STRATEGIC PLAN (2022 through 2025)

Executive Summary

The 2015-2025 TBR Strategic Plan is grounded in Tennessee's statewide educational attainment goal to achieve 55 percent of adult Tennesseans with a postsecondary credential by 2025. To meet this goal, TBR and TCAT Jackson are committed to a mission of Student Success and Workforce Development.

TBR's Strategic Plan establishes three key policy pillars, fulfilled by sustained emphasis on four cross-cutting themes. Together, these seven elements are the foundation of the Strategic Plan and provide a framework for how TBR pursues its mission, as well as a roadmap for its colleges to build their institution-specific Strategic Plans.

TCAT Jackson's updated strategic plan is derived from and guided by the TBR Strategic Plan. It is also informed by our Strategic Enrollment Management Plan (SEM) and our TCAT Blue Oval City Workforce Development Strategic Plan.

Our Mission

The Tennessee College of Applied Technology Jackson (TCAT Jackson) serves as the premier supplier of workforce development throughout our service area.

The College fulfills this mission by:

- Providing competency-based training through superior quality, traditional and distance learning instruction methods that will qualify completers for employment and job advancement;

- Contributing to the economic and community development of the communities we serve by training and retraining employed workers;

- Ensuring that programs and services are economical and accessible to all residents of Tennessee; and

- Building relationships of trust with community, business, and industry leaders to supply highly skilled workers in areas of need.

Our Vision

The Tennessee College of Applied Technology Jackson will be a leader in the Tennessee College of Applied Technology (TCAT) sector in delivering excellent workforce development activities that will be of benefit to our entire service delivery area. We will forge mutually-beneficial partnerships with industry, business and other educational institutions and will become a critical component of our region's economic development activities. Our instructional programs will be innovative in their use of technology to enrich our student's overall learning experience. We will value the talents of our students, faculty and staff and will strive to contribute positively to overall wellbeing of our service delivery area's quality of life.

Our College will be characterized by:

- Excellence in instruction, to be evidenced by above peer-average completion, placement and licensure exam pass rates, as well as positive feedback from our alumni and the business and industry in our service delivery area. Integration of technology into our instructional programs, faculty members who excel in their discipline, along with superior staff support will result in a quality educational experience for all of our students.

- An outstanding faculty and staff who demonstrate effective teaching and communication skills, leverage new technologies and innovative teaching strategies, which will enable each student to reach their maximum level of learning. We will fully support each faculty and staff member's own educational attainment aspirations. We firmly believe in the "life-long learning" concept.

- An organizational structure and leadership philosophy that will reflect our belief in the importance of accountability, a sense of "community", and will value the contributions of each individual staff and faculty member. We will carefully evaluate and assess the results and outcomes of all our processes – academic and business. Our budgeting and financial systems will provide for efficient and effective operations of this College.

We are committed to providing a challenging and invigorating educational experience for all of our students. We will leverage all of our resources to develop the technical and job readiness skills that our graduates will need to be productive in a technology-driven society.

People are at the center of all that we do – our students, our staff and our area employers. We will continue to grow, provide quality services and strive for excellence.

TCAT Jackson STRATEGIC PLAN 2022-2025

TBR Strategic Plan Pillar: Open Access

TBR is an open-access community and technical college system that serves students of all backgrounds, demographics, income levels, readiness or circumstances and is committed to meeting student, workforce and community needs for education and training.

For the TCAT Jackson Strategic plan, the relevant cross-cutting themes for this pillar are strengthening collaboration, harnessing innovation, enhancing institutional & operational capacity, and fulfilling equity.

The following strategies, goals, objectives and strategies (action steps) will guide our process to support our Open Access agenda.

Open Access - TCAT Jackson

Objective #1	In support of TBR's Open Access policy pillar and all four cross-cutting themes (strengthening collaboration/harnessing innovation/enhancing institutional and operational capacity/fulfilling equity), TCAT Jackson will offer more early postsecondary opportunities (EPSOs) to align with the needs of Ford's Blue Oval City (BOC) assembly plant and their suppliers.
Goal #1	TCAT Jackson will gain TBR and COE approval (when necessary) to offer <u>five (5) electric</u> vehicle related academic programs to dual-enrollment students, at partner high schools, in counties surrounding the Blue Oval City site. *Target Date: September 2023*
Strategy (Action Steps)	1. As per the TCAT Blue Oval City Workforce Development Strategic Plan (Attachment #1), we will hire an Executive Vice-President to oversee academic program planning at the new TCAT BOC campus, including DE program initiatives. *Target Date: May 2022.* 2. TCAT Jackson's VP for Instruction/IE will submit a *New Program Proposal* for an Electric Vehicle Production Technician (EVPT) dual-enrollment program to be taught at five (5) partner high schools. *Target Date: December 15, 2022.* 3. TBR Academic Affairs will process the new program proposals and refer them either to the Chancellor's Office for a 14-day approval process or via the full Board of Regents approval process. *Target Date: April 15, 2023.* 4. New Faculty hired and trained, labs/classrooms built and equipped. *Target Date August 1, 2023*. 5. Instruction begins. Target Date: *August 8, 2023*.
Financial Considerations	Dual-enrollment programs will be funded by our partner K12 systems. The programs will be eligible for TN dual enrollment grant funding to cover student tuition costs.
Outcomes	*2022-23*: Enroll 15 students and award 12 certificates. *2023-24*: Enroll 200 students and award 180 certificates. *2024-25*: Maintain the enrollment and certificate target.
Evaluation *Updated: November 7, 2023*	2022-2023: Enrolled 15 students; no certificates awarded. 2023-2024: No data to report. 2024-2025: No data to report.

Objective #2	In support of TBR's Open Access policy pillar and cross-cutting themes of strengthening collaboration and fulfilling equity, and to promote early postsecondary opportunities (EPSOs) in our area, TCAT Jackson will increase headcount and FTE of dual-enrollment students.
Goal #2	TCAT Jackson will gain approval from TBR/COE/DOE to offer an Industrial Electricity (IE) program at the proposed Regional Workforce Development Center to be located at JSCC. This daytime program will be open to dual-enrollment and adult students. *Target Date: September 5, 2025*
Strategy (Action Steps)	1. TCAT Jackson's VP for Instruction/IE will submit a *New Program Proposal* to TBR for the new IE program. *Target Date: February 2025*. 2. TBR's Academic Affairs Office will process and forward for full Board Approval. *Target Date: March 15, 2025*. 3. TCAT Jackson's VP for Instruction/IE will seek COE approval for the course. *Target Date: June 20, 2025.* 4. COE and DOE approvals received. *Target Date: September 1, 2025* 5. Program begins. *Target Date: September 1, 2025.*
Financial Considerations	JSCC will provide space in the facility at no cost for the first three years. State appropriations and student tuition/fees will provide for program's operational costs.
Outcomes	*2022-23*: Award 15 Certificates *2023-24*: Award 20 Diplomas and 10 Certificates *2024-25*: Maintain previous Diplomas and Certificates awarded
Evaluation *Updated: November 7, 2023*	*2022-23: No data to report* *2023-24: No data to report* *2024-25: No data to report*

Objective #3	In support of TBR's Open Access policy pillar and cross-cutting themes of harnessing innovation and fulfilling equity, TCAT Jackson will increase headcount and FTE of adult students by 1.5% annually, by offering hybrid/online courses.
Goal #3	TCAT Jackson will gain approval from TBR, COE and DOE to offer the Computer Information Technology program as a hybrid program. *Target Date: September 1, 2023*
Strategy (Action Steps)	1. TCAT Jackson's VP for Instruction/IE will submit an *Existing Program Modification Proposal* to TBR for the new IE program. *Target Date: January 15, 2023*. 2. TBR's Academic Affairs Office will process the proposal for either a 14-day Chancellor's approval or full Board approval. *Target Date: March 1, 2023.* 3. Since TCAT Jackson is already approved for a hybrid RHT program, a COE short-form requesting approval for the hybrid CIT program will be submitted. *Target Date: April 15, 2023.* 4. Instructor(s) hired. *Target Date: August 1, 2023.* 5. Program begins. *Target Date: September 1, 2023*.
Financial Considerations	Adjunct faculty needed for classes. Existing classrooms/labs will be used. Tuition/fees collected will cover the faculty costs. Faculty costs are the only expense associated with this.
Outcomes	*2022-23*: 15 Headcount & 12 FTE *2023-24*: 20 Headcount & 15 FTE *2024-25*: 25 Headcount & 20 FTE
Evaluation *Updated: November 7, 2023*	*2022-23: No data to report for CIT; RHT Headcount 3, 2 FTE* *2023-24: No data to report* *2024-25: No data to report*

TCAT Jackson STRATEGIC PLAN 2022-2025

TBR Strategic Plan Pillar: Completion

TBR values completion and is committed to helping students address and confront any existing barriers to completing their programs, whether students are pursuing a diploma, a short-term certificate or other credential.

For the TCAT Jackson Strategic Plan, the relevant cross-cutting themes for this pillar are: fulfilling equity, harnessing innovation, and strengthening collaboration.

The following strategies, goals, objectives and strategies (action steps) will guide our process to support our Completion agenda.

Completion - TCAT Jackson

Objective #1	In support of TBR's Completion policy pillar and the cross-cutting theme fulfilling equity, TCAT Jackson will provide learning supports to serve the "whole student" in the 22/23 academic year.
Goal #1	TCAT Jackson will establish and implement the PASS project to provide additional tutoring to low-income students in the 2022/23 academic year.
Strategy (Action Steps)	1. The VP of Student Services will complete the application process for TCAT Jackson to be a member of the PASS Project. *Target Date: February 1, 2023.* 2. All TCAT Jackson faculty will receive training during in-service week (March 2023) to understand how to an inclusive, diverse, and equitable learning culture within the classroom that promotes the success of all students. *Target Date: March 15, 2023.* 3. Each program will establish a comprehensive student progression plan that will allow faculty to coach students with their progress through coursework and empower students to manage their progress. *Target Date: May 1, 2023.*
Financial Considerations	PASS project program costs will be covered by available SERS grants from TBR and then borne by the Student Services Office. A line item within the office's budget will be submitted to TBR, along with the proposed 23/24 FY budget in April 2023.
Outcomes	*2022-23*: Increase the overall COE-reported completion rate by 1% from the 21/22 report. *2023-24*: Increase the overall COE-reported completion rate by 1% from the 22/23 report. *2024-25*: Increase the overall COE-reported completion rate by 1% from the 23/24 report.
Evaluation *Updated: November 7, 2023*	*2022-23*: No data to report *2023-24:* No data to report *2024-25*: No data to report

Objective #2	In support of TBR's Completion policy pillar and the cross-cutting themes: strengthening collaboration, harnessing innovation, and fulfilling equity, TCAT Jackson will expand work-based learning experiences to give every student the opportunity to gain real-world experience and enhance workplace skills in the 23/24 academic year.
Goal #2	TCAT Jackson will increase the number of non-Allied Health students who participate in work-based learning activities (WBLA) by 5% annually over the next three (3) years.
Strategy (Action Steps)	1. TCAT Jackson's VP of Workforce Development will establish the baseline number of students participating in WBLA. *Target Date: July 1, 2023.* 2. All non-Allied Health faculty are trained in WBLA policy and procedures at the annual in-service meeting(s). *Target Date: March 15, 2023.* 3. All non-Allied Health faculty will develop a written WBLA plan for their program/students. *Target Date: September 1, 2023.* 4. All non-Allied Health faculty will develop/implement a WBLA plan for every student for the 23/24 academic year. *Target Date: September 1, 2023.*
Financial Considerations	No tangible costs to the TCAT budget.
Outcomes	*2022-23*: Baseline WBLA headcount established. *2023-24*: 5% increase in WBLA students over baseline established. *2024-25*: 5% increase in WBLA students over previous year.
Evaluation *Updated: November 7, 2023*	*2022-23*: No data to report. *2023-24*: No data to report. *2024-25*: No data to report.

Objective #3	In support of TBR's Completion policy pillar and the cross-cutting themes of harnessing innovation and fulfilling equity, TCAT Jackson will develop and implement strategies to increase completion rates by lowering student withdrawals.
Goal #3	TCAT Jackson will develop and implement a student withdrawal intervention program. Target Date: *September 1, 2023.*
Strategy (Action Steps)	1. TCAT Jackson's VP of Student Services will be responsible for the development of a resource toolkit for faculty to utilize to assist in lowering student withdrawals. Target Date: *February 1, 2023.* 2. TCAT Jackson's VP of Instruction/IE will create a faculty subcommittee to work with the Student Services Department to develop a written process to coordinate efforts to assist students who reach the 5.5% absence hour benchmark – within the first month of their enrollment. *Target Date: June 30, 2023*. 3. TCAT Jackson will launch/implement the formal intervention program (name will be developed by the committees). *Target Date: September 1, 2023.*
Financial Considerations	No tangible costs to the TCAT budget.
Outcomes	2022/23: Benchmark withdrawal rate established. 2023/24: Student withdrawal rate reduced by 1% as compared to the established benchmark. 2024/25: Student withdrawal rate reduced by 1% as compared to previous year.
Evaluation *Updated: November 7, 2023*	*2022-23: No data to report* *2023-24: No data to report* *2024-25: No data to report*

TCAT Jackson STRATEGIC PLAN 2022-2025

TBR Strategic Plan Pillar: Community & Workforce Development

TBR is committed to improving the condition of individuals, families, and communities across the state, which manifests itself in tangible ways such as economic vitality and mobility, but also by improving and enriching the communities it serves.

 For the TCAT Jackson Strategic Plan, the relevant cross-cutting themes for this pillar are: strengthening collaboration, harnessing innovation and fulfilling equity.

The following strategies, goals, objectives and strategies (action steps) will guide our process to support our Community & Workforce Development agenda.

Community & Workforce Development – TCAT Jackson

Objective #1	In support of TBR's Community & Workforce Development policy pillar and the cross-cutting themes of strengthening collaboration and fulfilling equity, TCAT Jackson will develop and implement strategies to strengthen relationships between our students and business and industry.
Goal #1	TCAT Jackson will increase student participation in SkillsUSA by 50%. *Target date: September 1, 2025.*
Strategy (Action Steps)	1. TCAT Jackson's VP of Student Services will initiate steps to implement a Chapter of Excellence program. *Target date: March 1, 2023.* 2. All VPs and Coordinators at TCAT Jackson will participate in annual SkillsUSA Leadership Conferences. *Target Date: March 30, 2023.* 3. TCAT Jackson's VP of Student Services will implement plans/strategies to increase the number of student participants in SkillsUSA yearly. *Target Date: March 1, 2023.*
Financial Considerations	Student fees, travel costs and contest costs associated with SkillsUSA will be covered by Student Activity Fees (SAF).
Outcomes	2022/23: Students participating in SkillsUSA contests: 10 2023/24: Students participating in SkillsUSA contests: 18 2024/25: Students participating in SkillsUSA contests: 22
Evaluation *Updated: November 7, 2023*	*2022-2023: Students participating in SkillsUSA contests: 2* *2023-2024: No data to report.* *2024-2025: No data to report.*

Objective #2	In support of TBR's Community & Workforce Development policy pillar and the cross-cutting themes of strengthening collaboration, harnessing innovation and fulfilling equity, TCAT Jackson will develop and implement strategies to strengthen students' knowledge and understanding of skills needed to succeed in the workplace.
Goal #2	TCAT Jackson will increase apprenticeship participation by 50%. *Target Date: September 1, 2025.*
Strategy (Action Steps)	1. TCAT Jackson's VP of Workforce Development will ensure all TCAT Jackson administrators complete TN Trained. *Target Date: September 1, 2023.* 2. TCAT Jackson's VP of Workforce Development will hire an "Apprenticeship Coordinator". *Target Date: July 1, 2024.* 3. TCAT Jackson will begin an Industrial Maintenance Integrated Automation Apprenticeship program. *Target Date: September 1, 2024.*
Financial Considerations	Student tuition/fees from apprenticeship students will fund the Apprenticeship Coordinator position. Related Technical Instruction (RTI) will be taught by existing IMIA faculty either F2F or in a hybrid modality. Overload pay for faculty will be funded with VP of Workforce Development departmental funds.
Outcomes	2022/23: 100% of all TCAT Jackson administrators complete TN Trained. 2023/24: 30 students will be enrolled in apprenticeship programs. 2024/25: 45 students will be enrolled in apprenticeship programs.
Evaluation *Updated: November 7, 2023*	*2022-2023: TN Trained is no longer a TBR initiative.* *2023-2024: No data to report.* *2024-2025: No data to report.*

Objective #3	In support of TBR's Community & Workforce Development policy pillar and the cross-cutting themes of strengthening collaboration, harnessing innovation and fulfilling equity, TCAT Jackson will develop and implement strategies to increase placement rates.
Goal #3	TCAT Jackson will develop and implement strategies to increase placement rates by 2% annually. *Target Date: August 30, 2024.*
Strategy (Action Steps)	1. TCAT Jackson's VP of Student Services will initiate the purchase and deployment of "Handshake" software (or similar package) to increase and improve student/potential employer communications. *Target Date: June 30, 2023.* 2. TCAT Jackson's Student Services Office will host one (1) career fair annually at the Jackson, Whiteville and Lexington campuses. *Target Date: November 1, 2023.*
Financial Considerations	"Handshake" software package will be purchased with Student Services Departmental funds.
Outcomes	2022/23: "Handshake" software purchased and deployed in FY 22/23. 2023/24: Overall Completion Rate reported in COE Annual Report increased by 2% as compared to rate reported on August 30, 2023 Annual Report. 2024/25: Overall Completion Rate reported in COE Annual Report increased by 2% as compared to rate reported on August 30, 2024 Annual Report.
Evaluation *Updated: November 7, 2023*	*2022-2023: Handshake software is being purchased.* *2023-2024: No data to report.* *2024-2025: No data to report.*

Attachment #1

TCAT Blue Oval City Campus – Workforce Development Strategic Plan

Blue Oval City
Workforce Development Strategic Plan

Introduction

In September 2021, the state of Tennessee announced that Ford Motor Company, in partnership with SK Innovations, would build a new manufacturing facility at the Memphis Regional Megasite in Haywood County. Ford designated this new location as "Blue Oval City". Ford announced the fourth quarter of 2024 as the target to begin production of the F-150 Lightning. This truck is an all-electric vehicle (EV). SK Innovations will manufacture the batteries for the vehicle at the site.

The Tennessee Board of Regents (TBR) has been tasked with developing a comprehensive workforce development strategic plan – to include designing, building, staffing, and program planning for a new TCAT campus at the Megasite. This workforce development strategic plan is congruent with TBR's updated strategic plan and its three pillars: Community & Workforce Impact, Open Access, and Completion – that intersect with four cross-cutting themes. The themes are collaboration, innovation, capacity, and equity.

Our Vision

The Tennessee College of Applied Technology campus at Blue Oval City will serve as the hub in delivering and facilitating excellent workforce development activities that will directly benefit Ford Motor Company and SK Innovations operations, as well as benefiting the entire west Tennessee region.

We will forge mutually-beneficial partnerships with regional K-12 systems and with other post-secondary institutions to become a critical component in the success of Blue Oval City and our region's economic development activities. Our instructional programs will be innovative in their use of technology to meet the specific workforce development needs of Blue Oval City and will enrich our student's overall learning experience.

We will enhance the regional workforce development pipeline to include:

- Dual-enrollment high school CTE programs (TCAT and Community College) that are focused on developing skills for electric vehicle (EV) advanced manufacturing operations, including: logistics, mechatronics, and automotive service.
- Implementing open-enrollment training/educational programs (including TCAT, community college and university) at the Blue Oval City TCAT campus that will meet Ford and SK Innovations' workforce needs.
- Establish a comprehensive Technical Workforce Middle College (TWMC) at the Blue Oval City campus to train high school students on electric vehicle (EV) related STEM skills.
- Implementing apprenticeship programs that will support Ford and SK Innovations' continuing education and skills upgrades needs.

We will value our relationships with Ford Motor Company and SK Innovations. We will value the talents of our students, faculty and staff and will strive to contribute positively to overall wellbeing of west Tennessee area's quality of life.

Consolidated Timeline of Key Activities

- September 2021   Blue Oval City (BOC) at the Memphis Regional Megasite announcement by Governor Lee
- October 2021   TBR Internal Committee for BOC Workforce Development Strategic Plan begins meeting
- October 2021   BOC Workforce Development Strategic Plan developed and revised as necessary
- October 2021   TBR Office of Facilities Development (OFD) begins planning activities for new TCAT campus at BOC
- October 18, 2021   Governor's special called legislative session for BOC related legislation
- November 2021   Identify educational programs to support BOC to locate at TBR and K12 institutions
- November 2021   TBR OFD begins process to design and build the TCAT campus at BOC
- January 2022   Begin TBR/institutional activities for approval/implementation of new academic programs for BOC
- January 2022   Ford begins construction of BOC assembly plant
- April 2022   TCAT Jackson hires Executive Vice-President for BOC campus operations
- June 2022   Present BOC academic programs and plans to Board for approval
- August 2022   TCAT Jackson submits THEC appropriations request to include BOC's FY 23/24 operations
- November 2022   Target date to begin BOC campus construction
- January 2023   In partnership with Ford, TBR ECD Office develops an apprenticeship plan for BOC
- January 2023   BOC academic programs begin at TBR colleges and K12 partners (CTE dual-enrollment)
- January 2024   Faculty and staff for BOC hiring process begins
- July 2024   BOC campus construction completed and equipment move-in
- July 2024   Ford completes construction of BOC assembly plant
- September 2024   Instruction begins at BOC campus
- November 2024   Ford/SK Innovations begins production at BOC

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Blue Oval City
Workforce Development Strategic Plan

TBR Strategic Plan Pillar: Community & Workforce Development

TBR is committed to improving the condition of individuals, families, and communities across the state, which manifests itself in tangible ways such as economic vitality and mobility, but also by improving and enriching the communities it serves.

For the Blue Oval City project, the relevant cross-cutting themes for this pillar are capacity, collaboration, and innovation. TBR and the state of Tennessee are committed to supporting Ford and SK Innovations by providing relevant electric vehicle (EV) industry related workforce development activities that will help them achieve success. This commitment will be manifested in new academic programs at TBR colleges and dual-enrollment programs at partner K-12 systems to be offered while the Blue Oval City site is being constructed. A new TCAT campus at the Memphis Regional Megasite that will have programs that directly support the workforce needs of Ford and SK Innovations, including: mechatronics, EV and battery manufacturing and repair, logistics and automotive service technology.

The following strategies, goals, objectives and action steps will guide our process in support of our Community & Workforce Development agenda at Blue Oval City.

Term	Theme: Capacity
Community & Workforce Development **Strategy/Goal #1**	We recognize that a ramp-up of academic programs related to the electric vehicle (EV) manufacturing and service industry must occur prior to the Blue Oval City (BOC) assembly plant beginning operations. EV-related academic programs will be developed and implemented at TBR colleges and partner K-12 high schools.
Objective	TBR's Office of Academic Affairs will facilitate the identification and implementation of EV related academic programs for implementation in January 2023.
Action Step (Tactic)	6. TBR AA and TCAT Jackson admins communicate with Blue Oval City project managers and begin training program planning activities. (January 2022) 7. Benchmarking site visits to Ford and SK Innovations manufacturing plants (January/February 2022 target) 8. Potential academic programs identified and curricula developed (April 2022) 9. New Academic Program Proposals submitted to TBR for review and approval (May 2022) 10. Board of Regents approval of proposed programs (June 2022) 11. Local campus activities related to SACS/COE/DOE approvals begin (July 2022) 12. New academic programs begin (January 2023)
Outcome	EV-related academic programs at community colleges, TCATs and partner K-12 sites will begin in January 2023

Term	Theme: Capacity
Community & Workforce Development **Strategy/Goal #2**	A new TCAT campus will be built at the Memphis Regional Megasite' Blue Oval City.
Objective	TBR's Office of Facilities Development (OFD), in accordance with budget guidelines from the state and input from Ford Motor Company and SK Innovations, will design and build a new TCAT campus by July 2024.
Action Step (Tactic)	1. TBR OFD begins preliminary planning activities for a new TCAT campus at BOC (October 2021) 2. TBR and TCAT Jackson administration communicate with Blue Oval City project managers and begin training program planning activities. (November 2021) a. Potential programs for the campus include: Mechatronics, Industrial Maintenance Integrated Automation, Logistics, Truck Driving, Robotics, Electric Vehicle Service Technology/Automotive Service Technology, Machine Tool, and Welding. 3. TBR OFD design/bid/build phase commences. (November 2021) 4. Construction begins. (November 2022 target) 5. Planning for programs, staffing, and budgets completed. (December 2022) 6. Hiring for all faculty and staff positions begins (January 2024) 7. TCAT Jackson begins the COE "Substantive Change" application process for a New Branch Campus at a date when the site visit can be completed with students on campus and within the required 180-day window from COE initial approval of the campus. (Date TBD) 8. Campus construction completed and equipment move-in (July 2024) 9. Instruction begins at BOC campus (September 2024)
Outcome	Facility completed, equipment installed and workforce training begins by September 2024. COE final approval of the campus in December 2024.

Term	Theme: Collaboration
Community & Workforce Development **Strategy/Goal #3**	In order to facilitate the communication, program planning, and accreditation work needed to make the new TCAT campus a success, a campus administrator will be hired.
Objective	TCAT Jackson will create, request and fill a new executive vice-president position to serve as the administrator of the TCAT campus at Blue Oval City by April 2022.
Action Step (Tactic)	6. TCAT Jackson President and the TBR Vice-Chancellor for Workforce Development will develop a job description for an Executive Vice-President (EVP) who will serve as the on-site administrator for the TCAT campus at the megasite. (October 2021) 7. TCAT Jackson will request an EVP position, with TBR funding, in the October revised budget cycle. (October 22, 2021) Estimated budget is $200,000 recurring. 8. TCAT Jackson revised budget, with new funding, approved by the Board of Regents. (December 2021) 9. Position Announcement posted (January 2022) 10. New EVP hired and begins.
Outcome	New EVP hired and begins in April 2022.

Term	Theme: Innovation
Community & Workforce Development **Strategy/Goal #4**	In accordance with the Governor's intent and the Chancellor's directive, the TCAT campus at Blue Oval City will become a standalone TCAT.
Objective	Transition the TCAT campus at Blue Oval City from a Branch Campus of TCAT Jackson to become a standalone TCAT by Fall 2027.
Action Step (Tactic)	1. TBR notifies THEC and COE of its intent to transition the megasite campus to become a standalone TCAT. (December 2024) 2. Budget planning, including transitioning of positions and budget funds from TCAT Jackson to the new TCAT, completed. (April 2025) 3. COE Candidate Institution application and processes completed. (June 2025) 4. All required COE, DOE, TBR, and THEC processes completed. (June 2027)
Outcome	The Blue Oval City TCAT is fully operational as a standalone institution in September 2027.

Blue Oval City

Workforce Development Strategic Plan

TBR Strategic Plan Pillar: Open Access

TBR is an open-access community and technical college system that serves students of all backgrounds, demographics, income levels, readiness or circumstances and is committed to meeting student, workforce and community needs for education and training.

For the Blue Oval City project, the relevant cross-cutting themes for this pillar are collaboration, innovation, and equity. TBR and the state of Tennessee are committed to supporting Ford and SK Innovations by developing, enhancing and improving access to opportunities for all those interested in training for employment at the site. This commitment will be manifested in targeted dual-enrollment programs in regional secondary CTE programs that will support the workforce needs at Blue Oval City. These programs will be located in both rural and urban school districts. In addition, TBR will establish open-enrollment/for-credit TCAT programs, apprenticeship programs and access to associates and bachelor's degree programs at the TCAT campus site for Blue Oval City. The programs will directly support the workforce needs at Blue Oval City.

The following strategies, goals, objectives and action steps will guide our process to support our Open Access agenda at Blue Oval City.

Term	Theme: Collaboration and Equity
Open Access **Goal /Strategy #1**	Workforce relevant <u>dual-enrollment programs</u> will be established at regional high school CTE programs, funded by targeted state grants and will include both rural and urban school sites west Tennessee.
Objective	Establish/enhance the dual-enrollment segment of the workforce pipeline in support of operations at Blue Oval City by Spring 2023.

Action Step (Tactic)	4. State of Tennessee Education Department's CTE office will provide a current listing of CTE programs at all regional high schools in west Tennessee. (April 2022)
	    a. Demographic student data will be provided with the list.
	    b. TBR's Office of OE will assist in identifying underserved rural and urban secondary systems' CTE programs for the purpose of developing DE programs.
	5. TCAT at Blue Oval City EVP and selected TBR/TCAT admins will make benchmarking site visits to Ford and SK Innovations to learn workforce needs. (February 2022)
	6. TCAT Blue Oval City EVP works with regional TCATs and K-12 systems to establish/build-out/enhance and begin instruction with targeted dual-enrollment CTE programs in support of Blue Oval City Operations. (January 2023)

Outcome	New/enhanced dual-enrollment programs delivering instruction on Blue Oval City specific workforce needs begins in January 2023.

Term	Theme: Collaboration
Open Access **Goal /Strategy #2**	Workforce relevant open-enrollment <u>for-credit programs</u> will be established and delivered at the TCAT Blue Oval City campus. These will include relevant TCAT certificates/diplomas, associate degree programs, as well as access to bachelor's degree programs.
Objective	In partnership with west Tennessee regional TCATs, and community colleges, establish a post-secondary slate of relevant program offerings at the Blue Oval City campus by September 2024.
Action Step (Tactic)	5. TBR Vice Chancellor for ECD establishes a Blue Oval City Workforce Steering Committee. The Steering Committee membership will be west Tennessee regional TCAT and Community College Presidents and the TCAT campus at Blue Oval City EVP. (February 2022) 6. Based on feedback from the benchmarking site visits, relevant TCAT and community college programs will be recommended via the TBR Academic Affairs process. (June 2022 TBR meeting) 7. Articulation agreements between TCAT and community college programs are established and approved. (June 2023) 8. Workforce Steering Committee engages with LGIs and other four-year institutions to establish 2+2 bachelor's degree programs. Access to instructional space and distance learning infrastructure is a part of the agreement. (March 2024) 9. Academic programs begin at the Blue Oval City campus. (September 2024)
Outcome	A full slate of relevant training and education programs at the certificate, diploma, associates and bachelor's degree levels are established and operational by September 2024.

Term	Theme: Innovation
Open Access **Goal /Strategy #3**	Workforce relevant <u>apprenticeship programs</u> will be established in support of the workforce needs of Ford and SK Innovations at Blue Oval City.
Objective	In partnership with the state of Tennessee Department of Labor & Workforce Development's Office of Apprenticeship, the local American Job Center Office, TBR's Office of ECD, TBR's Office of Academic Affairs, and (if applicable) the UAW-Ford Joint Apprentice Program – apprentice programs will be delivered at the TCAT campus at Blue Oval City.
Action Step (Tactic)	4. The Blue Oval City Workforce Steering Committee appoints an Apprenticeship taskforce. Membership will include the TCAT campus EVP, a state of Tennessee Apprenticeship Office representative, TBR Office of ECD and AA representatives, a Ford/SK Innovations representative, three (3) community college workforce development reps and three (3) TCAT workforce development reps, and (if applicable) a UAW representative. (January 2023) 5. A new Blue Oval City Apprentice Program is established <u>or</u> a Ford/UAW Joint Apprentice Program chapter is established at the Blue Oval City campus. (June 2024) 6. First graduates of the Blue Oval Apprentice Program graduate. (January 2026)
Outcome	State and federal registered apprenticeship programs are established, apprentices enrolled and program completers available to Ford and SK Innovations by January 2026.

Blue Oval City

Workforce Development Strategic Plan

TBR Strategic Plan Pillar: Completion

TBR values completion and is committed to helping students address and confront any existing barriers to completing their programs, whether students are pursuing a transfer degree, a diploma, a short-term certificate or other credential.

For the Blue Oval City project, the relevant cross-cutting themes are collaboration, innovation and equity. TBR is committed to providing the learning support structures necessary for student success in support of Ford and SK Innovations' workforce needs. This commitment will be manifested with establishing a Technical Workforce Middle College; local SAILS programs in support of community college degree programs; building a TCAT Technology Foundations/Testing Center computer lab; partnering with the local Adult Education programs; and developing a Tennessee Transfer Pathways agreement among all educational institutions represented at the Blue Oval City campus.

The following strategies, goals, objectives and action steps will guide our process to support our Completion agenda at Blue Oval City.

Term	Theme: Equity and Collaboration
Completion **Goal/Strategy #1**	A key part of the workforce pipeline is to equip high school students with relevant STEM skills and help them establish a connection with the operations at Blue Oval City. We will establish a comprehensive Technical Workforce Middle College (TWMC) at the Blue Oval City (BOC) TCAT campus to train high school students on electric vehicle (EV) related STEM skills. Enrollment will be selective/competitive and all west TN regional K-12 systems can participate.
Objective	A TWMC at BOC will be established and delivering instruction by September 2024.
Action Step (Tactic)	1. A TWMC steering committee will be appointed by TBR's AA Vice Chancellor (June 2022) 2. Admissions requirements established by the TWMC steering committee will be developed and published (December 2022) 3. Relevant TBR/DOE approvals are sought and given (June 2023) 4. Student recruitment and testing activities begin (August 2023) 5. Student transportation planning completed (January 2024) 6. Selected students enroll (September 2024)
Outcome	150 high school DE students are enrolled in the TWMC at BOC in September 2024.

Term	Theme: Equity and Collaboration
Completion **Goal/Strategy #2**	In order to provide the proper student learning support for TCAT and apprentice programs when needed, as well as access to online instruction from community colleges, universities and regional Adult Education programs - a Technology Foundations/Testing/Instructional computer lab will be built and staffed.
Objective	During the design of the TCAT campus at Blue Oval City, consideration of the proper non-program specific computer lab(s) will be given and space allocated.
Action Step (Tactic)	1. TBR's OFD selected designer will consult with TCAT EVP/President on the intent of the space. (June 2022) 2. Funds will be allocated for a high-speed IT infrastructure within the building and specific to this computer lab. (January 2023) 3. At the completion of the building, TAF funds will be used to equip the computer lab. (September 2024) 4. The TCAT Blue Oval City EVP will coordinate the scheduling/use of the computer lab. (September 2024)
Outcome	A fully staffed Technology Foundations/Learning Support computer lab will be staffed and operational by September 2024.

Term	Theme: Equity and Collaboration
Completion **Goal/Strategy #3**	SAILS programs will be established at targeted west Tennessee regional high schools in support of community college dual enrollment classes.
Objective	In support of the future workforce needs at Blue Oval City, SAILS programs will be established at targeted west Tennessee regional high schools. The specific high schools to receive the programs will be determined by TBR's Office of Academic Affairs.
Action Step (Tactic)	1. TBR's Office of Academic Affairs inventories those high schools in west Tennessee that have SAILS programs and determines, with the assistance of the TBR OE office's equity lens, which high schools should have new programs established. (January 2023) 2. New SAILS programs established and deliver instruction. (August 2023)
Outcome	Sails programs added to the academic inventory and delivering instruction in Fall 2023.

Term	Theme: Innovation and Collaboration
Completion **Goal/Strategy #4**	A new transfer pathway will be developed specific to Electric Vehicle (EV) manufacturing.
Objective	The Tennessee Transfer Pathways Regional Coordinators in west Tennessee, under the guidance of TBR's Academic Affairs Office Pathways Coordinator, will develop EV specific pathways within the "Applied Technology" academic focus area.
Action Step (Tactic)	1. TCATs and Community Colleges will develop and deploy EV manufacturing and service specific academic programs and dual-enrollment programs as per the standard TBR procedure. (January 2023) 2. Articulation agreements between the TCATs and CC's EV programs will be approved and in place. (September 2023) 3. TBR's Pathways Coordinator and THEC staff will engage the LGIs and other colleges/universities on the articulation process and encourage the development of bachelor's degree programs related to EV vehicles. (September 2024) 4. Approved TTPs are in place. (January 2025)
Outcome	A completed TTP, reaching back to DE programs at the high school level, through articulation agreements between the TCATs and CCs and culminating in 2+2 programs with partner universities/colleges (public and private) is in place and operating by January 2025.

Potential Academic/Training Programs to support Blue Oval City

TCAT Campus at Blue Oval City

- Mechatronics
- Electric Vehicle (EV) Manufacturing Technician
- Electric Vehicle (EV) and Automotive Service Technician
- Industrial Maintenance Integrated Automation
- Industrial Electricity
- Welding
- Logistics
- Truck Driving
- Ford/SK Innovations Apprentice programs

Regional Community Colleges

- Engineering Systems
- Logistics
- Mechatronics
- Supply Chain Management

Regional High School CTE/Dual-Enrollment

- Mechatronics
- Industrial Maintenance Integrated Automation
- Welding
- Supply Chain Management

Attachment #2

TCAT Jackson's SEM Action Plan

TCAT Strategic Enrollment Management Goals & Strategies

Tennessee College of Applied Technology Jackson

RECRUITMENT GOALS

- **Recruitment Goal 1**: Increase enrollment of students directly following high school graduation by 1.5% annually from 4,233 in fall 2019 to 4,629 in fall 2025.

Baseline Institutional Data: **In 2018-19, there were 118 recent high school graduates enrolling, according to TBR data.**

Institutional 2025 Goal: **Enrolling approximately 127 recent high school graduates by 2025**

- *Develop & implement communication processes for target student groups.*

Tactic: Increase social media presence and efficacy by implementing a Social Media Marketing Plan geared to appeal to high school students

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results
Utilize the TBR marketing contract with Milek Media to sub-contract with local media company.	VP of Student Services	July 30, 2021	September 30 and on-going	Social Media Marketing budget of $12,000	Lack of technology on-campus; Lack of content development know-how	Plan developed and launched by due date	TBD – but will be based on critical social media metrics (impressions, likes, click-throughs, etc)

o   *Identify, create & sustain community partnerships.*

Tactic: Create opportunities to educate parents about the value of TCAT courses and credentials. These could include facility tours, video tours, orientation sessions, etc.

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results
Create an "Open House" at night or a Saturday for the Class of 2022 grads and their parents	VP of Student Services	August 30, 2021	November 1, 2021	Budget of $2,000 for giveaways and finger foods.	Lack of participation by HS students (have them pre-register?)	100 students participating	TBD – but will include a "yield rate" measure of participating students who subsequent completed an application for enrollment.

o   *Recruit underrepresented high school students.*

Tactic: Identify public high schools in service delivery area with at least a 40% Black student population and concentrate recruitment efforts there, including communications with guidance counselors and CTE instructors.

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results
Determine baseline number of Black, recent high school	Debbie Lancaster – Student Services	Fall 2021	November 1, 2021	BANNER Student, IPEDS and SIMS data	Manual count may be required due to limitations of	Accurate count of Black students determined for the 18/19 years by due date.	TBD

grads from 18/19 year					SIMS program.		

o *Increase marketing & recruitment efforts.*

Tactic: Create student success stories (in-person and via student cell phone/video) to be used on an on-going basis at multiple venues.

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results
Integrate student success stories into our Social Media marketing plan	VP of Student Services	January 20, 2022	March 30, 2022	None.	Student Participation	1 student POV video posted to all social media platforms from each instruction departmental area (Allied Health, IT, Manufacturing Related, and Transportation)	TBD

- **Recruitment Goal 2**: Increase adult enrollment by 1.5% annually from 4,651 in fall 2019 to 5,086 in fall 2025.

Baseline Institutional Data: **In 2018-19, there were 455 adult students enrolled [174 students 20-24 years of age and 281 at least 25 years of age], according to TBR data.**

Institutional 2025 Goal: **Enrolling approximately 490 adult students by 2025**

- o *Develop and implement high touch outreach efforts in order to assist adult students through the enrollment process.*

Tactic: Through thorough review of all phases of the enrollment process, identify barriers and challenges for adult students and implement process change to alleviate or remove those barriers and challenges.

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results
Complete process mapping sessions with coach	VP of Student Services	3/12/2021	3/23/2021	TEAMs, time, staff input and investment	n/a	Complete process map of entire enrollment process	Process map that is accurate and complete
Review of completed process map to identify barriers	Student Services, Financial Aid staff	4/1/2021	4/15/2021	TEAMs, time, staff input and investment	BANNER, prohibitive guidelines or policies, administrative-oriented processes	Revised, streamlined process that alleviates or eliminates identified barriers	Implementation of student-friendly, student-oriented enrollment process

- o *Identify, create, and sustain community partnerships.*

Tactic: Create partnerships with industry to foster apprenticeship programs and work-based learning activities.

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results

Implement IMIA	VP of Workforce Development	3/1/2021	5/4/2021		Lack of industry investment	New opportunity for industry upskilling of production workers	
Training for faculty in securing and documenting work-based learning opportunities for students	Curriculum & Compliance Coordinator	7/1/2021	7/31/2021	Time out of classroom for training, i.e. substitute teachers	Lack of student interest due to transportation/other barriers	Increase in students engaged in work-based learning activities	Increase of work-based learning to include at least one student from all TCAT programs
Coordinate "mock interview" event	VP of Student Services	1/4/2022	7/31/2022	Food/giveaways	Lack of industry investment	Event that will engage industry partners in the training classroom and labs and provide venue for students to showcase work and job-seeker skills	Students hired due to event participation

- o *Increase marketing and recruitment efforts.*

Tactic: Increase social media presence and efficacy by implementing a Social Media Marketing Plan geared to appeal to adult students.

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results
Utilize the TBR marketing contract with Milek Media to sub-contract with local media company.	VP of Student Services	July 30, 2021	September 30 and on-going	Social Media Marketing budget of $12,000	Lack of technology on-campus; Lack of content development know-how	Plan developed and launched by due date	TBD – but will be based on critical social media metrics (impressions, likes, click-throughs, etc)

- o *Address the barriers that keep adults from starting or returning to college.*

Tactic: Through thorough review of all phases of the enrollment process, identify barriers and challenges for adult students and implement process change to alleviate or remove those barriers and challenges.

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results
Complete process mapping sessions with coach	VP of Student Services	3/12/2021	3/23/2021	TEAMs, time, staff input and investment	n/a	Complete process map of entire enrollment process	Process map that is accurate and complete
Review of completed process map to identify barriers	Student Services, Financial Aid staff	4/1/2021	4/15/2021	TEAMs, time, staff input and investment	BANNER, prohibitive guidelines or policies, administrative-oriented processes	Revised, streamlined process that alleviates or eliminates identified barriers	Implementation of student-friendly, student-oriented enrollment process

- **Recruitment Goal 3**: Increase dual enrollment by 1.5% annually from 5,118 in fall 2019 to 5,596 in Fall 2025.

Baseline Institutional Data: **In 2018-19, there were 81 dual enrollment students, according to TBR data.**

Institutional 2025 Goal: **Enrolling approximately 87 dual enrollment students by 2025**

    o *Evaluate the enrollment process for the high schools and TCATs and engage with high school staff to improve the enrollment process.*

Tactic: Through thorough review of all phases of the enrollment process, identify barriers and challenges for high school students and implement process change to alleviate or remove those barriers and challenges.

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results
Complete process mapping sessions with coach	VP of Student Services	3/12/2021	3/23/2021	TEAMs, time, staff input and investment	n/a	Complete process map of entire enrollment process	Process map that is accurate and complete
Review of completed process map to identify barriers	Student Services, Financial Aid staff	4/1/2021	4/15/2021	TEAMs, time, staff input and investment	BANNER, prohibitive guidelines or policies, administrative-oriented processes	Revised, streamlined process that alleviates or eliminates identified barriers	Implementation of student-friendly, student-oriented enrollment process
Meet with high school staff to collaborate on enrollment of students	Student Services, Financial Aid staff	5/1/2021	5/25/2021	TEAMs, time, staff input and investment	Lack of time resources for both institutional staff	Easier enrollment process for students	Implementation of student-friendly, student-oriented enrollment process

    o *Collaborate with the Tennessee Higher Education Commission to align policies regarding Dual Enrollment Grant and propose legislative actions to further promote availability of sufficient Dual Enrollment grant.*

Tactic: In conjunction with TBR's Office of External Affairs, identify lottery funding gaps for dual enrollment students in our partner schools and promote legislative changes to fund those gaps.

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results
Identify dual enrollment student funding gaps	Financial Aid Coordinator	9/15/2021	11/15/2021	BANNER Student report writer	insufficient or inadequate data	spreadsheet report of dual enrollment student with fees charged versus fees waived	A report that calculates the actual dollars missed in lottery funding because of capped/waived fees.
Advocate for change to increase dual enrollment lottery funding cap	President and Office of External Affairs	1/15/2022	2/28/2022	none	Competition from community colleges and universities	Change becomes a part of TBR's official legislative agenda	Legislative change to increase in dual enrollment lottery funds collected for technical colleges

o *Increase participation in GIVE Dual Enrollment opportunities.*

Tactic: Host events to "open" three facilities built/constructed with GIVE grant dollars for the purpose of workforce development

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results
Hire local marketing firm to publicize events	GIVE Grant Coordinator	3/1/2021	10/15/2021	Marketing budget	Lack of community interest	Successful, well-attended openings of three facilities	Narrative of student success and opportunities afforded by GIVE grant; coverage by all local media outlets

o *Strengthen relationships with key Dual Enrollment stakeholders to identify students truly interested in a program.*

Tactic: Create opportunities for peer-to-peer collaboration among TCAT and high school faculty

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results
Facilitate meetings with like-program instructors	VP of Workforce Development	9/1/2021	10/31/2021	Release time for faculty	Faculty availability	Collaboration in creating dual enrollment opportunities	TBD
Coordinate student visits from high schools; "TCAT student for the day"	Faculty	11/1/2021	4/30/2022	TCAT swag	Student transportation	High school students experience technical college life	Visiting students complete end-of-day assessment

RETENTION GOALS

- **Retention Goal 1**: The equity gaps (the differing rates of student success metrics between groups of students by race, gender, etc.) will be identified at each college no later than August 2021 and develop a plan to address the gaps identified.

Baseline Institutional Data: **No baseline available from TBR data provided.**

Institutional 2025 Goal:

  o *Develop an equity enrollment plan, using the Achieving the Dream framework that provides actionable steps to close equity gaps.*

Tactic: Beginning with the 18/19 AY, identify enrollment, completion, placement and licensure exam pass rate data, per program, disaggregated by race, gender and PELL eligibility.

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results
Transmit BANNER Student Report Writer request to TBR w/data needs	VP of Student Services	May 1 , 2021	July 1, 2021	TBR Student Services' Report Writer	Multiple data requests from TCATs to TBR for similar reports	Disaggregated data is pulled and reports written.	TBD
Access historical SIMS data from archives and extract disaggregated data	Debbie Lancaster	May 1, 2021	July 1, 2021	Access to SIMS data via TBR and IPEDS data	Inaccurate data; inability to disaggregate the data	Disaggregated data is exported into Excel tables	TBD

  o *Develop strategic initiatives to recruit, support, and provide resources for women and POC in faculty/instructor roles with a targeted focus on programs and industries where there is significant underrepresentation.*

Tactic: Broaden our position announcement advertising strategy to include national publications; online jobs sections for faculty/instructor positions

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results
Review the AA/EEO plan to identify racial disparities in faculty and administrative roles.	HR and AA/EEO Officer	July 1, 2021	August 1, 2021	None	None	Identify the actual number of faculty and administrative positions needed to be filled with POC to meet AA/EEO goals.	TBD
Use the Milek Marketing contract to advertise administrative and faculty positions in identified publications and geographic markets.	HR and AA/EEO Officer	July 1, 2021	On-going	Marketing budget increase to cover increased advertising costs	None	Position announcements advertised and an increase in applicants that are POC.	Increase of POC in faculty and administrative roles and equity gaps identified in the AA/EEO plan are closed by 2024/25 fiscal year.

- **Retention Goal 2**: The completion rate of TCAT students will increase from 82% in 2018-19 to 87% in 2024-25.

Baseline Institutional Data: **81% completion rate for 2019-20 [Source: TBR TCAT Jackson 2021 Data Profile]**

Institutional 2025 Goal: **87% in 2024-25**

- o *Develop and expand hybrid and online delivery modalities for programs.*

Tactic: Offer a hybrid and/or fully online option for select programs.

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results
Develop an online program for Retail, Hospitality and Tourism Technology and Administrative Office Technology	RHTT Faculty	6/1/2021	9/1/2021	Release time from classroom	Complicated DOE/VA requirements for tracking attendance	Program that is more accessible to working adults as new career or upskill current employees	Programs with placement rates exceeding the 87% goal because students can work while completing training program

    o   *Develop and implement a student withdrawal intervention program.*

Tactic: Create a toolkit from which staff can easily find and use tools to assist students in resolving issues that would result in withdrawal

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results
Review student exit forms to assess needs	Student Services staff	9/1/2021	12/15/2021	None	errors in form data	List of reasons students withdraw by frequency	TBD
Develop a common list of external resources as a tool to assist in counseling students	Student Services staff	9/1/2021	12/15/2021	None	Lack of external resources	Staff can find help or point students to resources that will provide solutions	TBD
Send out monthly RAVE messages to all students	Student Services staff	91/2021	ongoing	None	Lack of correct student contact information	Students will be reminded that help is available consistently	Greater number of students having access to programs and resources

						More students asking for assistance before considering withdrawal as an option	– exit surveys to incorporate data
indicating help is available							

        o *Increase student support and engagement.*

Tactic: Facilitate workshops and professional development sessions that create broader understanding of the challenges students may face in completing a training program

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results
Host a poverty simulation workshop	Curriculum & Compliance Coordinator	9/1/2021	12/15/2021	Poverty Simulation Workshop Facilitator	COVID restrictions; availability of facilitator	More informed staff and faculty with a knowledge of resources and tools to assist students needing support	TBD
Engage students via surveys and counseling opportunities to assess need	Student Services staff	9/1/2021	12/15/2021	Effective assessment tools and counseling training for staff	lack of training resources	Staff trained to engage with students to form workable solutions for issues/problems	TBD

- **Retention Goal 3**: The job placement rate at each TCAT will meet or exceed the 89% system rate by 2024-25

Baseline Institutional Data: **84% completion rate for 2019-20 [Source: TBR TCAT Jackson 2021 Data Profile]**

Institutional 2025 Goal: **89% in 2024-25**

   o *Provide career readiness and job placement opportunities and support.*

Tactic: Develop and strengthen industry partnerships and incorporate students who have completed rigorous career-ready training in employability in faculty-industry events.

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results
Training for faculty in securing and documenting work-based learning opportunities for students	Curriculum & Compliance Coordinator	7/1/2021	7/31/2021	Time out of classroom for training, i.e. substitute teachers	None	Increase in students engaged in work-based learning activities	Increase of work-based learning to include at least one student from each TCAT program
Implement regular job-seeker oriented trainings with industry partners	Student Services	9/1/2021	ongoing	Space Available industry partners	COVID restrictions Lack of student participation	Increase in student job-seeker knowledge	Surveys and other assessment tools utilized to assess interest and learning by participants
Develop and implement a Worker Characteristics course for all students that is consistent and rigorous	Curriculum & Compliance Coordinator Faculty	9/1/2021	12/15/2021	None	None	Students who are work-ready and job-seeker ready	Satisfaction assessed in Employer Surveys

Maintain regular contact with employers and create centralized job opening postings for students	Student Services	9/1/2021	ongoing	web page or some form of technology to host electronic board space and materials to create board in café	Time to commit to contacting employers Lack of good communication path	Two different, but widely accessible locations for students to learn of job placement opportunities	Track the posting and resulting hire with employers
Coordinate "mock interview" event	VP of Student Services	1/4/2022	7/31/2022	Food/giveaways (for industry partners)	Lack of industry investment	Event that will engage industry partners in the training classroom and labs and provide venue for students to showcase work and job-seeker skills	Students hired due to event participation Greater program advisory committee involvement

o *Expand partnerships with business and industry to support and improve the job placement of students.*

Tactic: Develop and strengthen industry partnerships with campus events and media releases.

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results
Review and develop apprenticeship models that meet industry's needs	VP of Workforce Development	4/1/2021	ongoing				

| Utilize the TBR marketing contract with Milek Media to sub-contract with local media company to highlight industry partners commitment to technical education | VP of Student Services | July 30, 2021 | September 30 and on-going | Social Media Marketing budget of $12,000 | Lack of technology on-campus; Lack of content development know-how | Plan developed and launched by due date | TBD – but will be based on critical social media metrics (impressions, likes, click-throughs, etc) |

o   Review and ensure that current programs are meeting the workforce needs of the immediate and surrounding communities.

Tactic: Maintain integrity and accountability for program advisory meetings and provide opportunities for faculty to invite program advisory committee members to campus to meet students and tour training program areas.

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results
Incorporate metrics for the involvement and utilization of program advisory committees into faculty evaluations	VP of Workforce Development	6/1/2021	ongoing			Faculty will be incentivized to make contact, document, and incorporate program advisory committees into the operation of their respective programs	Faculty evaluation scores

Coordinate "mock interview" event	VP of Student Services	1/4/2022	7/31/2022	Food/giveaways (for industry partners)	Lack of industry investment	Event that will engage industry partners in the training classroom and labs and provide venue for students to showcase work and job-seeker skills	Students hired due to event participation Greater program advisory committee involvement
Host program advisory committee events	VP of Workforce Development	1/4/2022	ongoing	Food budget	COVID restrictions	Event that will engage industry partners in the training classroom and labs and expose them to student training environment	Greater program advisory committee involvement

- **Retention Goal 4**: The licensure rates at each TCAT will meet or exceed the 95% system rate by 2025.

Baseline Institutional Data: **100% in Truck Driving & 92% in Practical Nursing in 2018-19. [Source: TBR TCAT Jackson 2021 Data Profile]**

Institutional 2025 Goal: **95% in 2024-25**

   o *Provide faculty development opportunities to ensure faculty are kept abreast of licensure standards.*

Tactic: Ensure that all faculty are current in their understanding of licensure standards.

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results
Provide education for nursing faculty regarding changes to the NCLEX-PN questions beginning in 2023.	PN Director/PN Faculty	March 2021	Ongoing	Training Time	Lack of Time	Instructors will effectively write NCLEX-style questions for inclusion on unit tests.	Instructors will have a shared test bank that includes the new NCLEX-style questions.

   o *Expand licensure preparedness opportunities for students.*

Tactic: Provide increased opportunities for licensure preparedness throughout each program.

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results
Provide improved remediation for	PN Faculty	March 2021	Ongoing	Class time	Lack of time	After testing, students will effectively grasp concepts	Students will demonstrate increased success on final, HESI, and licensure exams.

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results
students after unit tests and final exams						that they did not fully understand prior to testing	
Instructor modification of Test Bank Items prior to testing	PN Faculty	March 2021	Ongoing	Instructor time outside of class	Lack of time	Students will have to understand concepts in order to be successful on exams, instead of memorizing information.	Students who successfully pass the program will be fully prepared for the licensure exam.
Inclusion of a final exam with every course and increased value of Final Exams/HESI Exams from 10% to 15% (This is going into effect with each incoming cohort.)	PN Faculty	May 2021	January 2022	NA	NA	Higher stakes final exams will require students to commit information to their long-term memory in order to be successful in each course.	Students who successfully pass the program will be fully prepared for the licensure exam.

o   *Identify and address potential barriers to successfully completing licensure exams.*

Tactic: Address all barriers identified by faculty or students related to successful completion of licensure exams.

Action Steps Description	Person or Dept. Responsible	Begin Date	Due Date	Resources Required	Potential Barriers	Outcome/Benchmarks	Assessment/Results
Implementation of the *Help for Surviving Practical Nursing School* Microsoft Team (optional for current	PN Director	March 2021	January 2022	Time	Student resistance	Students will gain study, test-taking, and time management skills, in addition to having the opportunity to interact with students in the same course in multiple cohorts.	Students will demonstrate improvement on unit tests and final exams.

students, but will be required for students who are referred by their instructor in future incoming cohorts)						