

TNCC 2015: *Shaping Our Future*

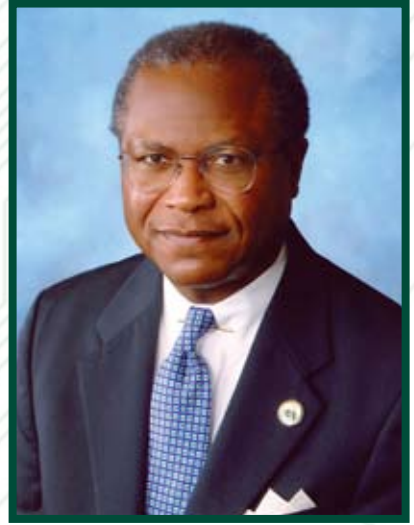
Five Year Strategic Plan

Excellence • Community Responsiveness • Integrity • Diversity • Mutual Respect and Shared Governance VISION: TNCC will be the preeminent provider of the most technologically prepared and globally conscious individuals in the region • Empower innovation in teaching and learning • Improve student success • Increase college resource capacity • Strengthen leadership in community engagement • Demonstrate excellence

MISSION: TNCC changes lives, empowers students to succeed, and enhances the social and economic vitality of the region through high quality education and workforce training, excellent service and innovative partnerships. Philosophy: At TNCC, Learning Is Fostered • Lives Are Changed • Excellence Is An Attitude • Responsiveness To Our Students and Community Is Paramount. Core Values: • Students First • Educational Excellence • Community Responsiveness • Integrity • Mutual Respect and Shared Governance. VISION: TNCC will be the preeminent provider of the most technologically prepared and globally conscious individuals in the region • Empower innovation in teaching and learning • Improve student success • Increase college resource capacity • Strengthen leadership in community engagement • Demonstrate excellence

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A Message from the President

Dear Colleagues and Friends:

I am pleased to share with you Thomas Nelson Community College's 2010-2015 strategic plan, ***TNCC 2015: Shaping Our Future***. This document represents our best thinking as a college community about what we envision in order to remain strong and competitive. Aligned with *Achieve 2015*, the Virginia Community Colleges' six year plan, ***TNCC 2015*** is our roadmap that outlines the goals, strategies and priorities necessary for the college to realize preeminence in the region.

Many thanks to everyone who was involved in the planning process. Your active participation contributed to a strategic plan that will serve the college well. ***TNCC 2015*** will guide our efforts to shape the future by finding new, innovative ways to fulfill our mission and foster the vitality of the region.

Thomas Nelson Community College is well-positioned for continued growth and success. Achieving our potential will require that we work together, striving for the same future. With your help, I am confident of our success.

With warmest regards, I am

Sincerely,

A handwritten signature in black ink, appearing to read "Alvin J. Schexnider". The signature is fluid and cursive, written over a white background.

Alvin J. Schexnider
President

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Quick Facts About TNCC

- Founded in 1968 as a public two year college
- Graduated 1st class in 1970
- 4th largest community college in Virginia

Service Areas: Hampton, Newport News, Poquoson, James City and York Counties, and Williamsburg

Annual Enrollment: 15,834
Over 13,000 non-credit students

Student Profile:

- Part-time: 83%
- Day: 83%
- Average Age: 26
- Ethnically Diverse

Fall to Fall Retention: 45%

Full-time Faculty: 101

Part-time Faculty: 350

Administrators/Professional Faculty: 42

Professional Staff: 204 FT and 79 PT

Degree Programs: Associate degrees and certificates in over 40 curriculum areas

Accreditations: Commission on Colleges of the Southern Association of Colleges and Schools, National League for Nursing Accrediting Commission, Commonwealth of Virginia Board of Nursing, Commission on Dental Accreditation, National Automotive Technicians Education Foundation

Workforce Training

Certifications: Education Center of Fabricators and Manufacturers Association International

Certified Testing Center For:

American College Testing, Autodesk Authorized Testing, Certified Fiber Optics Installer, Certified Fiber Optics Technician, Certiport, CISCO Regional Network Academy, Electronics Association, Pearson Vue, Performance Assessment Network, and WorkKeys



Executive Summary. . . .

Thomas Nelson Community College's 2010-2015 Strategic Plan, **TNCC 2015: Shaping Our Future**, is a roadmap that outlines the goals and priorities necessary to meet the higher education and workforce training needs of our diverse communities in new and innovative ways. Working together with all of our stakeholders, TNCC is well-positioned for success and to achieve greater preeminence in the region.

TNCC 2015 is the culmination of an interactive, year-long planning process that included broad participation from hundreds of internal and external stakeholders – students, faculty, staff, alumni, college board, business and civic leaders, educators, government officials and legislators – who lent their voices to our planning process. From May 2009 to April 2010, the College convened a series of World Café meetings, retreats, and focus groups; established an interactive, online planning blog; and commissioned an environmental scan to solicit insights and suggestions about TNCC's future direction as a community college. The feedback received helped us refine our mission, clarify our vision, articulate our core values, and identify our strategic priorities for 2010-2015.

Over the next five years, Thomas Nelson will focus its efforts on intentionally shaping the future – a future marked by rapidly changing technologies, demographics and economies – in creative and imaginative ways to serve our students and communities better. We will build upon existing strengths while also developing new capabilities and infrastructures to support our mission and vision for preeminence. Using **TNCC 2015** as our guide, the college's priorities for the future will center on five strategic goals:

- Empowering innovation and technology in teaching and learning
- Improving success for our diverse student populations
- Establishing a culture of excellence
- Strengthening our leadership role in the region
- Increasing financial resources to support growth and innovation

As Thomas Nelson enters the next decade of the twenty-first century, the outlook for our future is bright. Despite current economic conditions, we expect enrollments to grow, to offer new programs that keep pace with emerging careers and technologies, to be more innovative and responsive to students and community needs, and to position TNCC to take fuller advantage of the opportunities that lie ahead. Achieving these goals will require leadership, collaboration and active participation from everyone working together to realize the same future.



Our Guiding Principles....

The development of **TNCC 2015** began with an exploration of Thomas Nelson's guiding principles—our vision, mission, philosophy and core values. We designed an inclusive, interactive strategic planning process that encouraged broad institutional, alumni and community participation. Listening to everyone helped us refine these statements to express who we are and what we aspire to be as the “community’s college.”

Vision.... Thomas Nelson Community College will be the preeminent provider of the most technologically prepared and globally conscious individuals in the region.

Mission.... Thomas Nelson Community College changes lives, empowers students to succeed, and enhances the social and economic vitality of the region through high quality education and workforce training, excellent service and innovative partnerships.

Philosophy.... At TNCC learning is fostered, lives are changed, excellence is an attitude, and responsiveness to our students and community is paramount.

Core Values....

The college's strength lies in our value system. These core values embody the principles, ideals, and beliefs of our students, faculty, staff, administrators, and college board. They form the foundation for our actions and reflect what's important to us and what we strive to be as members of the TNCC community:

- **Students First** – We are passionate about our students' success and their futures, and are committed to providing outstanding education and training opportunities in a supportive collegiate environment that will equip students to compete in the global workforce.
- **Educational Excellence** – We value high standards for learning and appreciate our dedicated faculty and staff who create learning environments that stimulate intellectual growth and academic achievement, encourage life-long learning, and help students realize their dreams.
- **Community Responsiveness** – We affirm our commitment to meeting the education and workforce training needs of our community and to building strong innovative partnerships that support the economic vitality of the region.
- **Integrity** – We expect everyone to take responsibility for their actions, to engage in ethical behavior, and to impart honesty, trust and transparency in all interactions.
- **Diversity** – We are committed to exploring and understanding our similarities and differences and fostering inclusive working and learning environments that promote respect and appreciation for our diverse cultures, beliefs, lifestyles and perspectives.
- **Mutual Respect & Shared Governance** – We value the contributions of everyone, encourage the sharing of ideas, and commit to equitable treatment in all that we do. We acknowledge a shared responsibility for institutional success and improvement, and commit to shared decision making characterized by broad participation, openness and teamwork.

Highlights of our achievements from 2005-2010 Strategic Plan:

- Annual enrollment increased 28%. Set an all-time record at 15,834
- Dual enrollments increased 110% to 1,838
- Distance learning enrollments increased by 300% to 5,486

Environmental Scan Highlights...

A major component of the strategic plan's development involved conducting a comprehensive assessment of TNCC's external environment. In July 2009, Thomas Nelson engaged a local consulting firm to conduct an environmental scan. The scan solicited the candid views and opinions of our external publics regarding the institution's future direction, and examined the demographic, educational, economic and occupational trends impacting the college. Over 250 individuals presented their perspectives on TNCC's strengths and challenges and offered recommendations about what they believed our future priorities should address. The feedback and analysis that emerged was instrumental in helping Thomas Nelson Community College develop an ambitious, yet achievable strategic plan that will serve us well over the next five years. Following are highlights from the environmental scan:



Institutional Strengths

- Accessible, Affordable, Quality Education
- Growing Enrollments, Strong Partnerships
- Responsive Workforce Development Programs
- Quality Faculty and Staff
- Multiple Locations, Flexible Scheduling, Variety of Programs

Institutional Challenges

- Declining State Funding
- Growing Enrollments and Increasing Demand for Services
- Infusing Technology Into All College Operations
- Attracting and Retaining Quality Faculty
- Creating Effective Marketing Messages

Recommended Future Directions:

- Infuse Technology Into Teaching, Learning and Operations
- Expand Online Degrees
- Enhance Marketing Strategies
- Create More Partnerships: K-16, Business & Industry, Community
- Expand Community Involvement and Outreach
- Implement Innovative Funding Approaches

Emerging Environmental Trends

- Expanding Outreach to Growing Hispanic Population
- Increasing Demand for Post Secondary Education
- More Adults Seeking New Skills and Careers
- More Traditional Students Enrolling At Community Colleges
- New and Emerging Occupations: Healthcare, Green Jobs, Advanced Manufacturing and Biotechnology/Information Technology
- Fewer jobs in Aerospace, Construction, Hospitality, Retail

- Opened Southeast Higher Education Center in 2007, a collaborative initiative with An Achievable Dream Middle and High School. Served over 1300 students
- Dedicated Historic Triangle Campus in September 2009
- 85% of Peninsula Worklink staff earned certified professional training credentials

TNCC 2015 AT A GLANCE

VISION:

TNCC will be the preeminent provider of the most technologically prepared and globally conscious individuals in the region.

Empower Innovation in Teaching and Learning

Improve Student Success

Demonstrate Excellence

Strengthen Leadership in Community Engagement

Increase College Resource Capacity

Strategic Goals – Institutional Priorities

Philosophy:

At TNCC,

- Learning Is Fostered
- Lives Are Changed
- Excellence Is An Attitude
- Responsiveness to Our Students and Community Is Paramount

Core Values:

- Students First
- Educational Excellence
- Community Responsiveness
- Integrity
- Diversity
- Mutual Respect and Shared Governance

MISSION:

TNCC changes lives, empowers students to succeed, and enhances the social and economic vitality of the region through high quality education and workforce training, excellent service and innovative partnerships.

Strategic Goals and Priorities...

TNCC 2015: Shaping Our Future

The goals outlined in **TNCC 2015** represent the priorities necessary for Thomas Nelson to achieve our vision as the preeminent provider of the most technologically prepared and globally conscious individuals in the region. Aligned with *Achieve 2015*, the Virginia Community Colleges' plan, these strategic goals provide focus and direction for the college community over the next five years. With **TNCC 2015** as our guide, the College is positioned for continued growth and success. While the future is marked by changes on many fronts, Thomas Nelson's commitment to excellence in education, service and responsiveness will serve us well as we find new, innovative ways to fulfill our mission and foster the vitality of the region.

For each strategic goal (I-V), the operational objectives and measures of accomplishments will serve as benchmarks during the 2010-2015 planning period. Our success will be built upon successful completion of measurable results.



I. Empower Innovation in Teaching and Learning: *Embrace technological competencies and innovation in teaching and learning to enhance student success and global awareness.*

- A. Establish a Virtual College for distance programs
- B. Increase diversity among faculty
- C. Create Center for Teaching Excellence and Innovation
 - 1. Increase professional development opportunities for faculty
 - 2. Promote expectation of faculty excellence
- D. Innovate curriculum development
 - 1. Develop new certificates or degree programs

II. Improve Student Success: *Create a student-centered environment that meets the social, academic, and community involvement needs of our diverse student population.*

- A. Establish a Center for Transitional Programs (e.g., Middle College, Developmental Education)
- B. Promote excellence in academic advising, student life, and student support services
- C. Enhance Honors Program
- D. Expand internships, service learning, and study abroad opportunities
- E. Collaborate with area public schools to improve college readiness
- F. Increase annual enrollment and number of underrepresented students
 - 1. Increase annual enrollment to 18,000 by FY 2015
 - 2. Increase underrepresented student enrollment to 9,764 by FY 2015
- G. Increase number of graduates, transfers, and career readiness certificates (CRCs) by 50% including underrepresented students by 50%
- H. Increase number of students who apply for and receive financial aid and scholarships by 25%

III. Demonstrate Excellence: *Build a culture of shared responsibility and accountability for excellence and institutional success throughout the college.*

- A. Establish and communicate standards of excellence and expectations
- B. Facilitate professional growth and advancement opportunities
- C. Encourage and reward innovation and operational efficiency
- D. Emphasize accountability in performance evaluations
- E. Promote 'green' awareness and action
- F. Operationalize core values

IV. Strengthen Leadership in Community Engagement: *Improve TNCC's visibility and its role in advancing the social and economic vitality of the region.*

- A. Strengthen and expand community and business partnerships
- B. Expand social and civic engagement
- C. Increase role in community economic development efforts
- D. Increase number of employers served by 15% with an emphasis on high-demand occupational fields

V. Increase College Resource Capacity: *Broaden and increase financial resources to support institutional growth and innovation to fulfill the mission and vision of the college.*

- A. Raise at least \$8.75M in cumulative gifts and grants
- B. Implement creative development and fund raising opportunities
- C. Encourage partnerships for alternative resources and expenditure sharing
- D. Increase awareness of TNCC's value to the region



Highlights continued....

- Donna Terry, 2010 Graduate, named to Virginia All-Academic Team
- Professor Marty Zahn Received 2008 Chancellor's Award for Outstanding Instruction
- Annual full-time equivalent students (FTES) increased by 25% to 6,581 - an all-time high

Thomas Nelson's Action Plan for 2010-2011....

Our **Action Plan** for **Fiscal Year 2011** is aligned with both **TNCC 2015** and *Achieve 2015*. Both plans focus attention on increasing access to affordable education and training, improving student success through innovative teaching and learning, expanding outreach to the community, raising more resources, and enhancing institutional effectiveness. The operational objectives for Years 1-5 are organized around *Achieve 2015* for presentation and tracking purposes.

Realizing our shared vision for 2015 and beyond starts now.

Goal 1 – Access:

- 1.1 Increase annual headcount enrollment by 3% from 15,834 to 16,309.
- 1.2 Increase number of underrepresented students served by 3% from 8,454 to 8,708 with special focus on Hispanic and African American populations, and Pell recipients.
- 1.3 Submit plan to promote the Virginia Education Wizard as a career and college planning tool in TNCC's service areas by November 1, 2010.
- 1.4 Develop two new career studies certificates (CSCs), certificates or degree programs that respond to emerging, critical workforce needs by June 30, 2011.
- 1.5 Enroll at least 50% of Middle College GED recipients in a CSC, certificate and/or degree program at TNCC.
- 1.6 Increase the percentage of high school graduates served by career coaches, who within one year of graduation, enroll at TNCC as compared with FY 2010.

Goal 2 – Affordability:

- 2.1 Increase number of students who apply for financial aid and scholarships by 15% over FY 2010.
- 2.2 Increase number of students receiving aid and scholarships by 5% over FY 2009.
- 2.3 Endow at least two new scholarships for FY 2011.
- 2.4 Award more than 100 students scholarships annually from the Educational Foundation.

Goal 3 – Student Success:

- 3.1 Increase the number of career and technical education awards by 1.5% overall and 3% for underserved students.
- 3.2 Increase number of CRCs awarded by 3% for FY 2011.
- 3.3 Increase number of graduates by 10% from 1,019 to 1,121.
- 3.4 Increase number of underrepresented graduates by 10% from 441 to 485.
- 3.5 Increase number of transfers enrolling for first time in four-year institutions by 10% from 1,008 to 1,109.

Highlights continued....

- ◆ Awarded \$2.4M for Dental Hygiene Program by General Assembly
- ◆ Awarded \$10.5M in grant funds
- ◆ Established Smith Scholarship Fund for \$685,000, the largest in college's history

- 3.6 Increase number of underrepresented students transferring for the first time to a four-year institution by 10% from 158 to 174.
- 3.7 Implement appropriate VCCS recommendations of the Developmental Mathematics Redesign Team by June 30, 2011.

Goal 4 – Workforce:

- 4.1 Increase number of employers served by 3% from 367 to 378 with particular focus on high-demand fields.
- 4.2 Increase number of governmental, industry, and community partners involved in the development of local green jobs.

Goal 5 – Resources:

- 5.1 Raise at least \$1.75 million in private gifts and grants for FY 2011.

Goal 6 – Management Initiatives:

- 6.1 Convene a task force to review the Faculty-Ranked Evaluation Plan by March 31, 2011.
- 6.2 Convene college-wide committee to revise Faculty Handbook by March 31, 2011.
- 6.3 Convene college-wide committee to review, evaluate and implement recommendations governing the curriculum and instruction committee.
- 6.4 Appoint a task force to make recommendations regarding how to increase diversity of the faculty (adjuncts and full-time).
- 6.5 Develop and submit a diversity recruitment plan for teaching faculty positions by April 1, 2011.
- 6.6 Continue systematic review of academic programs including student learning outcomes in accordance with schedule for FY 2011.
- 6.7 Develop and implement marketing strategies to increase visibility and branding of TNCC among key stakeholders.
- 6.8 Convene college-wide committee to evaluate and implement select recommendations from TNCC’s Sustainability Task Force.
- 6.9 By March 1, 2011, submit report to VCCS on TNCC’s plans and implementation status of technology project management standards and guidelines relative to Level 2.



- Launched Presidential Leadership Institute
- Established Middle College
- Received 2010 Hampton Unity Commission Award for Leadership, and TNCC’s Institute for Diversity & Inclusion

Acknowledgements...

All great journeys begin with visionary leaders and champions. The enthusiastic participation of Thomas Nelson's many friends and supporters made **TNCC 2015** possible. We thank you for helping the college envision its future.

Local College Board

City of Hampton

Mr. Kyle Adams
Ms. Joyce Melvin Jones
Ms. Deborah Reese
Ms. Stephanie White

City of Newport News

Mr. Alonzo Bell, *Vice Chair*
Father Ralph Hanes III
Ms. Christine Gergely
Ms. Mary Oder

James City County

Mr. Joseph A. Gutierrez, Jr.
Ms. Carol Scheid

City of Poquoson

Mr. Everett H. Jordan, Jr.

York County

Dr. Joseph F. Shipes
Ms. Belinda H. Willis

City of Williamsburg

Mr. Roosevelt "Rosy" Takesian, *Chair*

President's Cabinet*

Cynthia H. Callaway
Vice President, Institutional Advancement

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Director, Information Technology

Dr. Deborah C. Fontaine**
Director, Institutional Research, Planning and Assessment

Norman P. Hahn
Interim Vice President, Academic Affairs

Charles A. Nurnberger
Vice President, Finance & Administration

Dr. William J. Travis
Provost, Historic Triangle Campus

Dr. Beverly S. Walker-Griffea
Vice President, Student Affairs

Dr. Deborah G. Wright
Vice President, Workforce Development

Division Deans

Raymond Muzia, *Interim Dean*
Business, Public Services, Information Systems & Mathematics

Mitchell Smith, *Dean*
Communications, Humanities & Social Sciences

Patricia Taylor, *Dean*
Engineering, Science & Allied Health

Strategic Planning Steering Committee

Kathryn Anderson, *Director, Financial Aid*

Quadeer Belin, *SGA Representative, 2010 Graduate*

Teresa Bailey, *AVP Financial Services*

Mati Brisbane, *Grants Manager*

Dr. James DellaValle, *Faculty Senate President*

Tony Farley, *AVP Business Development & Corporate Training*

Tim Freeman, *Classified Support Staff Association President*

Dr. Betsy Harrison, *Dean, Student Development-HT Campus*

Susan Prior, *Coordinator for Assessment*

Cecilia Ramierz, *Director, Public Relations & Marketing*

Dr. Vicki Richmond, *AVP Enrolment Services*

Mitchell Smith, *Dean, Communications, Humanities & Social Sciences*

Dr. Crystal Taylor, *Director, Outreach & Recruitment and Mid Level Managers Co-Chair*

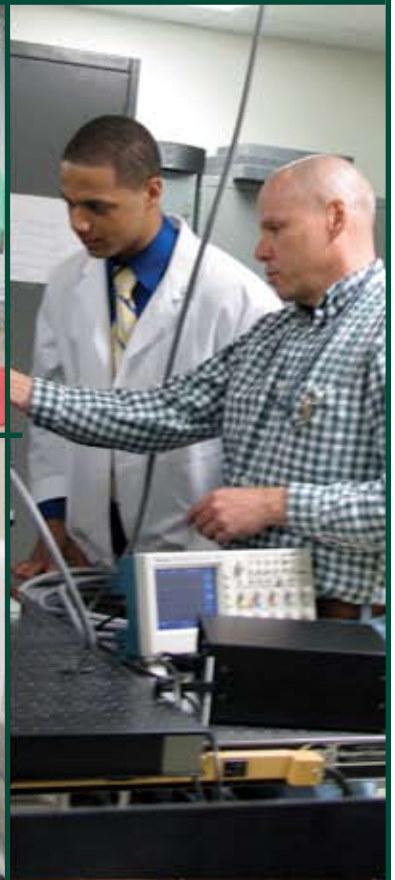
Patricia Taylor, *Dean, Engineering, Science & Allied Health*

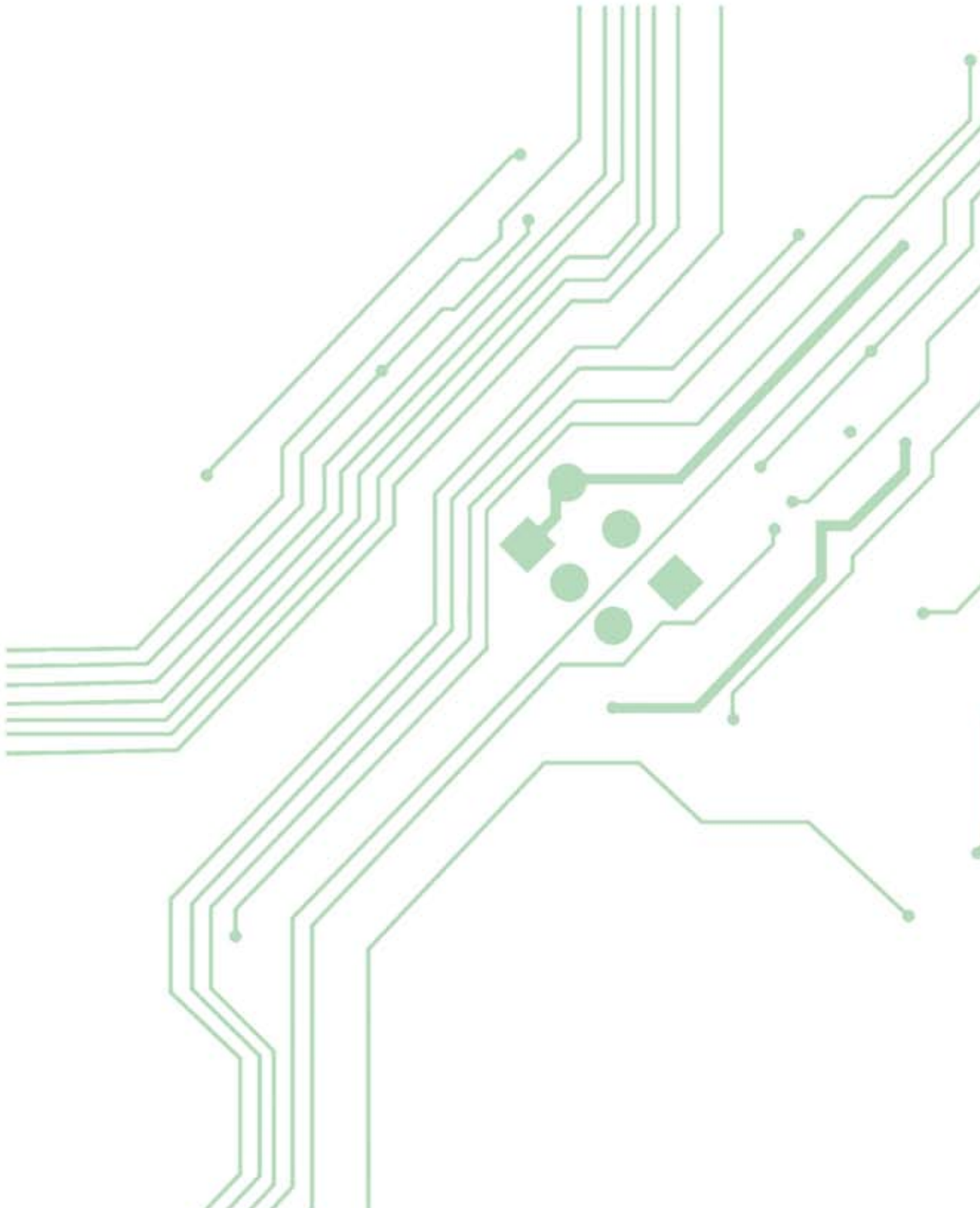
Special Thanks To

- Thomas Nelson's students, faculty, staff, college board, alumni and community partners.
- Vanessa Buehlman for her unwavering support and commitment to the success of **TNCC 2015**; Dr. Marcia Harrington for working behind the scenes to bring the plan to life; and David Noland for his visionary design concept.
- Dr. Deborah C. Fontaine for leading the development of **TNCC 2015**.

* Cabinet members also serve on the Strategic Planning Steering Committee

** Strategic Planning Steering Committee Chair





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