

STRATEGIC PLAN • 2026–2031

Pathways to Prosperity

Reform 3.0 • Our next chapter

START.
With purpose.

STRIDE.
With confidence.

SOAR.
Toward prosperity.

PATHWAYS TO PROSPERITY

SOUTHWEST
TENNESSEE COMMUNITY COLLEGE

Where opportunity begins and futures take shape.



Dr. Tracy D. Hall
President

Southwest Tennessee Community College is where opportunity begins and futures take shape. Community is not simply part of our name—it is our purpose, our responsibility, and our enduring commitment to individuals and families whom we serve across the Mid-South. Over the past two decades, Southwest has evolved to meet the changing needs of our students and our region.

Today, we stand at a pivotal threshold. While expanding access and improving graduation rates remain important, they are no longer sufficient to ensure the long-term success of our students and prosperity of the Mid-South. True student success must be defined not only by what happens on our campuses, but by what happens after our students leave us—through meaningful careers, continued education, and upward mobility.

To meet this moment, we introduce our five-year blueprint through 2031: Pathways to Prosperity: Reform 3.0. This bold vision shifts our focus from completion alone to advancing economic and social mobility for every student we serve.

Our strategy is anchored in two critical priorities: strengthening workforce programs that connect students to high demand careers and increasing seamless transfer pathways to bachelor's degrees. We are also reimagining how we operate—moving beyond traditional silos to a student-centered model organized around Start. Stride. Soar.

As we move forward, our commitment is clear:

- We will help students **START** with clarity, removing barriers and connecting them to purposeful pathways.
- We will support them as they **STRIDE** with momentum, providing the tools, credentials, and guidance needed to stay on track.
- And we will empower them to **SOAR**, achieving success through career advancement, continued education, and family-sustaining wages

Southwest Tennessee Community College remains dedicated to being more than a place of learning—we are a catalyst for transformation. Every credential earned here will serve as a pathway to prosperity, strengthening families, communities, and our entire region.

Sincerely,
Dr. Tracy D. Hall, President

Each reform builds on the one before.

REFORM 1.0

Access

Open doors.

- Redesign enrollment and admissions.
- Improve onboarding and advising.
- Remove barriers to college entry.

REFORM 2.0

Completion

Build momentum.

- Strengthen governance and planning.
- Use student data to improve persistence.
- Develop the Academic Master Plan.

REFORM 3.0 • TODAY

Prosperity

Expand opportunity.

- Strengthen workforce programs.
- Increase university transfer.
- Track outcomes beyond graduation.

2016–2018
Redesign, Reinvent, Reset

2018–2021
Governance expansion

2020
Focus 2020

2022
Academic Master Plan

2025
Strategic formulation

2026
Reform 3.0

Milestones summarized from the current strategic plan draft.

Opportunity must lead to economic mobility.



Residents in poverty

Memphis city poverty rate reported in Census QuickFacts.



Adults without a bachelor's degree

Age 25 and older; calculated from 28% with a bachelor's degree or higher (2020–2024).

Southwest's response

Connect students to valuable workforce credentials and clear bachelor's degree pathways. Support the progress that turns educational access into career advancement and family prosperity.

Source: U.S. Census Bureau, QuickFacts: Memphis city, Tennessee, accessed October 2, 2026. Figures describe Memphis city, not the entire Mid-South.

A plan shaped through listening.

300+
Regional voices

12
Listening sessions

5
Internal sessions
Employees and students

5
Community sessions
External stakeholders

2
Facilitated sessions
AGB Consulting

Listening sessions, regional surveys, planning retreats, and input from employers, advisory boards, and governance councils informed the plan.

Listen	Assess	Focus	Align
People and partners	Needs and evidence	Workforce and transfer	START · STRIDE · SOAR

In the current draft with thanks to Dr. Lashonda Massey, Mr. William Gary, Dr. Paul N. Friga and AGB Consulting, and Dr. Monique Perry-Graves and CMEG and Company.

START. STRIDE. SOAR.
How we do the work.

START. STRIDE. SOAR. is Southwest's institutional operating model.

It organizes how we do the work around the student journey. We align people, resources, processes, and accountability to dismantle silos and advance shared outcomes.

OUR PRIORITIES
Strengthen workforce programs

OUR PRIORITIES
Increase transfer to bachelor's degrees

START	STRIDE	SOAR
Entry and onboarding	Progress and persistence	Careers, transfer, and prosperity

One institution. Aligned work.

Academic programs, student support, and workforce development plan and act together. Every division supports the journey.

People and Culture	Finance and Administration
Marketing and Communication	Technology and infrastructure
Policies and procedures	Shared data and accountability

Dismantle silos. Coordinate action. Share responsibility for student outcomes.

Start with clarity and purpose.

Simplify entry. Connect every student to a clear educational and career direction.

Streamline onboarding | Expand financial aid access | Build dual enrollment pathways

Application-to-enrollment yield

36%
FY25 baseline

44%
FY31 target



FAFSA completion

45%
FY25 baseline

58%
FY31 target



Dual enrollment conversion

9%
FY25 baseline

14%
FY31 target



Meta-major declaration

≥90%
FY31 target

Baseline in development
Planned baseline: FY28–29

Supplied plan figures • Percentage bars use a 0–100% scale • Baselines and targets subject to final validation.

Outcomes connection: successful dual enrollment credits count in the formula. Onboarding and aid measures support later student progression.

Stride with progress and momentum.

Keep students moving through proactive advising, course support, and credentials earned along the way.

Advise proactively | Support course success | Embed certificates

Fall-to-fall retention

46%
FY25 baseline

56%
FY31 target

Course success

70%
FY25 baseline

77%
FY31 target

Advising engagement

53%
FY25 baseline

70%
FY31 target

12-credit milestone

1,551
to
1,949

24-credit milestone

1,195
to
1,593

36-credit milestone*

1,016
to
1,414

Embedded certificates

18
to
44

All figures: FY25 baseline to FY31 target. Credit milestones count students; certificates count awards. *36-credit target requires confirmation; the supplied explanation has not been validated.

Outcomes connection: 12-, 24-, and 36-credit milestones are funded outcomes. Eligible technical certificates count toward credential outcomes.

Soar toward opportunity and prosperity.

Connect students to employment and university transfer, then follow what happens after Southwest.

Expand work-based learning | Strengthen transfer pathways | Track graduate outcomes

Job placement • 1 year after graduation

78% FY25 baseline

85% FY31 target

Transfer to a four-year university

18% FY25 baseline

29% FY31 target

Bachelor's completion after transfer

<1% FY25 baseline

10% FY31 target

Graduate earnings benchmarks in the supplied plan

	1 YEAR AFTER	3 YEARS AFTER	5 YEARS AFTER
FY25 baseline	$39,000	$45,000	$49,000
FY31 target	$48,000	$54,000	$58,000

Earnings: FY25 baseline (top) and FY31 target (bottom). Source labels these dollar values "living-wage attainment"; confirm the earnings statistic and living-wage threshold. All figures require final validation.

Outcomes connection: eligible transfers and job placements are counted. Graduate earnings and bachelor's completion extend Southwest's accountability beyond those measures.

Build talent for the work ahead.

Connect classroom learning with practical experience, meaningful careers, and continued education.

01
Healthcare
Nursing and allied health

02
Logistics
Supply chain and distribution

03
Advanced manufacturing
Mechatronics and robotics

04
Skilled trades
Electrical, HVAC, welding, machining

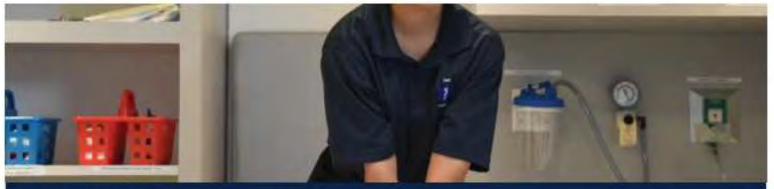
05
Engineering technology
Technical engineering support

06
IT and artificial intelligence
Cybersecurity, cloud, and AI

07
Communication, Graphic and Fine Arts
Creative skills and pathways to careers and university transfer.

A foundation for every pathway
Humanities, languages, social sciences, and mathematics build the communication, critical thinking, and quantitative skills students need to succeed in careers and further education.


Learning through practice


Preparing for regional careers

Strong workforce programs and university pathways expand the ways students can advance.

Performance Outcomes

Our six institutional metrics connect student opportunity to the outcomes Tennessee rewards, while tracking longer-term prosperity.

Southwest institutional metric	Connection to state outcomes
01 **High-opportunity program enrollment**	SUPPORTS PATHWAYS **Dual enrollment • Workforce training** Eligible workforce credentials may earn a premium; enrollment alone does not.
02 **Credential completion**	DIRECT CONNECTION **Short-term certificates • Long-term certificates • Associate degrees** Eligible credentials count toward state outcomes.
03 **Graduate employment**	DIRECT CONNECTION **Job placements** State measure counts full-time employment in the year after graduation.
04 **Living-wage attainment**	BROADER GOAL **Extends job placement outcomes** Southwest tracks whether employment leads to economic mobility.
05 **Transfer to bachelor's programs**	DIRECT CONNECTION **Transfers out with at least 12 credits** State eligibility rules apply; Southwest tracks its transfer rate.
06 **Bachelor's completion after transfer**	BROADER GOAL **Extends transfer outcomes** Completion after transfer is not a separate community-college funding outcome.

STRIDE supports every pathway. Student progression at 12, 24, and 36 credits is also counted in the state formula.

Strategic crosswalk, not a one-to-one funding calculation. Source: THEC 2026–30 formula resources. State counts and institutional rates may use different populations.

People turning the plan into action.

STRATEGIC INITIATIVES

Terika Hughes

Interim Assistant VP | Workforce Initiatives

01 Embedded Certificates and Navigation into High-Value Careers

LEADS **Alfreda Brooks-Davis • Dr. Derrick Wheatley**

Robert Biederstadt • Moriah Brown • Dena Enis • LaJoyce Harris • Thomas Midgley • Lynn Russell • Ryan Stembridge

02 Meta-Major Onboarding & Career Advising

LEADS **Jhona Gipson • Bill Turner**

LaMetria Banks • Brad Cliff • Shilpa Desai • LaTasha Dorsey • Ernest Greenleaf • Ashley Johnson • Myesha Mutters • Lake Newton • Phyllis Ridley • Janice Harris-Robinson • Brian Turnbow • Tad Lauritzen Wright • Brenda Williams • Phoenix Worthy

03 Dual Enrollment and CTE-Aligned Exposure

LEADS **Rosie Britton • Shelley Trigg**

Ervin Coburn • Lesa Halfacre • Elbonie Halliburton • Johnesha Harris • Ben Hearn • Michael Hunter • Asia King • Matthew Lexow • Danita Mullings • Jonathan Reyes • Maria Sun • Jireh Walker • Jeremy Wessel

EXECUTIVE TEAM

Dr. Tracy D. Hall
Dr. Gerald Shields
Dr. Sherria King
Dr. Michael Boyd
Dr. Tameka Perry
Marla Smith-Brown
LeVetta Hudson

Connected teams. Shared responsibility.

04 Articulation Agreements and Reverse Transfer

LEADS **LaToya Chavers • Katrina Muldrow**

Dr. Verneta Boone • Venita Dotson • Cynthia Elliot • Joyce Johnson • Dr. Mark Kaplowitz • Craig Shaun Quinn • Dr. Marjorie Rothschild • Dr. Maysa Safi

05 Data, Technology, and Evaluation

LEADS **Katina Phillips**

Jill da Silva • Dr. Bonnie Grohe • Bimal Kunwor • Lorrean Lim • Raven Matthews • Rosemarie Montgomery • Dr. Dennis Powers • Chantay Salter • Norma Terry • Jason Whitt

Governance and accountability

Integrate planning across divisions. Align budgets with strategy and performance. Review progress through governance structures and use results to improve.

Committee names and membership reproduced from the October 2 draft. Consultants: Dr. Paul N. Friga, AGB; Dr. Monique Perry-Graves, CMEG and Company.

When our students rise, families rise.

And when families rise, Memphis rises.

Reform 3.0 builds on Southwest's progress in access and completion. Our next chapter connects that foundation to meaningful careers, continued education, and greater economic mobility.

START
With purpose

STRIDE
With momentum

SOAR
Toward prosperity

Community is our middle name.

Through associate degrees, technical certificates, and workforce training, Southwest prepares students for an evolving marketplace. Everyone deserves an opportunity.

Southwest Tennessee Community College

PATHWAYS TO PROSPERITY • REFORM 3.0

Opportunity begins here.
Prosperity reaches beyond us.

PATHWAYS TO PROSPERITY

REFORM 3.0 • 2026–2031

Start. Stride. Soar.



Macon Cove Campus
5983 Macon Cove
Memphis, TN 38134
901-333-5000



Union Avenue Campus
737 Union Avenue
Memphis, TN 38103
901-333-5000



Whitehaven Center
1234 Finley Road
Memphis, TN 38116
901-333-6450



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