SOUTHWEST
TENNESSEE COMMUNITY COLLEGE

Pathways to Prosperity: Strategic Reform 3.0

Timeline (2025-2030)

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Pre-Fall 2025 Context: A Data-Informed, Leadership-Aligned Foundation

Reform 3.0 is not a new initiative—it is the next phase in Southwest Tennessee Community College's transformation journey, building on nearly a decade of Achieving the Dream (ATD) work. In early 2025, the Executive Team conducted a rigorous review of internal performance data and national best practices, including insights from the Aspen Institute's *Community College 3.0* framework. This analysis clarified two institutional priorities where Southwest could deliver the greatest long-term impact:

1. **Strengthening workforce programs** that lead to family-sustaining wages
2. **Increasing transfer to bachelor's degrees** through aligned supports and intentional pathways

These priorities were not chosen lightly, they reflect a deliberate, data-informed process supported by intentional, college-wide leadership engagement prior to the formal launch. Key milestones included:

- In **April 2025**, the Executive Team held a strategic retreat to **solidify the direction** of Reform 3.0 based on institutional data, labor market insights, and national benchmarks. The retreat was **facilitated by Susan Mayer, Southwest's Achieving the Dream coach, and the Chief Learning Officer at Achieving the Dream**, ensuring that the College's priorities were grounded in national reform expertise and aligned with proven student success strategies. The retreat also included a **student and alumni panel**, which provided first-hand insight into lived experiences and post-graduate outcomes, grounding the reform effort in real voices and realities.
- Following the retreat, Executive Team members convened **joint division meetings with their direct reports** to **communicate the strategic direction** and **gather feedback.**
- In **July 2025**, during the President's **8th Annual Summer Leadership Retreat**, all college-wide supervisors and mid-level managers engaged in **cross-divisional dialogue focused on institutional readiness**. National presenter **Kathryn Fry** facilitated a session on **Thought-Intelligence**, guiding leaders to strengthen the mindset, emotional preparedness, and strategic resolve needed to lead transformational change.

To ensure transparency and consistency of messaging across the College, a **Pathways to Prosperity: Reform 3.0 Toolkit** was created. This toolkit includes a **whitepaper**, **division and department-level talking points**, a **PowerPoint presentation**, **FAQs**, and the official **implementation timeline**.

Year 1: Fall 2025 – Summer 2026

Note: All activities outlined in Year 1—and in subsequent years—are contingent upon approval of the final implementation plan developed during Fall 2025. Activities may be adjusted accordingly.

Fall 2025 – SWOT-Based Listening, Alignment, and Approval

- Launch Reform 3.0 at Fall Convocation with a presidential message
- Distribute FAQs, launch Reform 3.0 committees, and initiate cross-campus communications
- **Committees host SWOT-informed listening sessions** across the college and community to gather feedback on each high-impact initiative
- Committees analyze SWOT data and feedback to:
    - Identify strengths, weaknesses, opportunities, and threats
    - Prioritize areas for improvement and alignment
    - Recommend **tactics to achieve the goals** of each high-impact initiative
    - Propose measurable goals and KPI targets
- Director of Strategic Initiatives synthesizes committee recommendations into a unified implementation plan
- Executive Team reviews and refines the plan
- President submits final plan to Chancellor for approval
- **Executive Team, led by the Chief of Staff, revamps the institutional governance council structures** to ensure vertical and horizontal integration using the Governance Integration Framework
- **Institutional Governance Council membership updated** to include representation from direct report teams of Executive Team members

Year 1: Spring–Summer 2026

Note: Activities for Year 1 are contingent upon final plan approval in Fall 2025.

- Begin executing approved tactics aligned with KPIs
- Build on ATD and RCC foundation (2016–present) in advising redesign and early certificate embedding
- Conduct comprehensive academic program reviews to determine high-value pathways
- Begin embedding high-value CTE certificates into pathways
- Hold Strategic Plan Jamboree to communicate progress and sustain institutional momentum

Year 2: Fall 2026 – Summer 2027

Note: Activities for Year 2 are contingent upon final plan approval in Fall 2025 and may be refined based on Year 1 outcomes and adjustments.

Design & Scale

- Scale embedded credentials only in programs aligned with regional workforce demand and family-sustaining wages
- Enhance and engage existing career advisory committees—especially in high-value programs
- Implement redesigned Meta-Major onboarding and advising model
- Publish data dashboards and showcase early student success stories
- Hold Strategic Plan Jamboree

Year 3: Fall 2027 – Summer 2028

Note: Activities for Year 3 are contingent upon final plan approval in Fall 2025 and may be refined based on midpoint recalibration and prior year outcomes.

Midpoint Evaluation

- Host Strategic Plan Jamboree and conduct midpoint recalibration of goals and strategies
- Deepen cross-functional collaboration to support an institution-wide culture shift
- Update and publish articulation agreements with four-year transfer partners
- Launch integrated advising and career exploration technology platform
- Embed Reform 3.0 priorities into institutional planning and employee performance processes
- People and Culture will align annual evaluations with measurable Reform 3.0 outcomes to reinforce accountability, goal alignment, and continuous improvement across all divisions

Year 4: Fall 2028 – Summer 2029

Note: Activities for Year 4 are contingent upon final plan approval in Fall 2025 and may be refined based on lessons learned during scale and institutionalization phases.

Institutionalization

- Expand reverse transfer pathways and cross-enrollment pilots
- Embed student success employment and salary metrics into program evaluation and review
- Launch initiatives like Transfer Champions and employer-institution success stories

Year 5: Fall 2029 – Summer 2030

Note: Activities for Year 5 are contingent upon final plan approval in Fall 2025 and may be refined based on overall reform outcomes and long-term institutional needs.

Final Impact & Legacy

- Publish Reform 3.0 Community Impact Report documenting post-graduate success outcomes
- Celebrate high-value credential and transfer completions
- Document and share institutional transformation highlights
- Launch planning process for the post-2030 strategic vision

Ongoing Milestones

- **Monthly:** Committee and implementation team meetings
- **Quarterly:** Executive and Governance Council reviews
- **Annually:** Strategic Plan reviews and community engagement forums
- **Continuously:** Campus listening sessions and reform communications