



FOCUS 2025

Strategic Plan

SOUTHWEST
TENNESSEE COMMUNITY COLLEGE

southwest.tn.edu

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SOUTHWEST
TENNESSEE COMMUNITY COLLEGE

tbr | THE COLLEGE SYSTEM
of TENNESSEE

5983 Macon Cove , Memphis, TN 38134 901.333.5000

Southwest Tennessee Community College, a Tennessee Board of Regents Institution,
is an affirmative action equal opportunity college.

SOUTHWEST

TENNESSEE COMMUNITY COLLEGE



MISSION

At Southwest Tennessee Community College, community is our middle name. As a teaching, learning and equity-centered college, our students pursue associate degrees and technical certificates and engage in workforce development training to prepare them for the demands of an evolving marketplace. Our ability to change and adapt to uplift our students and serve our community makes us unique. At Southwest, we believe everyone deserves an opportunity.

MESSAGE FROM THE PRESIDENT

Southwest Tennessee Community College is where hopes, dreams, inspiration and innovation intersect. We are the community's college. The needs of Mid-South residents and businesses inform our planning and work.

This strategic plan is a product of our Achieving the Dream journey that helped us boost enrollment and transform the student experience. It also represents the spirit of collaboration that fuels inspiration and innovation at Southwest every day. Faculty, students, staff and college leaders worked diligently to craft this plan that outlines how we focus our resources and efforts as a major driver of economic progress and success in the Mid-South.

We focus our resources in three major areas: students, community and excellence. We are committed to providing the quality academic programs and career and technical training our students want, business and industry need and the greater community demands. We will continue to celebrate diversity, promote equity, and foster inclusion by providing a safe teaching and learning environment that broadens students' point of view, while instilling a deep sense of belonging in each of them.

We will devote our efforts to nurture a work culture where employees know they are appreciated and are inspired to operate with integrity in the pursuit of excellence. And we are dedicated to partnering with local, regional and national partners to promote upward social and economic mobility in the Mid-South and beyond.

A handwritten signature in black ink that reads "Tracy D. Hall".

Dr. Tracy D. Hall, President
Southwest Tennessee Community College

EQUITY STATEMENT



Southwest Tennessee Community College affirms its commitment to equity, inclusion and supporting the success of all our community members. We strive to create a campus culture where each individual, including students, staff, and faculty can thrive. The College stands ready to help every student succeed. To ensure success is attainable for all students at Southwest, we are committed to reviewing and adjusting: Our curriculum to ensure that it is in line with the evolving workforce; Our policies and procedures to ensure we provide effective and efficient services; Our expectations, which will in turn encourage student success.

Our Faculty and Staff will advance the College's equity goals with the full support of College leadership. To position our faculty and staff to be agents of change, we are committed to: Diversification efforts in hiring, retention and promotion policies; Professional development opportunities leading to efficient services to our community; Sustainable work/life balance for the College's employees.

PLANNING TASK FORCE

Southwest Tennessee Community College

Academic Program Advisory Councils

Sindy Abadie, *Special Assistant to Vice President, Academic Affairs*

Raquel Adams, *Assistant Professor of Fine Arts*

Michael Boyd, *Associate Vice President for Administrative Services*

Cynthia Graham, *Vice President for External Relations*

Sherry Greene, *Director for Budget*

Selena Grimes, *Executive Director for Planning and Research*

Dr. Tracy D. Hall, *President*

Renee Hancock, *Director for Application Services*

Dr. Kendrick Hooker, *Vice President for Academic Affairs*

Cory Major, *Vice President for Student Affairs*

Annie Moss, *Interim Associate Vice President for Enrollment Management*

Tameka Perry, *Special Assistant to the President/ Director for Equity & Compliance*

Iliana Ricelli, *Associate Vice President for Human Resources*

Amy Shead, *Associate Vice President for Workforce Development*

Dr. Carlos Smith, *Director for Institutional Effectiveness*

Jeanette Smith, *Chief Financial Officer*

James Sorrell, *Director for Information Systems*

Jarrett Stephens, *Athletic Director and Men's Head Basketball Coach*

Connor Taylor, *Student*

Dr. Jennifer Townes, *Assistant Vice President for Professional Development & Employee Engagement*

Lezley Webb, *Director for Police Services & Public Safety*

Jonathan Welden, *Executive Director for Physical Plant*

Dr. Derrick Wheatley, *Assistant Professor for Business & Legal Studies*

Phoenix Worthy, *Director for Student Development*

Memphis Regional Chamber

Amity Schuyler, *Senior Vice President for Workforce Development*

Sondra Howell, *Vice President for Talent Innovation*

Chad Matheson, *Vice President for Business Intelligence*

Apryl Childs-Potter, *Chief Marketing Officer/Executive Director for Center for Economic Competitiveness*

Task force members used *People, Powered Prosperity Benchmark Data* and *The State of Workforce Development in Greater Memphis Report* to inform their work.

PLAN DEVELOPMENT TIMELINE

ONGOING, INTEGRATED PLANNING, EVALUATION & IMPROVEMENT

PHASE
1



Joins Achieving the Dream

2016

In 2016, Southwest joins ATD to redesign, reinvent and reset the student experience. More than 200 Southwest faculty and staff volunteers take a deep dive into admissions, enrollment and advising processes in pursuit of the “big, audacious goal” to transform the student experience and boost enrollment and credential attainment.

PHASE
2



Redesign, Reinvent and Reset Southwest

2016-2018

Southwest debuts ATD findings with a gallery walk of college processes and implements new, student-centered enrollment processes that include an overhaul of admissions and advising processes. Fall enrollment increases by 10 percent in 2017 over prior year, equity and achievement gaps narrow and the number of associate degrees awarded jumps 13 percent.

PHASE
3



Governance structure takes shape

2018-2021

College adds Student Success, Institutional Affairs and Planning & Budget Councils to governance structure to increase faculty, staff and student engagement in college assessment, planning, resource allocation and strategic plan development and implementation.

PHASE
4



Focus 2020 Strategic Plan debuts

2019

Southwest leadership and governance councils develop and debut Focus 2020 strategic plan based on ATD findings and outcomes.

PHASE
5



What works (and doesn't) comes into focus; Academic Master Plan debuts

2022

College leaders and their teams assess operations and academic programs to identify successes and opportunities for improvement. Academic Affairs develops Southwest's first-ever academic master plan. College Planning & Budget committee drives investment of college resources in programs and activities that move the needle on student recruitment and retention and equity and compliance.

PHASE
6



Develops Focus 2025 Strategic Plan

College leaders and governance council representatives develop Focus 2025 strategic plan based on research into what works (and doesn't), process jamborees and the Academic Master Plan. Draft Focus 2025 plan is presented to the college via first-ever virtual gallery walk. Feedback is gathered and analyzed and the plan is finalized.

**Focus 2025 Strategic Plan launches
Fall 2022**

PLANNING ALIGNMENT



Southwest Tennessee Community College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award associate degrees. Questions about the accreditation of Southwest Tennessee Community College may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097, by calling (404) 679-4500, or by using information available on SACSCOC's website (www.sacscoc.org).

Focus 2025 represents Southwest's compliance with SACSCOC Core Requirement 7.1 that requires the college to engage in an "ongoing, comprehensive, and integrated research-based planning and evaluation process that (a) focuses on institutional quality and effectiveness and (b) incorporates a systematic review of institutional goals and outcomes consistent with its mission."

Southwest's focus and commitment to students, community and excellence aligns with TBR guidelines and its 2015-2025 Strategic Plan that focuses on open access, completion and community and workforce development.



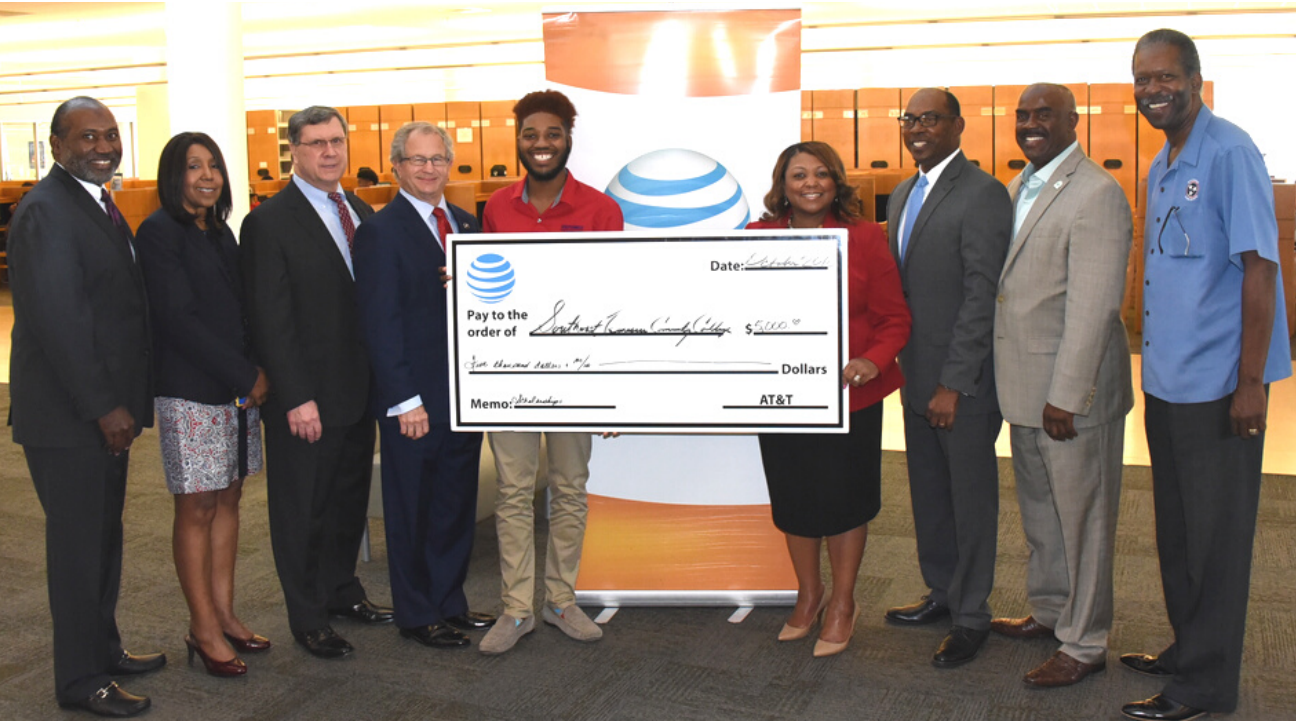
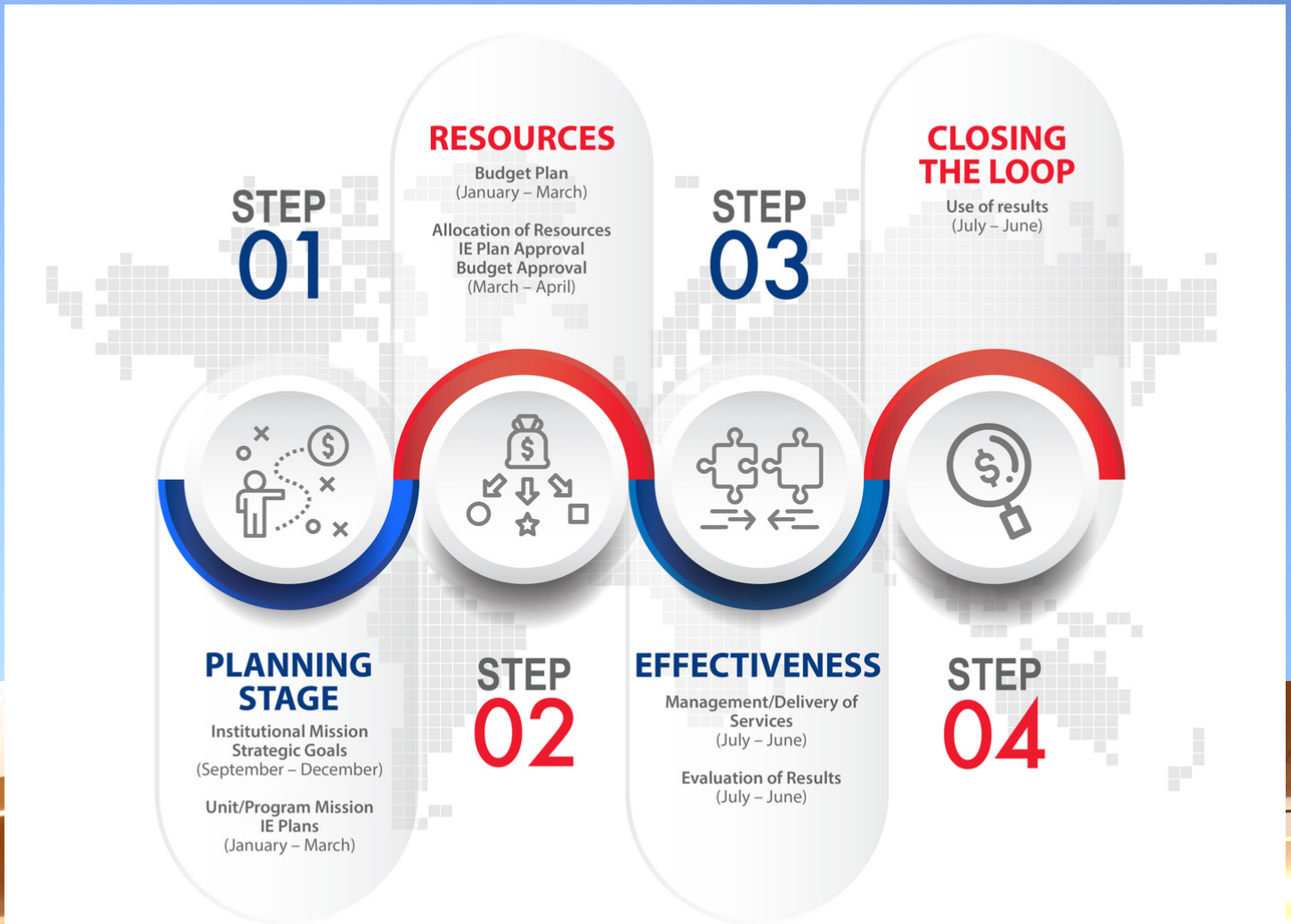
The Tennessee Board of Regents (TBR) is Southwest's governing body and the largest system of public higher education in Tennessee, enrolling nearly 120,000 students at its 40 institutions across the state.

SOUTHWEST TENNESSEE COMMUNITY COLLEGE

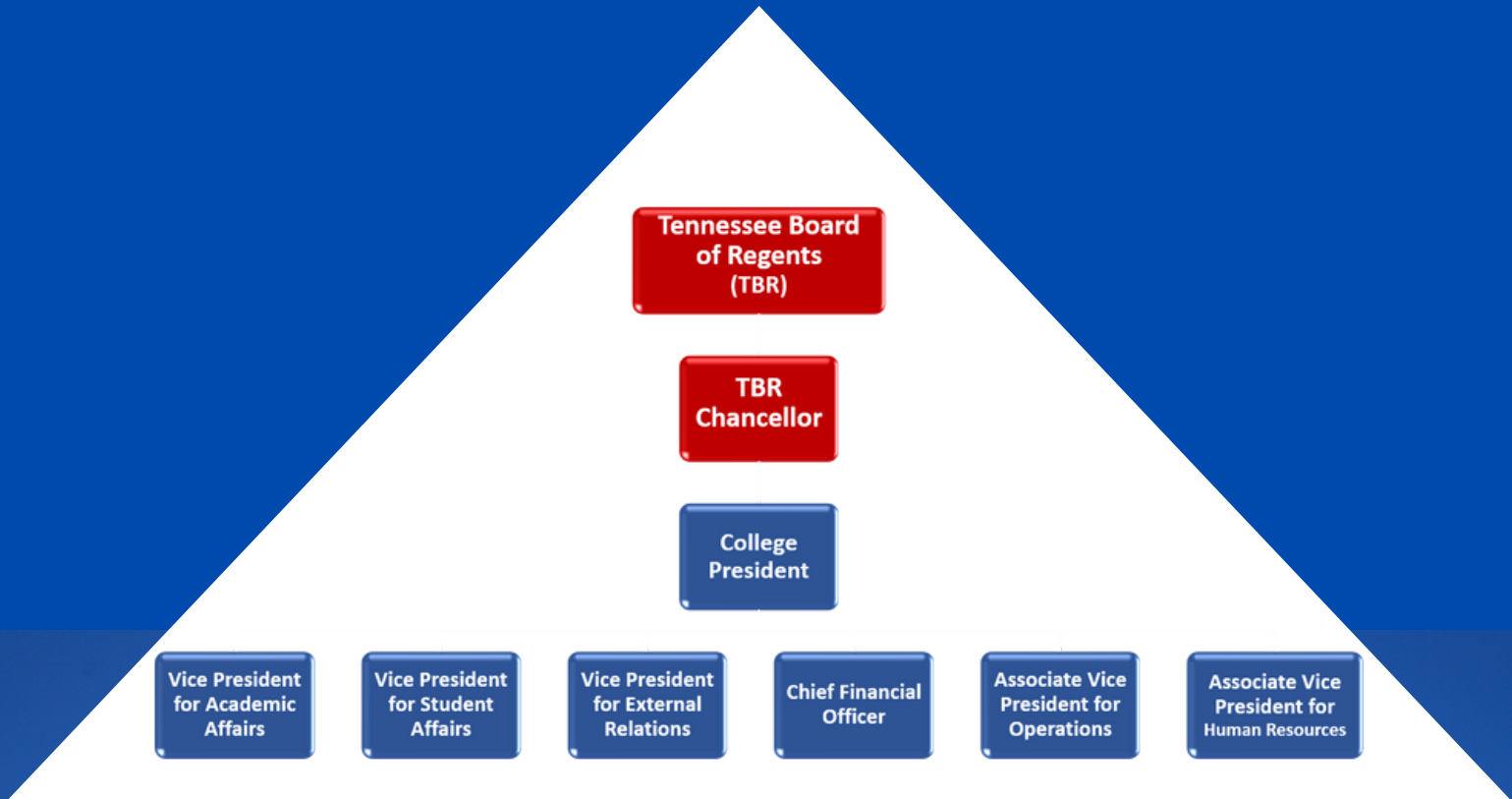
Southwest began expanding its governance structure in 2018 to provide greater employee input from every sector of the college. Consisting of the President's Cabinet and seven councils, the members of these bodies collaborated to develop Focus 2025, as well as the college's first-ever Academic Master Plan that also informed the strategic plan.



Planning and Budget Cycle

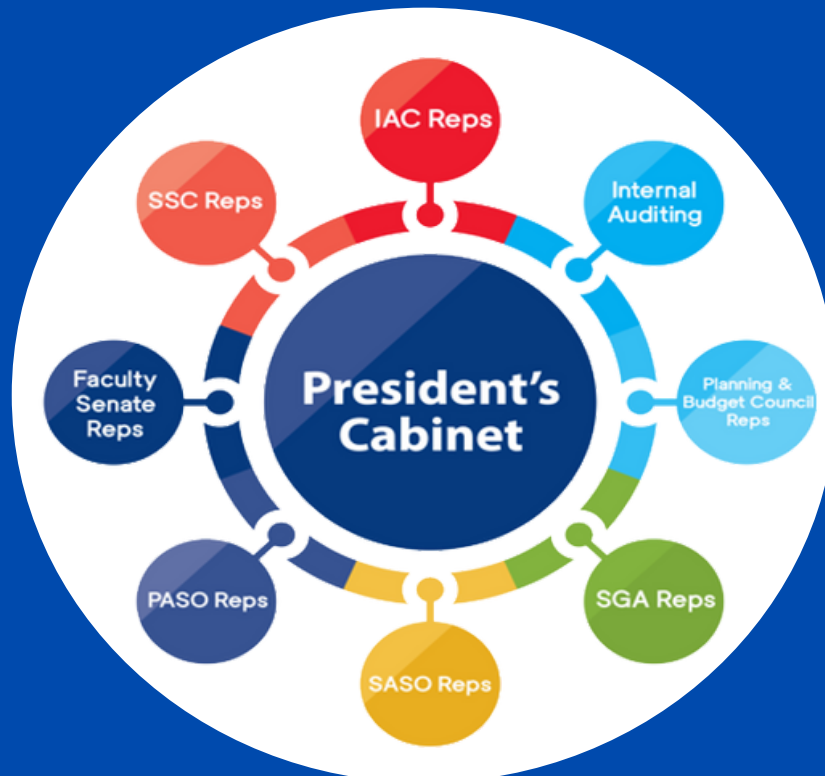


ORGANIZATIONAL STRUCTURE



GOVERNANCE STRUCTURE

Southwest Tennessee Community College is dedicated to shared governance in the pursuit of student success. The purpose of the President's Cabinet is to share information with college leadership to ensure all are aware of changes and actions taken at the college. This includes policy changes and updates. Once policies have been vetted in either the Student Success Council or the Institutional Affairs Council, the President's Cabinet reviews and votes on the items. The President's Cabinet is comprised of senior staff and the chairs of the college's seven governance councils that represent every sector of the college to inform Southwest's data-driven decision making.

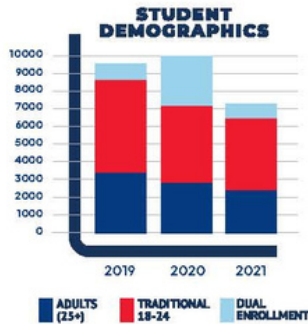


Governance Councils

- Faculty Senate
- IAC (Institutional Affairs Council)
- PASO (Professional Administrative Staff Organization)
- PBC (Planning & Budget Council)
- SASO (Support Staff Organization)
- SGA (Student Government Association Representatives)
- SSC (Student Success Council)

SOUTHWEST BY THE NUMBERS

Our Students



AWARDS
Degrees Diplomas & Certificates

2020-2021
1,180

112%
112% increase in dual enrollment since 2017

2020-2021 Student Body

Race	Percentage
BLACK	46%
OTHER	30.1%
WHITE	17.1%
HISPANIC	6.8%

Female 67.2%
Male 32.8%

Southwest is a PBI Institute.

Our Academics

More than 110 programs

Unique degrees:
Aviation Operations Technology
Funeral Service Education

19:1
Student to teach ratio

98.5%
Job placement rate

91%
Working in their field of study

\$11,000
Associate degree graduates, on average, earn \$11,000 more in annual salary than they would without a post-secondary credential.

Our Impact

\$126.6M
in income added to local business community in 2017.

Partnerships
AutoZone, Baptist Memorial Hospital, FedEx, International Paper, Methodist Le Bonheur Healthcare, Nike, Siemens and more

816 LOCAL JOBS
Number of faculty, staff and students employed at Southwest in 2021

7
Teaching locations throughout West Tennessee

Our Recognition





GOAL #1 FOCUS ON STUDENTS

ACCESS, SUCCESS AND COMPLETION

We are committed to removing unnecessary institutional barriers to student access and success. We are devoted to providing a seamless educational experience that provides equitable and intentional academic and wrap-around support services to our diverse learners. Upon completion of their studies, our graduates will enter a four-year university or the workforce, equipped with the tools needed to succeed.

FOCUS ON STUDENTS:

TACTICS

1. Expand Office of Recruitment and K-12 partnership; Enhance relationship with the Medical District High School
2. Create welcome center
3. Implement new academic advising and career services model
4. Enhance wrap-around student support services (supplement the College budget by partnering with COE to develop relationships with external social services organizations). Allocate College resources for our focus populations (adult, low-income, academically underprepared).
5. Enhance Project M.O.S.T.
6. Enhance High Impact Practices across the curriculum and college
7. Develop honors college
8. Expand Office of Student Leadership and Engagement
9. Move academic tutoring to Division of Academic Affairs. Increase number of tutoring subjects.
10. Create transfer office to enhance enrollment/articulation agreements with TCAT-Memphis and other higher education institutions in the surrounding area

OUTCOMES

- Increased 12, 24, 36-hour progression and credit accumulation
- Increased K-12 dual enrollment
- Increased number of associates degrees awarded
- Increased awards per 100 FTE
- Increased transfers out with 12 hours
- Increased success of focus populations (African American and Hispanic students)
- Increased sense of belonging and engagement for our students
- Improved access and success for our students





PARTNERSHIP AND COLLABORATION

It sounds cliché, but community is our middle name. As a leading driver of workforce development, Southwest is committed to developing strategic partnerships that increase our capacity to meet the needs of the city, region and state. We work better together and count on our community partners to work hand-in-hand with us to move our communities forward. For us, our mission extends beyond credential attainment. It's about helping to make our community a better place for everyone. Ninety-four percent of our graduates remain in the area after graduation. Southwest is key to the success of the city, the region and the state. Partnering with local organizations to move Memphis forward? We do that. We understand the assignment.

FOCUS ON COMMUNITY:

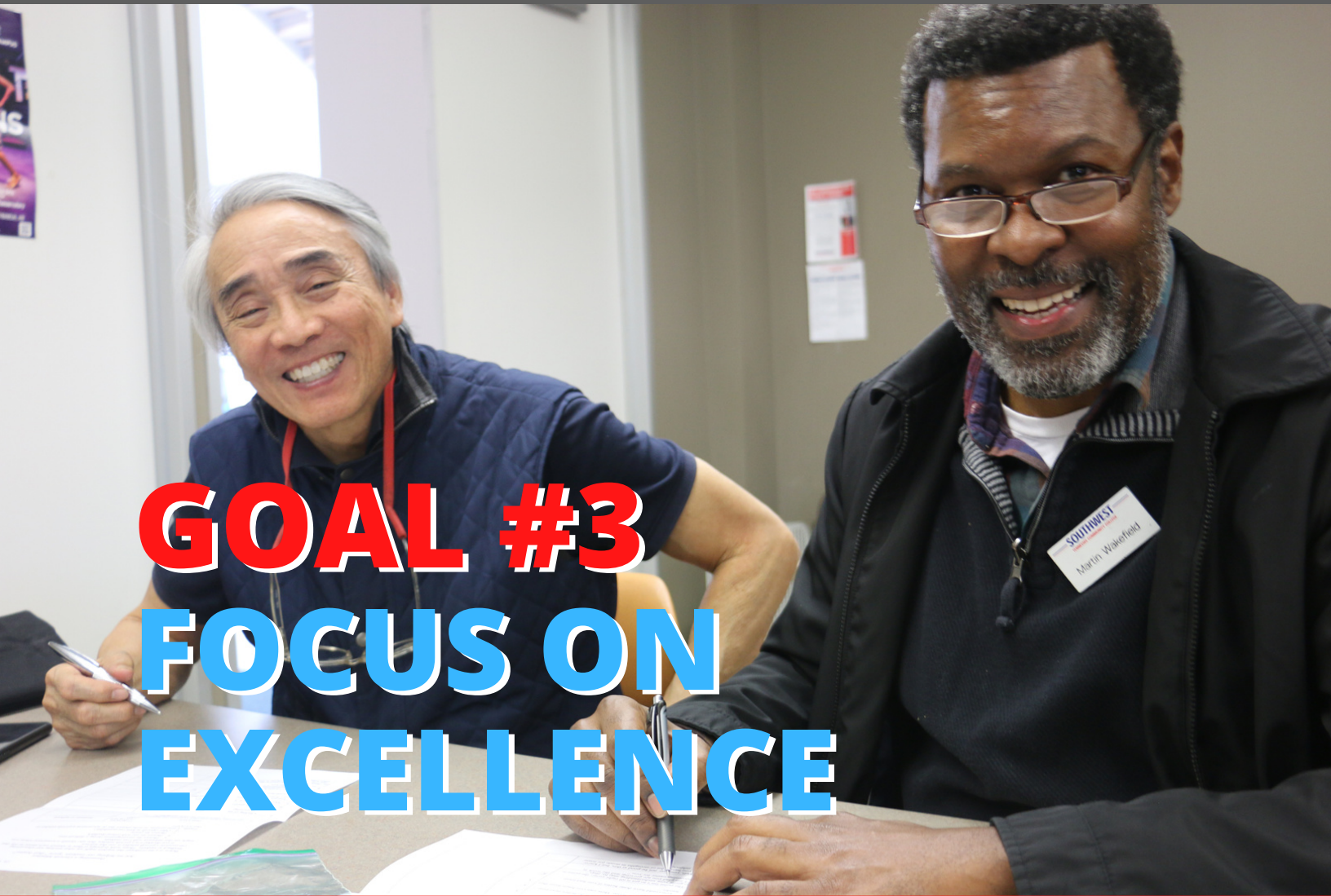
TACTIC

Create Southwest Workforce Solutions: A Center of Emphasis

OUTCOMES

- Increased 1 to 2-year certificates
- Increased <1-year certificates
- Increased job placements
- Increased workforce training (contact hours)





GOAL #3 FOCUS ON EXCELLENCE

HIGH-QUALITY TEACHING AND LEARNING

The core of any higher education institution is academics. At Southwest, our faculty are committed to enter the classroom not only well-versed in their disciplines, but also equipped with teaching strategies that foster student academic growth, career readiness and personal development. Our faculty understand that they are preparing a diverse body of learners for their next move whether it's on to a four-year institution or into the career of their dreams. Therefore, our faculty remain connected to workforce and university trends that enable them to give their best in the classroom so that business and industry and universities will see our best. Southwest staff provide the critical professional support that fuels Southwest success. From talent acquisition to facilities maintenance and all points in between, our staff are agile and innovative in our relentless pursuit of excellence.

FOCUS ON EXCELLENCE:

PROFESSIONAL, EQUITABLE EXPERIENCE FOR EMPLOYEES AND STUDENTS

At Southwest, we are a good organization, but we want to be great. That is why we are committed to providing a quality, equitable experience for employees and students on day one and beyond. We provide exceptional customer service to our students. We hire the best and brightest professionals and value them enough to devote resources to ensuring their safety and continued growth and development.

GOOD STEWARDS OF THE PUBLIC TRUST

We are equally committed to our role as stewards of the public trust. It is our responsibility to manage the peoples' resources in an ethical, efficient and transparent manner. Working together, across departments, striving for excellence in all that we do—that is the Southwest Way.

CONNECTING WITH AUDIENCES TO TELL THE SOUTHWEST STORY

Southwest actively engages internal and external stakeholders to raise awareness of the College's many strengths and accomplishments. We connect across the college to tell the Southwest story and build our brand emphasizing our mission, culture and sense of community through external relations, communications and marketing.



We are committed to preserving and promoting the College's brand and reputation and giving a voice to employees and students.

FOCUS ON EXCELLENCE: TACTICS

1. Align the Office of Academic Support and Learning's Center for Teaching and Learning Excellence with the Human Resources Office of Professional Development to create professional development opportunities with critical needs
2. Create the Office of Public Safety and Risk Management
3. Expand the Marketing and Communications Office
4. Develop strategic marketing, communications and advertising plans
5. Strengthen the Office of Institutional Development and the Southwest Foundation
6. Redesign Human Resources office processes
7. Strengthen Financial Services Operations
8. Strengthen the integration of technology with business efficiencies
9. Strengthen the Equity, Compliance and Policy Office
10. Increase the number of academic programs that lead to high-wage careers
11. Strengthen the Gateway Fellows Program
12. Strengthen the Faculty Externship Program
13. Expand college councils to be more inclusive
14. Strengthen the Internal Auditing Office
15. Expand Institutional Affairs Council (IAC) Subcommittee to include Best Business Practices and Technology subcommittee; Campus Beautification sub-committee, SACSCOC sub-committee; and a Space utilization sub-committee
16. Strengthen Internal Auditing Office
17. Expand Student Success Council (SSC) to include process jamboree committee, commencement committee and ad hoc enrollment process review committee
18. Enhance administrative oversight of IAC, SSC and PBC

FOCUS ON EXCELLENCE:

OUTCOMES:

- Seamless employee recruitment, onboarding and retention processes
- Improved employee engagement
- Informed faculty and staff
- Achieve maximum Quality Assurance Funding allocation
- Continued fiscally sound resource allocation
- Elimination of barriers to student access, success and completion
- Increased community presence, engagement and brand awareness
- Increased philanthropic donations, gifts and grant awards
- Maintain current, equitable policies and procedures



SOUTHWEST

TENNESSEE COMMUNITY COLLEGE

Forged from the merger of Shelby State Community College and State Technical Institute at Memphis in 2000, Southwest Tennessee Community College has deep roots in the Mid-South. We are proud of our illustrious history of education access and success and look forward to an even brighter future! We're ready for what's next!



President Tracy D. Hall and Southwest retirees.





SOUTHWEST

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Memphis, TN 38134

901-333-5000

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