

Southwest Tennessee Community College commits itself to a rigorous plan to support the community and its citizens. This executive summary outlines the College's strengths based on a 30-year proud academic tradition and the challenges we face in implementing an ambitious five-year Strategic Plan.

College Mission

Southwest Tennessee Community College is the comprehensive, multicultural, public, open-access College whose mission is to anticipate and respond to the educational needs of students, employers, and communities in Shelby and Fayette counties and the surrounding Mid-South region. The College provides citizens with an effective teaching and learning environment designed to raise educational levels, enhance economic development, and enrich personal lives.

Vision Statement

Southwest Tennessee Community College will become the college of choice and a national model for technical, career, and transfer education by fostering student success, transforming lives, and strengthening our diverse community.

History

Since its establishment in July 2000, Southwest has melded the legacies of two institutions to form a twenty-first century college that is "greater than the sum of its parts." Southwest is the largest two-year college in Tennessee. Our multiple locations include two main campuses, five centers and several teaching sites.

College Plan

Southwest Tennessee Community College will continue to focus its efforts on customer service, quality, innovation, partnerships, and collaboratives. We will ensure that all programs are cutting edge, performance based, and designed to meet the diverse needs of our students. We will pursue excellence in teaching, service, and community outreach activities. Technology and diversity issues will be increasingly emphasized as students are prepared to function in competitive and global markets.

Campuses, Centers and Sites

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| <p>1 Agricenter International 7777 Walnut Grove (901) 757-0709</p> <p>2 Fayette Site 121 West Court Square (901) 466-7656</p> <p>3 Gill Center 3833 Mountain Terrace (901) 333-5970</p> <p>4 Macon Campus 5983 Macon Cove (901) 333-4111</p> <p>5 Millington Center Mid-South, NSA, Bldg. S-241 (901) 872-8117</p> <p>6 Southeast Center 5396 Mendenhall Square Mall (901) 333-6005</p> <p>7 Union Campus 737 Union Avenue (901) 333-5000</p> | <p>8 Whitehaven Center 3035 Directors Row, Bldg. 6 (901) 333-6450</p> <p>9 Workforce Development Center 3523 Lamar Avenue (901) 333-6200</p> |
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One primary purpose of a comprehensive community college is to make higher education accessible to every citizen of the community.



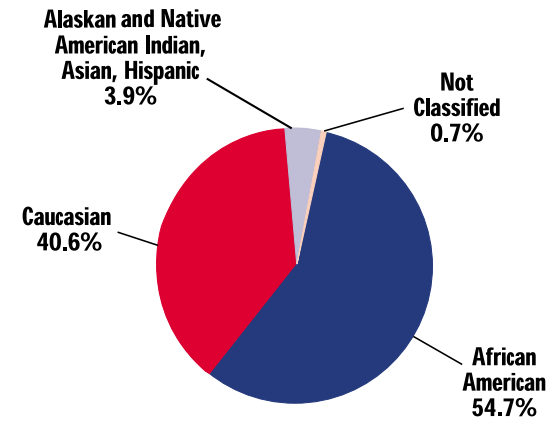
“ The only limitations we have are those we place on ourselves ”

College Values

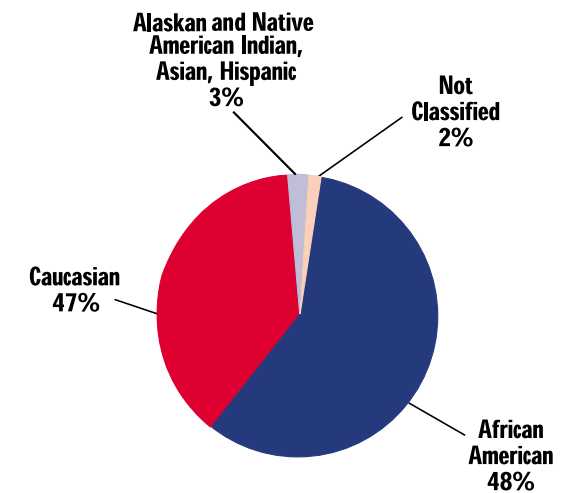
The following statements reflect values embraced by our College:

- Student success is our central focus.
- The College strives for academic excellence in all activities and endeavors.
- Personalized instruction and hands-on learning are essential to meet the diverse needs of students.
- Ethical and professional behavior is strongly embraced by the College.
- The College is committed to academic freedom and tolerance of divergent points of view.
- The College embraces diversity as an important dimension of all organizational activities.
- The College is committed to open communication, teamwork, participatory leadership, and shared governance.
- Fairness, concern, and respect for others characterize the culture the College seeks to build.
- The College is committed to honesty and integrity in all endeavors.
- Respect for the uniqueness and worth of each individual is essential to organizational growth and development.
- Community involvement is essential to the College’s success and effectiveness.
- The College is committed to continuous improvement in all operations.
- All qualified individuals, without regard to race, gender, age, national origin, or religious orientation will be provided equal opportunity at the College.

Southwest Student Body

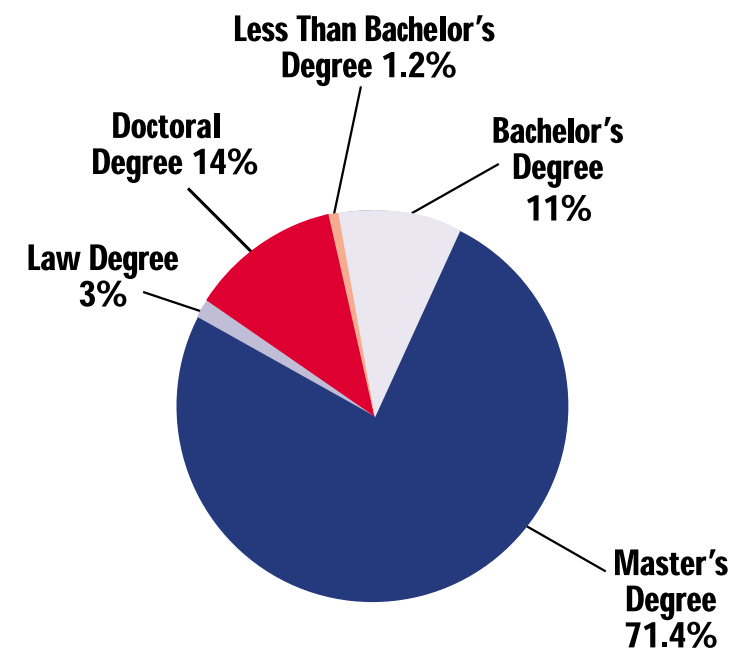


Shelby/Fayette Counties Demographics



The student population at Southwest reflects the community population.

Degrees Earned by Faculty



85% of the Southwest faculty have earned at least a Master's Degree. (Statistics based on Fall 2002 enrollment data)



Performance Outcomes

The College must be able to determine in measurable terms how well it is meeting desired outcomes by:

- Constantly monitoring progress of all programs and maintaining the necessary flexibility to make needed improvements to ensure that our primary goals are met
- Using planning and evaluation as a core process to influence how institutional activities are designed and conducted

Southwest will become a national model and school of choice if it:

- Is willing to take risks
- Has sound political support
- Exhibits excellent leadership
- Has an outstanding faculty
- Has students who are serious about their education
- Relates to and connects with the population it serves

Not only will this College survive, it will flourish and become the institution that will set the standards for others to follow. The only limitations we have are those we place on ourselves.



The Next Five Years

Southwest will continue its emphasis on service to the community, educational excellence, access, accountability, articulation, and workforce development. The College's primary efforts must center around creating a student-oriented culture where the needs of students become a high priority for faculty, staff, and administration. Strong support systems and a customer service philosophy must permeate the College.

Another major initiative will involve the total infusion of information technology into teaching, administration, and outreach. Technology infusion will enhance teaching and learning, expand student access, and improve administrative services. To accomplish this goal, existing space must be converted into electronic media space. The College will invest in electronic classrooms to ensure that our students are technologically prepared to function as they move into the 21st century workforce. Infusion of diversity concepts throughout the curriculum also will be a major goal as we prepare students for a multicultural and global society.

Although there are resource limitations, these should not prevent the College from becoming more student-centered, value-driven, and outcome-based. We will continue our focus on academic excellence, collaboratives/partnerships, diversity, exemplary service, and outreach activities in an effort to meet the growing needs of the community.

The College has embarked on a Major Gifts Campaign during the next five years designed to provide funding for four major initiatives which will enable Southwest to achieve excellence and improve student access to educational programs. Our four Major Gifts Campaign initiatives include the following:

- **Nursing and Biotechnology Facility** – Southwest's Allied Health Programs provide employers with educated and trained health care professionals. In Memphis and Shelby County, the nursing vacancy rate is estimated to be approximately 35 percent. The Department of Nursing at Southwest is currently located in antiquated facilities (former maintenance building that includes two loading docks). In partnership with area health care and research organizations, funds will be used to establish a new facility that will house both the Nursing School and the newly proposed Biotechnology Technician degree program. Biotechnology is a rapidly growing industry in Memphis that will require a newly trained skilled workforce. In addition to nurses, the new facility will allow Southwest to recruit students in such high-demand areas as Laboratory Technicians, Process Development Technicians, and Research Technicians in the field of biotechnology.

“ The College has talented, diverse, and dedicated faculty and staff. ”



- **Technology Needs** – The College is seeking to improve its electronic infrastructure. Enhancements and additions to the College’s network and computing resources will provide improved access to the College’s academic programs and administrative services.
- **Student Scholarship Endowment** – The College will establish a substantial scholarship fund to ensure that a college education is financially possible for deserving students. The endowment will assist in increasing the educational level of our region and impact the economic development of our community.
- **Faculty and Staff Professional Development Endowment** – The College will establish a fund to provide on-going professional development that will strengthen the effectiveness of staff and enable faculty to better prepare students for the future job market.

Strategic Analysis

College Strengths

The College has talented, diverse, and dedicated faculty and staff. It is the largest community college in the state with a stronger faculty and staff based on consolidation. The College is positioned to offer a wider array of courses and programs than was possible in the past to meet the growing educational needs of our community. With a restructured workforce development unit, the College is well equipped to direct emerging workforce development priorities of the community and become a major contributor to the Memphis Workforce Development 2005 Initiative. Our Workforce Development/Continuing Education Division and Mid-South Quality Productivity Center provide increased opportunities for the College to partner with The Memphis Regional Chamber, other area chambers of commerce, businesses, and industry in improving our workforce.

Workforce Development/Continuing Education

Creating and sustaining an educated and skilled labor force is a high priority for our College. To be effective in this area, Southwest must:

- Design customized workforce training programs to meet the needs of business, industry, government, and education
- Assist in creating and sustaining an educated and skilled workforce so that our community’s business and industry can be globally competitive
- Continue to change and be responsive to the new economy and new workforce trends
- Pursue continuous improvement within a customer-centered framework
- Develop alternative delivery systems that are well positioned to serve adult learners
- Provide a rich array of enrichment experiences for citizens throughout their lives
- Make continuing education courses a high priority and draw upon the intellectual and cultural resources of the College

Leadership

Effective leadership is vital to the success of our College. The effective leader must be:

- Honest
- Trustworthy
- Visionary
- Inspiring
- Concerned for People
- Team Builder
- Positive in Attitude
- A Thinker
- A Listener
- A Doer

He/she must create a vision, build consensus around that vision, establish a strategic direction for the College, develop a set of values, link priorities with strategic directions, and tie rewards to measurable outcomes.

*“ Strengthen connections with schools,
industry, business . . . ”*



Technology

Southwest will become a leader in Information Technology. In doing so, Southwest must:

- Lead in creating electronic networks for learning, including satellite classrooms and conferences that connect the College coast-to-coast creating a national network of community education
- Develop a college-wide plan for use of technology in which educational and administrative applications may be integrated
- Extend the College by providing instruction to the workplace, schools, regional teleconferences, and community forums



Service

Community service is a high priority for our College. Thus, Southwest must:

- Assume a proactive approach in addressing community needs in adult literacy, school drop-outs, economic growth and development, and other vital community priorities
- Become a catalyst in assisting the community to become self-reliant and self-sustaining

Collaboratives/Partnerships

The College will become a leader in developing cooperative relationships with the community. In doing so, Southwest must, through collaboration:

- Confirm its commitment to respond to local needs
- Serve as a center for problem solving
- Strengthen connections with schools, industry, business, social agencies, health care agencies, and policy groups
- Work with surrounding schools to identify at-risk youth in early grades and provide enrichment programs that will allow these students to complete high school and move to post-secondary education

College Constraints

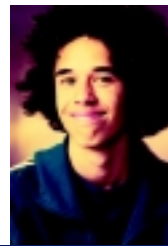
Limited facilities restrict new and expanded program initiatives. Funding is a major challenge facing the College. Faculty, staff, and administrative salaries are not competitive with regional peer institutions. Limited travel funds place restrictions on faculty regarding selected conference attendance and service to regional and national professional boards. In response to funding challenges, the College will intensify its fund-raising initiatives, including contract and grant procurement. Incentive programs must be developed to reward faculty who are successful in securing major grants.

Opportunities: External

The College's two main campuses are situated in large urban and rapidly growing suburban areas. These locations provide enormous opportunities for community service/outreach, and collaboration. Our urban location provides virtually unlimited possibilities for partnerships with Memphis City Schools, businesses, and various social service and community agencies to address critical problems related to urban environments. Our suburban location creates new opportunities for the College to meet the educational needs of a rapidly expanding population. There is also increased partnership potential with health care institutions to meet the health care needs of a rapidly growing population. Our locations provide favorable conditions to link classroom instruction with community service for our students, thus enabling them to make critical learning connections while providing service to our community.

Opportunities: Internal

Consolidation, structural changes, and a talented faculty and staff have created a stronger organization. The College is well positioned to grow and expand services to meet the changing needs of the community. We also are positioned to support innovative and creative programs. With added emphasis on technology, program development, lifelong learning, diversity, customer service, recruitment, retention, and community service, the College will flourish and make a major contribution to the economic growth and development of our community and become a focal point for community outreach.



Vital College Needs

Classrooms

Classroom renovations are necessary for both main campuses. Additional quality instructional space must be provided with state-of-the-art technology capabilities to facilitate creative and innovative teaching applications. Many current classrooms do not meet the academic requirements of our institution.

Replacement of the Library at the Macon Cove Campus is essential to meet the instructional and research needs of students and faculty.

Our Nursing Program at the Union Avenue Campus lacks a modern facility to support current and future program expansion opportunities. The existing facility located at a loading dock is inadequate and hampers recruitment and program expansion initiatives. It does not reflect an aesthetically desirable professional image. The College will pursue the development of a new Biotechnology Program and an expanded Nursing Program to meet the emerging needs in our community. New facilities are required to meet these needs effectively.

The Gill Campus requires substantial refurbishing. Accommodations must be made to meet the requirements of students with disabilities. Classrooms need to be modernized to incorporate state-of-the-art technology. Additional office space for faculty must be provided. Finally, the gymnasium should be renovated or demolished.

Laboratories

Allied Health laboratories are required at the Macon Cove Campus to provide greater program access for students. High tech labs are required at the Union Campus to provide access to technical courses for students. Additional computer laboratories are essential for students' instructional needs at both campuses. A dedicated computer laboratory is necessary on each of the main campuses to facilitate development opportunities for faculty and staff.

The Jennings and Parrish buildings on the Macon Cove Campus are scheduled for demolition and replacement with a new state-of-the-art classroom and laboratory facility.

Teaching

Teaching must be the hallmark of our College. The following concepts should be embraced:

- Excellence in instruction must be the leading priority.
- Learning must be active, not passive.
- Continuous improvement of learning must be viewed as a collective effort in which the success of instructional units depends on organizational support of others.
- The classroom must be a place where ideas are vigorously pursued and cooperative learning is encouraged.
- The teacher must become the facilitator of the learning process, thus allowing students to assume a degree of responsibility for their learning.
- All members of the College must share responsibility for students' success at Southwest.
- Teaching methods must consider the needs and learning styles of a diverse student body.

Programs

If our academic programs are to reflect the best and most appropriate practices, faculty must:

- Remain on the cutting edge in their respective disciplines
- Be resourceful, creative, and innovative in exploring the development of new courses and programs
- Be able to effectively integrate the use of technology into the instructional process
- Create opportunities for students to explore the use of technology as an integral component of classroom expectations
- Engage in continuous renewal and self-improvement through carefully planned professional development activities and active involvement with professional organizations at the state, regional, and national levels

Critical Facility Needs

Macon Cove Campus

- Allied Health Classrooms, Labs
- New or Expanded Library
- Additional Classrooms, Computer Labs

Union Avenue Campus

- Nursing Classrooms, Labs, Offices
- Additional Computer Labs
- Additional Student Services Space
- Auditorium for Classes and Meetings
- Technology Labs, Expanded Parking, Renovated Gymnasium

Other Sites

- New Campus
- Refurbished Gill Center
- Fayette County



Our Commitment

Southwest will become one of the premier community colleges in the nation if the following elements are present:

- Central focus on students
- Excellence in teaching
- Innovative and cutting-edge programs
- Integration of information technology applications throughout the College
- Strong outreach/service initiatives
- Strong collaboratives/partnerships
- Exemplary workforce development and continuing education programs
- Visionary leadership
- Emphasis on performance-based outcomes
- Recognition and appreciation of diversity

Students

Students must be central to our efforts. Southwest must embrace a learner-centered philosophy by:

- Placing a high priority on the needs of students
- Offering courses at accessible locations and at convenient times to accommodate student needs
- Minimizing financial barriers to students' access to the College
- Focusing on the knowledge and skills that students need to be effective, productive members of a global society

The following areas should be stressed:

- Core knowledge
- Critical thinking skill development
- Real problem-solving skills
- Ability to work in teams
- Ability to connect classroom instruction to real-life situations
- Communication skills

Auditorium

A new state-of-the-art auditorium is desired to accommodate large classes, college faculty and staff meetings, performing arts, and community activities. Existing auditorium space is inadequate and does not meet the demands of the new College.

Student Support Services

Student support services must be increased at the Union Avenue Campus to include expanded services for students with disabilities, Career Services/Student Employment Center, Academic Advising and Articulation Center, Evening and Weekend College (office), Academic Support Center, and a Computer Resource Center. These additional services will ensure that all students receive comparable support. These extended services will require additional space.



New Campus and Center

A third campus is proposed for the College. When the planning budget is approved, preliminary steps will be taken to identify a site and develop educational specifications. Since existing athletic/intramural facilities are either inadequate or non-existent, new athletic facilities should be designed as a component of the new campus to create opportunities for all interested students to participate in intramural or intercollegiate athletics.

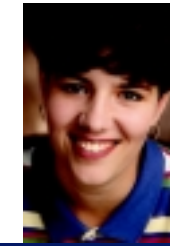
Plans are being developed for the establishment of a new Southwest Fayette County Center to better serve the residents of Fayette County.

Technology Needs

While progress has been made in the area of information technology, additional requirements exist. Every faculty member should be provided a functional computer to meet instructional expectations. Additional labs are necessary to support students' learning outcomes. As online courses and distance learning initiatives are expanded, additional technical resources are essential. The College's current technology plan should be implemented and modified to ensure that the infrastructure is present to support the College's current and future priorities.

Strategic Areas of Emphasis

- Customer Service
- Accountability
- Articulation
- Economic Development
- Academic Excellence
- Institutional Quality
- Access
- Workforce Development
- Diversity
- Information Technology
- Urban and Rural Outreach
- Partnerships/Collaborations
- Resource Development



Strategic Goals

- Goal One:** Provide quality and effective educational programs and services
- Goal Two:** Increase access to the College's educational programs and services
- Goal Three:** Strengthen accountability through systematic planning, management and evaluation
- Goal Four:** Increase college-wide responsiveness to regional workforce development needs

