

Vision 2016 Strategic Plan Priority List

LEGEND			
Letter	Period	Years	Dates
S	Short Term	2011, 2012	7/1/2011-12/31/2012
M	Medium Term	2013, 2014	7/1/2012-12/31/2014
L	Long Term	2015, 2016	7/1/2014-12/31/2016
Yellow Shade	In Process		
Green Shade	Completed		
Blue Shade	Completed and Ongoing		

1. Goal: Raise the region's educational attainment in higher education.

1.1 Initiative: Increase enrollment to 5,000 students (head count) by 2015.

Action Item	Description	S	M	L	Responsible
1.1.1.)	Explore creating and if feasible open a City of Sandusky outreach center or other locations that will impact enrollment growth.	S	M		Director of Admissions; Academic Deans
1.1.2.)	Create, implement, and maintain marketing campaign - new students, students in STEMM degrees, nontraditional students, first generation students.	S	M	L	Director of Marketing
1.1.3.)	Create, implement, and maintain recruiting campaign - first generation students, nontraditional students, and minority students.	S	M	L	Director of Admissions
1.1.4.)	Create, implement, and maintain retention to graduation plan - target first generation students, minority students, as well as all students.	S	M	L	Dean of Students
1.1.5.)	Increase awareness in the area high schools and community of opportunities for jobs in the "skilled trades."	S	M	L	Director of Admissions; Dean of Business, Engineering Technologies and Workforce Development
1.1.6.)	Increase awareness in the area high schools and community of opportunities for jobs in all other two-year programs.	S	M	L	Director of Admissions; Academic Deans; Director of Marketing

1.2 Initiative: Institutionalize Academic Quality at Terra State Community College.

Action Item	Description	S	M	L	Responsible
1.2.1.)	Identify and implement common standards of effective teaching.	S			Vice President for Academic Affairs
1.2.2.)	Develop job description and hire faculty development coordinator.	S			Vice President for Academic Affairs

1.2.3.)	Create mentoring program for new faculty.	S			Faculty Development Coordinator
1.2.4.)	Analyze impact of workload on pedagogical effectiveness to create an optimal teaching load for adjunct faculty.			L	Vice President for Academic Affairs
1.2.5.)	Enhance opportunities for professional development for full-time and adjunct faculty.	S	M	L	Faculty Development Coordinator
1.2.6.)	Develop academic program review plan (enhance programs and build upon them).		M		Vice President for Academic Affairs
1.2.7.)	Develop full-time and adjunct orientation programs.	S			Faculty Development Coordinator
1.2.8.)	Achieve accreditation in relevant academic programs.	S	M	L	Vice President for Academic Affairs; Academic Deans
1.2.9.)	Establish a specific list of faculty and staff expectations and develop and implement strategies for students to engage in these expectations	S	M		Executive Director of Human Resources, Coordinator of Student Activities

1.3 Initiative: Improve student completion rates and reduce achievement gaps among student groups.						
Action Item	Description	S	M	L	Responsible	
1.3.1.)	Develop strategies to improve course completion rates with a grade of "C" or better in developmental courses.		M	L	Lead Instructor, Developmental Education	
1.3.2.)	Develop strategies to increase the advancement from remedial or developmental to credit-bearing courses.	S	M	L	Lead Instructor, Developmental Education	
1.3.3.)	Develop strategies to increase the completion rates of college-level gatekeeper mathematics and English courses.		M	L	Dean of Liberal Arts and Public Services	
1.3.4.)	Measure the increase of term-to-term and year-to-year retention rates.	S	M	L	Director of Institutional Research	
1.3.5.)	Measure the increase of completion rates of certificates or degrees.		M	L	Director of Institutional Research	

2. Goal: Serve as a catalyst for success in college.						
2.1 Initiative: Develop co-curricular learning options that enhance the quality of the student experience.						
Action Item	Description	S	M	L	Responsible	
2.1.1.)	Explore establishing an NJCAA intercollegiate athletic program, and implement if appropriate.	S	M	L	Dean of Students	
2.1.2.)	Establish a student wellness program with incentives.	S	M	L	Coordinator of Student Activities	
2.1.3.)	Explore development of a student fitness/recreation facility.	S	M	L	Dean of Students	

2.1.4.)	Expand and implement student activities plan.	S	M	L	Coordinator of Student Activities	
2.1.5.)	Add credit-based physical education courses to course schedule.	S	M		Dean of Allied Health, Nursing and Sciences	

2.2 Initiative: Enhance student engagement and retention.						
Action Item	Description	S	M	L	Responsible	
2.2.1.)	Create a formal subcommittee that analyzes and assesses Entering Student Success data, and makes recommendations to PIE for changes in policy and practice.	S			Vice President for Student and Administrative Affairs	
2.2.2.)	Increase faculty ownership of the Student Success Agenda.		M	L	Vice President for Academic Affairs	
2.2.3.)	Realign the sequence and content of GEN1000, New Student Orientation, initial registration and placement in developmental ed.	S			Dean of Students; Dean of Liberal Arts and Public Services	
2.2.4.)	Readjust course schedule to meet the needs of late registrants.	S	M	L	Registrar	
2.2.5.)	Write a new policy and procedure for requiring the submission of high school transcripts.	S			Director of Admissions	
2.2.6.)	Strengthen ABLE (FOCUS) options.	S	M	L	Dean of Liberal Arts and Public Services; Lead Instructor, Developmental Education	
2.2.7.)	Form a subcommittee of PIE to analyze the value of precision scheduling option.	S	M	L	Vice President for Student and Administrative Affairs	
2.2.8.)	Identify and offer service learning opportunities.		M	L	Dean of Students; Academic Deans	
2.2.9.)	Finalize add/drop policy.	S			Registrar	
2.2.10.)	Complete evolution to a fully portal-based campus. Create tutorials for learners.	S	M	L	Dean of Students; Director of Information Technology	
2.2.11.)	Establish a specific list of student expectations and develop and implement strategies for students to engage in these expectations	S	M		Dean of Students	

2.3 Initiative: Identify and implement data-driven strategies that address success rates of students in courses.						
Action Item	Description	S	M	L	Responsible	
2.3.1.)	Develop contextual learning opportunities in		M	L	Vice President for	

	mathematics, science, and technical areas.				Academic Affairs; Academic Deans	
2.3.2.)	Work with feeder high school mathematics, science, and English faculty to bridge the gap in preparedness and College readiness.		M	L	Dean of Liberal Arts and Public Services; Dean of Allied Health, Nursing and Sciences	
2.3.3.)	Develop a student-to-student mentorship program.		M	L	Director of the Academic Service Center	
2.3.4.)	Implement additional learning communities.	S	M	L	Director of the Academic Service Center	
2.3.5.)	Expand Supplemental Instruction offerings across the curriculum.	S			Director of the Academic Service Center	

3. Goal: Enhance community outreach and engagement.

3.1 Initiative: Strengthen cross-sector relationships to enhance the College's collaboration and to create mutually beneficial partnerships.

Action Item	Description	S	M	L	Responsible	
3.1.1.)	Strengthen partnerships with community agencies such as ABLE (Adult Basic and Literacy Education), RSC (Rehabilitation Services Commission), and Pathways 2 Employment.	S	M	L	Dean of Students	
3.1.2.)	Explore the interest in a P16 council partnership in the region.		M	L	President	
3.1.3.)	Strengthen partnerships with regional four-year institutions to enhance transferability and affordability for students.	S	M	L	Director of Academic Service Center	
3.1.4.)	Strengthen local partnerships to enhance educational opportunities for students (Hayes Center, Our Lady of the Pines, Health facilities, Prevention Partnerships, etc.).	S	M	L	President's Cabinet	
3.1.5.)	Strengthen partnerships with two-year institutions to collaborate on mutually beneficial initiatives.	S	M	L	President's Cabinet	
3.1.6.)	Reorganize the College's approach to workforce development.	S	M		Vice President for Academic Affairs	

3.2 Initiative: Enhance communication efforts with internal and external constituents.

Action Item	Description	S	M	L	Responsible	
3.2.1.)	Formalize communication (including feedback loops) with Advisory Boards.		M	L	Academic Deans	
3.2.2.)	Explore development of an annual report.		M	L	President's Cabinet	
3.2.3.)	Survey internal stakeholders regarding best		M	L	Director of Marketing	

	communication practices and implement necessary changes.				
3.2.4.)	Define use of and explore the sequencing of a common hour for College wide meetings.	S	M		Vice Presidents

4. Goal: Provide dynamic training and learning opportunities for life and work in a global economy.					
4.1 Initiative: Create flexible course schedule options that allow students maximum access to our programs of study.					
Action Item	Description	S	M	L	Responsible
4.1.1.)	Generate options for flexible learning opportunities by benchmarking against other higher educational institutions.	S	M		Academic Deans
4.1.2.)	Conduct a student needs assessment to determine scheduling options (weekend courses, late start classes, block scheduling, etc.).	S	M		Director of Institutional Research
4.1.3.)	Create a "Degree in a Day" option to minimize students' time on campus.	S	M		Academic Deans

4.2 Initiative: Develop and expand co-ops, internships, and other work-based experiences to enhance career options for students.					
Action Item	Description	S	M	L	Responsible
4.2.1.)	Shift work experience advisor position to full-time.	S			Vice President for Student and Administrative Affairs
4.2.2.)	Structure faculty assignments to develop and expand work-based experiences through appropriate compensation or course-release agreements.		M	L	Vice Presidents
4.2.3.)	Expand the number and location of options for work based experiences.	S	M	L	Coordinator of Career Services
4.2.4.)	Share available work-based experiences by academic discipline with faculty on a regular basis, involving advisory boards.		M	L	Coordinator of Career Services
4.2.5.)	Incorporate work-based experience constituent tracking into student information system database.		M		Coordinator of Career Services

4.3 Initiative: Explore pedagogies that enhance transfer of knowledge, skills, and technology across the curriculum.					
Action Item	Description	S	M	L	Responsible

4.3.1.)	Provide events that promote transfer of knowledge and skills across the curriculum.		M	L	Faculty Development Coordinator	
4.3.2.)	Create partnerships with 1 to 2 leading technology companies (e.g. pilot sites for emerging technologies, etc.).		M	L	Director of e-Learning	
4.3.3.)	Create and provide educational opportunities for the campus community on the impact and implementation of technology.	S	M	L	Director of e-Learning	

4.4 Initiative: Infuse diversity, cultural competences, and global awareness into the College's curriculum, co-curriculum, and campus operations.

Action Item	Description	S	M	L	Responsible	
4.4.1.)	Institute Global Awareness Day.		M		Coordinator of Student Activities	
4.4.2.)	Evaluate the potential of establishing a foreign study program that includes cross-cultural opportunities, travelstudent/faculty exchange and teaching for our students, faculty and staff.		M	L	Dean of Liberal Arts and Public Services; Dean of Students	
4.4.3.)	Provide opportunities for students to travel abroad.		M	L	Dean of Students	
4.4.4.)	Expand foreign language offerings.		M	L	Dean of Liberal Arts and Public Services	
4.4.5.)	Create courses with an international focus (world religions course, geography, international banking, etc.).	S	M	L	Dean of Liberal Arts and Public Services; Dean of Business and Workforce Development	
4.4.6.)	Create task force that focuses on enhancing the ethnic and cultural diversity of faculty and staff.	S			Vice President for Student and Administrative Affairs;	
4.4.7.)	Infuse multiculturalism through training and development.		M	L	Director of Human Resources	
4.4.8.)	Infuse international recruitment into enrollment management plan.	S	M	L	Director of Admissions	
4.4.9.)	Provide students with opportunities to relate to students of diverse backgrounds	S	M		Dean of Students, Academic Deans	

4.5 Initiative: Develop/Expand new academic programs.

Action Item	Description	S	M	L	Responsible	
4.5.1.)	Convert LCCC Clinical Laboratory Science program to a Terra program.	S	M		Dean of Allied Health, Nursing and Sciences	
4.5.2.)	Hire lectureship and explore development of Hospitality program.	S			Vice President for Academic Affairs	
4.5.3.)	Hire lectureship and explore development of Fine Arts	S			Vice President for	

	programs.				Academic Affairs	
4.5.4.)	Annually update environmental scan of potential program development.	S	M	L	Vice President for Academic Affairs	
4.5.5.)	Explore and, if feasible, implement a Veterinary Technician program through Vanguard Sentinel partnership.		M	L	Dean of Allied Health, Nursing and Sciences	
4.5.6.)	Explore and, if feasible, implement a Health Informatics program.	S	M	L	Dean of Allied Health, Nursing and Sciences	
4.5.7.)	Develop and implement Occupational Therapist Assistant program.		M	L	Dean of Allied Health, Nursing and Sciences	

5. Goal: Expand the College's resource base.						
5.1 Initiative: Develop a human resource infrastructure to sustain institutional growth and change.						
Action Item	Description	S	M	L	Responsible	
5.1.1.)	Expand professional development for employees (mentoring program, succession plan, employee goals, incentives to participate).		M	L	Vice President for Student and Administrative Affairs	
5.1.2.)	Reorganize Human Resources department.	S			Vice President for Student and Administrative Affairs	
5.1.3.)	Hire a Director of Human Resources.	S			Vice President for Student and Administrative Affairs	
5.1.4.)	Regularly assess human resources needs in an effort to manage succession planning for the College.	S	M	L	President's Cabinet	
5.1.5.)	Reorganize Institutional Research staffing structure.		M		Vice President for Student and Administrative Affairs	
5.1.6.)	Provide training to faculty and staff on using data & research to improve programs and services.		M	L	Director of Institutional Research	

5.2 Initiative: Implement emerging technologies to continuously improve the learning environment.						
Action Item	Description	S	M	L	Responsible	
5.2.1.)	Enhance technology accessibility for students (rent or loan out laptops for students, develop open labs, expand computers in library).		M	L	Director of Information Technology	
5.2.2.)	Develop on-line degree programs.	S	M		Director of e-Learning; Academic Deans	
5.2.3.)	Upgrade technology in 3 to 5 classrooms and/or labs annually.	S	M	L	Director of e-Learning	

5.3 Initiative: Implement energy plan to maximize energy efficiency.						
Action Item	Description	S	M	L	Responsible	
5.3.1.)	Invest in energy efficient technologies for heating, cooling, lighting and water systems in all existing and future campus buildings and earmark the savings for further improvements in environmental performance.	S	M	L	Treasurer	
5.3.2.)	Install meters to measure the use of heat, electricity, and water by building or department and take ongoing meter measurements to set baseline data and determine progress.		M	L	Treasurer	
5.3.3.)	Explore public/private partnerships for College growth and development.	S	M	L	President; Treasurer	

5.4 Initiative: Infuse sustainability efforts in to College's practices, services, and educational outcomes.						
Action Item	Description	S	M	L	Responsible	
5.4.1.)	Institute environmentally responsible purchasing policies.		M		Purchasing Manager	
5.4.2.)	Establish programs to reduce, reuse, recycle, and compost a high percentage of campus waste.	S	M	L	Purchasing Manager	
5.4.3.)	Integrate opportunities for students to study environmental issues at the local, regional, national, and global level.		M	L	Dean of Allied Health, Nursing and Sciences	

5.5 Initiative: Institute brand identity as "Terra State Community College".						
Action Item	Description	S	M	L	Responsible	
5.5.1.)	Revise Terra logo.		M		Director of Marketing	
5.5.2.)	Consider re-positioning original seal in prominent location on campus; identify joint learning opportunity with Art and Welding students.		M	L	President	
5.5.3.)	Ensure website reflects strong brand presence.	S	M	L	Director of Marketing	
5.5.4.)	Revise signage on campus.		M		Director of Marketing; Purchasing Manager	
5.5.5.)	Revise business cards, stationary, college documents.		M		Director of Marketing	
5.5.6.)	Brand campus surroundings with visible identifiers. a.) New entry sign. b.) New sign on Route 53. c.) Flags on circle drive.		M	L	Director of Marketing	

5.6 Initiative: Strengthen the College's and the Foundation's ability to raise funds.						
Action Item	Description	S	M	L	Responsible	
5.6.1.)	Hire a Director of Grants Development and develop	S			President	

	and implement a grants plan.					
5.6.2.)	Develop a cultivation plan that involves all of the counties that Terra serves and seeks out new donors.		M	L	Executive Director of the Terra College Foundation	
5.6.3.)	Use the concepts of the Strategic Think Tank to develop a scholarship program, perhaps jointly between the College governing board and the Foundation board.		M	L	President; Executive Director of the Terra College Foundation	
5.6.4.)	Identify and select additional Foundation Board members from the communities we serve.		M	L	President; Executive Director of the Terra College Foundation	
5.6.5.)	Hold joint board meetings annually.	S	M	L	President; Executive Director of the Terra College Foundation	
5.6.6.)	Provide for Foundation Board professional development.		M	L	Executive Director of the Terra College Foundation	
5.6.7.)	Establish and promote the opportunities available with Foundation volunteer committees.		M	L	Executive Director of the Terra College Foundation	
5.6.8.)	Explore capital campaign for Building B renovation project.	S	M	L	President; Executive Director of the Terra College Foundation	
5.6.9.)	Explore public/private partnerships for College growth and development.	S	M	L	Executive Director of the Terra College Foundation	
5.6.10.)	Identify and institute prospecting software.	S	M		Executive Director of the Terra College Foundation	
5.6.11.)	Develop a plan to enhance alumni communication and prospecting to increase alumni giving.		M		Executive Director of the Terra College Foundation	
5.6.12.)	Explore campaign for shell of Building D.	S	M	L	President; Executive Director of the Terra College Foundation	

5.7 Initiative: Update the College's capital master plan.						
Action Item	Description	S	M	L	Responsible	
5.7.1.)	Renovate Building B to create a full student service center.		M	L	Vice President for Student and Administrative Affairs; Treasurer	
5.7.2.)	Identify function of Building G.	S			President's Cabinet	
5.7.3.)	Explore the use of the Building D shell		M	L	President's Cabinet	

5.7.4.)	Explore campus housing options, including the possibility of developing a partnership for student housing.	S	M	L	Vice President for Student and Administrative Affairs	
5.7.5.)	Explore revenue generating options for campus.	S	M		President's Cabinet	
5.7.6.)	Identify funding for building renovation needs.	S	M	L	Treasurer	