who have an interest in understanding the world and providing solutions to societal problems. Addressing issues related to social justice and equity is a priority for TC3.

Each year, thousands of students from diverse backgrounds take advantage of the opportunities provided by the College, including recent high school graduates and students who seek new training and education in a competitive and changing job market. Our goal is to prepare students for the jobs of today and careers of tomorrow;

this approach allows for the growth of students' earning potential and strengthens our local economy. The College is always searching for innovative paths for collaborating with the public and private sectors to bolster the region's growing economic engine.

As TC3 looks to the future with this strategic plan, the College has defined five overarching goals in the broad areas that will us to advance our ambitious mission. With a commitment to better **connecting** the College to students, employers, the community, resources and to each other, we are excited about the promise of this strategic plan and are thankful for the hundreds of stakeholders who have helped shape and refine our thinking, our priorities and our work.

The future is bright for Tompkins Cortland Community College and for all of the students who study on our campus and at our centers each day. The College looks forward to the work of implementing this strategic plan and **connecting** the College to all those who make it great.

Sincerely,

A handwritten signature in black ink that reads "Orinthia Montague". The signature is written in a cursive, flowing style.

Dr. Orinthia Montague
President

FROM THE STRATEGIC PLANNING COMMITTEE CO-CHAIRS

In January 2019, Tompkins Cortland Community College began a strategic planning process to bring focus to institutional priorities that will guide the College over the next three to five years. When Dr. Montague invited us to lead this process, she reminded us that developing a strategic plan for the College was one of her earliest priorities upon becoming president in 2017. In fact, in her inaugural address, Dr. Montague reinforced that, “[...] it is my firm belief that any plans that are to be conceived should be done so together, with all of us having a voice at the table and a hand in their making.”

The Strategic Planning Committee has taken the work of facilitating this process in a spirit of transparency, openness and collaboration. As a result, more than 1,000 individuals – including students, faculty, staff, community and business leaders – participated in the development of this strategic plan. We are thankful for the feedback and input from all those who have been involved.

As part of this process, we have been mindful of the need to reinforce that strategic planning is a healthy and important organizational exercise. It allows stakeholders inside and outside of the College to reflect on TC3’s work and establish priorities for allocating resources based on broad feedback about the environment in which the College operates and the challenges and opportunities it faces. This strategic plan creates a roadmap for the College so that future decisions and resources will be aligned with priorities that have been established by the institution and the community. While this strategic planning process acknowledges the past, it is exclusively focused on the future...of the College, for students, and for the community.

We are pleased to submit this strategic plan to the College and our supportive community.

Sincerely,

Deborah Mohlenhoff
Strategic Planning Committee Co-chair

Susanna Van Sant
Strategic Planning Committee Co-chair

Strategic Planning Committee

Deb Mohlenhoff, Co-chair

Susanna Van Sant, Co-chair

Sheila Abbey
Ashley Ahola
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Katrina Campbell
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Kerry Curran

Darese Doskal
Teri Evener
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Jake Jacob
Rhonda Kowalski
Mick McDaniel
Barbara Need

Don Perkins
Kori Post
Gina Gammage-Sikora
Mutale Sokoni
Patty Tvaroha
Carrie Whitmore
Victoria Zeppelin
Sara Watrous

OUR BELIEFS

OUR VISION

To see strengths and unique potential in every person. To inspire people to make the courageous choice to learn, grow, and serve.

MISSION

We serve our community by meeting educational needs, creating an environment for student success, and preparing our students and ourselves for citizenship in a global society.

OUR VALUES

- **LEARNING**
Learning is the most important outcome of our work. We are all learners and we know that teaching and learning happen both inside and outside the classroom. Each of us is responsible for our own learning and for supporting the learning of others.
- **EXCELLENCE**
Exceptional teaching, programs, and service are critical to our success. We believe that excellence must be built on a foundation of integrity, honesty, and academic freedom. We achieve it by focusing on strengths, learning from experiences, and assessing our work.
- **OPPORTUNITY**
Education transforms lives. We value access to education as a fundamental right. Our students can start here and go anywhere.
- **INNOVATION**
Change creates vitality. We value active pursuit of thoughtful innovation and continuous improvement. We empower and challenge ourselves to create, innovate, take risks, and nurture an environment of trust.
- **RELATIONSHIPS**
Relationships are the heart of our work. We value a caring, supportive community built on integrity, openness, honesty, and respect. Our internal and external relationships are flexible, collaborative, and interdependent.
- **DIVERSITY**
Diversity enriches our learning. We embrace diversity in all of its contexts, including strengths, perspectives, and people. We seek to increase our capacity to understand issues of difference, power, and privilege and to constructively resolve conflict.

STRATEGIC THEMES

1

Connecting...

Students to the College

2

Connecting...

The College and the Community

3

Connecting...

To Employers

4

Connecting...

To Resources

5

Connecting...

To Each Other

GOALS AND STRATEGIES

Theme 1: CONNECTING...Students to the College

GOAL 1: Enhance student learning and development experiences to ensure success inside and outside the classroom

- Strategy 1.1:** Review and revise processes and policies to remove barriers to student entry, retention and completion
- Strategy 1.2:** Empower and engage all College staff in developing strategies for student success, retention and completion
- Strategy 1.3:** Foster an environment that is diverse, equitable, welcoming and responsive

Theme 2: CONNECTING...the College and the Community

GOAL 2: Strengthen the College's relationship with the community to better serve the broader interests of students, families, employers and the region

- Strategy 2.1:** Inform the community about the offerings and achievements of the College and opportunities for the community to be more involved and engaged in and at the College
- Strategy 2.2:** Leverage partnerships with local high schools to ensure strategic recruitment and seamless transfer
- Strategy 2.3:** Maintain a demonstrated, visible and active presence in both sponsoring counties

GOALS AND STRATEGIES, *continued*

Theme 3: CONNECTING...to Employers

GOAL 3: Foster partnerships and build stronger relationships with local employers to enhance job placement opportunities for students

- Strategy 3.1:** Develop relationships to understand the needs of local employers and the jobs available
- Strategy 3.2:** Develop mechanisms to evaluate and predict future local workforce trends and needs
- Strategy 3.3:** Develop and secure applied learning opportunities for students with local employers

Theme 4: CONNECTING...to Resources

GOAL 4: Secure needed resources to implement the College's strategic priorities

- Strategy 4.1:** Develop strategies for leveraging alternative funding sources (grants, auxiliary services, etc.)
- Strategy 4.2:** Create and implement a strategic enrollment management plan
- Strategy 4.3:** Develop a long-term campus master plan
- Strategy 4.4:** Engage campus community in resource needs and allocation discussions

GOALS AND STRATEGIES, *continued*

Theme 5: CONNECTING...to Each Other

GOAL 5: Embrace opportunities to connect with and value colleagues, supporting all faculty and staff in creating a welcoming and helpful campus environment in which to learn, work and thrive

- Strategy 5.1:** Develop communication strategies that provide opportunities for input, allow for an understanding of the decision-making processes and reinforce the culture of effective collaboration and communication
- Strategy 5.2:** Ensure faculty and staff are provided with opportunities to fully engage in fostering and promoting the College's culture and image
- Strategy 5.3:** Celebrate points of pride that highlight the College, its values, its employees and students