



**2010-2015
INSTITUTIONAL MISSION
AND STRATEGIC GOALS**

Southwest Tennessee Community College
Post Office Box 780
Memphis, Tennessee 38101-0780

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Southwest Tennessee Community College

A. INSTITUTIONAL MISSION AND VISION STATEMENTS

The mission of Southwest Tennessee Community College is to provide the citizens of Shelby and Fayette counties and the surrounding Mid-South region with a high quality and affordable post-secondary education that prepares them for associate degrees, future educational opportunities, and successful employment.

As a comprehensive, open-access, culturally diverse, public two-year college, Southwest is committed to meeting the educational needs of individual students, communities, and employers through credit and non-credit instruction using both distance learning technology and traditional campus-based classes. Southwest promotes student success in a supportive teaching and learning environment designed to raise educational levels, promote work readiness skills, enhance career advancement, prepare for university transfer, and enrich personal lives.

To fulfill its mission, the college provides:

- University parallel courses and programs leading to Associate of Arts and Associate of Science degrees that meet the requirements of the first two years of a baccalaureate degree;
- Career technical curricula leading to employment-related certificates and Associate of Applied Science degrees;
- Continuing education, workforce development, and public service programs for community citizens and businesses;
- Learning support programs for academically disadvantaged students;
- Highly qualified full-time and adjunct faculty in all academic programs and disciplines;
- Student support services that assist both students and alumni with their attainment of educational and career goals;
- Student learning enrichment through honors programs, service-learning activities, tutoring, library services, cultural events, international studies, and extracurricular activities;
- Administrative and financial services that support student enrollment, faculty and staff employment, college management, and organizational development;
- Institutional partnerships and activities that advance community relations, public awareness and support, resource development, and inter-institutional collaboration and articulation;
- Physical facilities and learning environments that are modern, comfortable, secure, and technically advanced for student, employee, and public use;
- Assessments of institutional effectiveness to ensure continuous improvement; and
- Campus culture that promotes diversity, learning, and student success.

Southwest Tennessee Community College is committed to the education of a non-racially identifiable student body and promotes diversity and access without regard to race, gender, religion, national origin, age, disability, or veteran status.

Southwest Tennessee Community College is a member of the State University and Community College System of Tennessee under the governance of the Tennessee Board of Regents.

2010-2015 Institutional Vision Statement. Southwest Tennessee Community College will become a national model for technical, career, and transfer education by fostering student success, transforming lives, and increasing the educational level of a diverse community.

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B. PRIMARY STRATEGIC GOAL INDICATORS

In response to TBR guidelines for strategic planning, Southwest Tennessee Community College established numerical targets for key strategic goal indicators. These targets are listed in the table below will reflect the cumulative impact of the achievement of all strategic goals and strategies in this plan.

Strategic Goal Outcomes		2010 Baseline	Annual Benchmarks					
			2011	2012	2013	2014	2015	
ACCESS	Distance Education Enrollment (Fall)							
	Total Distance Educ. Enrollment (Unduplic)	Target	2,285	2,400	2,515	2,630	2,745	2,860
	Unduplicated Distance Ed Enrollment	Actual	2,285	2,430				
	Online Learning Only		1,955	2,146				
	Other Computer Based Instruction Only		0	0				
	Video Broadcasting Only		483	427				
	Participation by Underserved Populations							
Institution Diversity Plan	Target	0	1	1	1	1	1	
No. Plans in Effect	Actual	0	1					
STUDENT SUCCESS	Progression							
	Progression Rate (Fall to Spring)	Target	69.0%	68.4%	69.8%	70.2%	70.6%	71.0%
	Percent Continuing	Actual	69.0%	68.4%				
	Fall Enrollment			12,416				
	Fall Awards			201				
	Spring Enrollment			8,286				
	Students Completing Post-secondary Credentials							
	Total Degrees and Certificates	Target	1,006	1,046	1,086	1,120	1,166	1,210
	Total	Actual	1,006	1,283				
	Certificate		392	437				
Associate		614	846					
QUALITY	Licensure and Certification Pass Rates							
	Nursing Exam Pass Rates	Target	98.4%	97.0%	97.0%	97.0%	97.0%	97.0%
		Actual	98.4%	99.5%				
	TBR General Education Outcomes							
	Number of Annual Reports Complete		~~	~~	~~	~~	~~	~~
Outside Resources in Support of Institutional Mission								
Total Number Outside Resources		~~	~~	~~	~~	~~	~~	
RESOURCEFULNESS	Revenue other than State Appropriations and Tuition							
	Total Outside Revenue (Millions)	Target	\$24.5	\$26.8	\$29.1	\$32.4	\$34.7	\$36.0
		Actual	\$24.5					
	Restricted		\$22.3					
	Unrestricted		\$ 2.2					
	Efficient Use of Resources							
	Institution Efficiency Plan	Target	0	1	1	1	1	1
No. Plans in Effect	Actual	0	1					

~~ Metrics are not currently developed for General Education and Outside Resources goals.

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C. INSTITUTIONAL STRATEGIC PRIORITIES AND GOALS

Strategic Priority 1 (Access) Improve Higher Education Opportunities for Tennesseans

1.1 Access through Technology Goals

Strategic Goal 1.1.1 Southwest will use distance education technology to increase participation in post-secondary education and workforce development.

Strategic Goal 1.1.2 Southwest will use instructional technology to increase participation in post-secondary education and workforce development.

1.2 Underserved Populations Goal

Strategic Goal 1.2.1 Southwest will increase participation levels of traditionally underserved populations.

1.3 Collaborative Programs Goal

Strategic Goal 1.3.1 Southwest will establish collaborative programs with K-12 school systems, the Tennessee Technology Center at Memphis, and other agencies and institutions to provide career paths for the residents of Shelby and Fayette counties.

Strategic Priority 2 (Student Success) Increase the Number of Students Receiving Post-Secondary Awards

2.1 Student Persistence Goal

Strategic Goal 2.1.1 Southwest will enhance student persistence to the completion of the post-secondary credential or degree.

2.2 Completion and Graduation Goal

Strategic Goal 2.2.1 Southwest will increase the number of students who complete a post-secondary credential, including certificates and associate degrees.

Strategic Priority 3 (Quality) Achieve Excellence in the Fulfillment of the Institutional Mission

3.1 Educational Programs Goals

- Strategic Goal 3.1.1 Southwest will improve the effectiveness of its career studies programs.
- Strategic Goal 3.1.2 Southwest will improve the effectiveness of pre-college and general educational programs.
- Strategic Goal 3.1.3 Southwest will improve the effectiveness of continuing education and workforce development programs.

3.2 Creative and Service Activities Goals

- Strategic Goal 3.2.1 Southwest will expand the scope of its mission-specific creative activities and public service.
- Strategic Goal 3.2.2 Southwest will improve the effectiveness of its student and administrative services.

Strategic Priority 4 (Resourcefulness and Efficiency) Expand resources and optimize administrative, instructional, and operational efficiencies

4.1 Resourcefulness Goal

- Strategic Goal 4.1.1 Southwest will address fiscal constraints through multiple approaches such as the prudent management of resources, development of other sources of support, and the pursuit of entrepreneurial initiatives.

4.2 Efficiency Goal

- Strategic Goal 4.2.1 Southwest will achieve greater efficiency and reduce annual expenses for the operation of the college and delivery of its programs and services.

Strategic Priority 5 (Physical Facilities) Improve accessibility and quality of college facilities in support of student enrollment and learning

5.1 Campus Facilities Goal

- Strategic Goal 5.1.1 Southwest will improve and expand its campus facilities and environment for the benefit of students, employees, and the public.