



## STRATEGIC PLANNING 2021-2026

### Mission:

*The Tennessee Colleges of Applied Technology serve as the premier suppliers of workforce development throughout the State of Tennessee. The colleges fulfill their mission by:*

- *Providing competency-based training through superior quality, traditional, and distance learning instruction methods that qualify completers for employment and job advancement;*
- *Contributing to the economic and community development of the communities served by training and retraining employed workers;*
- *Ensuring that programs and services are economical and accessible to all residents of Tennessee; and*
- *Building relationships of trust with community, business, and industry leaders to supply highly skilled workers in areas of need.*

### Vision:

To enhance the quality of life of:

- The individual Tennessee citizens
- The Tennessee family
- The local community

# STRATEGIC PLANNING 2021-2026

## Access:

To fulfill its mission of service and outreach to all Tennesseans, the Tennessee Board of Regents System strives to **increase the number and diversity of students** it serves. The TBR System will broaden opportunities for those who wish to develop their professional skills, enrich their lives and engage in the workforce of the future. It will engage those who have been historically **underrepresented and underserved in their pursuit of post-secondary credentials at all levels**. The TBR System will seek to ensure that every prospective student has the opportunity to enroll in its universities, community colleges, or colleges of applied technology.

To meet the capacity requirements of this growing number of award-seeking students, TBR institutions will optimize gateways to higher learning through the **effective use of technology, the promotion of learning partnerships within TBR and across the state, and the development of campus sites**.

*Resources to assist with the development of the benchmark: See TBR year-end reports of the demographics of your students and CAR Reports.*

# TCAT Elizabethton - Access Goals 2024

Term	Issue/Topic: Access
Strategy/Goal	<i>The Tennessee College of Applied Technology - Elizabethton (TCAT-E) will increase access to the college for residents of Sullivan, Washington, Carter, Johnson, and Unicoi counties through increased enrollment, including Dual Enrollment/certificate and diploma partnerships.</i>
Objective	<ul style="list-style-type: none"> <li>• TCAT-E will add an additional administrative position (Vice-President), who will oversee Dual Enrollment/Middle College work, in the fall of 2022. <i>Completed Fall of 2022</i></li> <li>• TCAT-E will add an additional student services positions, to assist increased student needs resulting from increased dual enrollment and enrollment, in the fall of 2023. <i>Complete, Student Support Associate, DE Coordinator, .5 Administrative Support Associate, reorganized a position to assist with all admissions, P/T Receptionist. Completed Fall 2024</i></li> <li>• Dual Enrollment Agreements will substantially increase with the short-term goal of having a minimum of 1 program offering agreement with every high school in the 5-county service region by fall of 2023. <i>Complete Fall 2024</i></li> <li>• Dual Enrollment Agreements will substantially increase with the long-term goal of having a minimum of 3 program offering agreements with every high school in the 5-county service region by fall of 2024. <i>Complete Fall 2024</i></li> </ul>

<b>Action Step (Tactic)</b>	<ul style="list-style-type: none"> <li>• TCAT-E administration will coordinate the advertising, interviewing, and hiring of an additional student services position in the spring of 2023. <i>Completed</i></li> <li>• TCAT-E administration/student services will frequent area high schools to promote dual enrollment opportunities among students. This will be an ongoing process. <i>On-going</i></li> <li>• TCAT-E administration will create a Dual Enrollment checklist for high school counselors/administrators to follow when identifying programs and enrolling students through Dual Enrollment. This will be an ongoing process. <i>Completed</i></li> <li>• TCAT-E administration/student services will prepare and secure all required permissions pertaining to the TBR, THEC, and COE requirements for agreements, locations, and addition of programs. This will be an ongoing process. <i>On-going</i></li> <li>• TCAT-E administration will coordinate and support curriculum alignment work between college instructors and Dual Enrollment instructors. This will be an ongoing process. <i>On-going</i></li> <li>• TCAT-E administration, in collaboration with applicable TBR staff and architects, will prepare for the following extension campus openings/expansion: <ul style="list-style-type: none"> <li>○ Kingsport Extension Campus Expansion – Fall of 2023 <i>Completed</i></li> <li>○ Unicoi County Instructional Service Center-Summer 2024 <i>Completed</i></li> <li>○ Boones Creek Extension Campus Phase 1 – August of 2023 <i>Completed</i></li> <li>○ Boones Creek Extension Campus Phase 2 – August of 2024 (<i>Projected March of 2025</i>)</li> </ul> </li> <li>• TCAT-E will work collaboratively with local WIOA boards and AJC offices to support student access and success- <i>On-going</i></li> </ul>
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U	<ul style="list-style-type: none"> <li>○ Carter County Higher Education Center – August of 2026 <i>(October of 2026)</i></li> </ul>
<b>Financial Considerations</b>	<i>A joint effort from TCAT-E and area school systems will be forged that allocates resources from school system funding and from TCAT-E tuition/fees. Primary costs would include, but not limited to, instructors, administrative, and equipment costs.</i>
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• <i>Minimum of 1 Dual Enrollment Agreement with each high school in the 5-county service region by fall of 2023.</i></li> <li>• <i>Minimum of 3 Dual Enrollment Agreements with each high school in the 5-county service region by fall of 2024.</i></li> <li>• <i>Campus expansion at Kingsport by at least 3 programs by fall of 2023.</i></li> <li>• <i>Campus opening at Boones Creek with at least 4 programs operational by fall of 2023, and 6 programs operational by fall of 2024.- Summer 2025</i></li> <li>• <i>Campus opening at Carter County Higher Education Center with at least 5 programs operational by fall of 2026.- Projected Spring 2027</i></li> </ul>
<b>Evaluation</b>	<i>Results of the TBR Year End Reports:</i> <ul style="list-style-type: none"> <li>• <i>2023 increase in new student enrollment headcount by 60 students.</i></li> <li>• <i>2024 increase in new student enrollment headcount by 80 students.</i></li> <li>• <i>2025 increase in new student enrollment by 10% of spring 2025 headcount</i></li> </ul>

# TCAT Elizabethton - Access Goals 2024

Term	Issue/Topic: Access
<b>Strategy/Goal</b>	<i>Increase number of students at TCAT Elizabethton from underrepresented and diverse populations.</i>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• TCAT Elizabethton will focus on marketing, recruiting, retaining, and graduating students from underrepresented and diverse populations. <i>Increased presence in our service area.</i></li> </ul>
<b>Action Step (Tactic)</b>	<ul style="list-style-type: none"> <li>• TCAT-E administration will partner with agencies serving underrepresented and diverse populations – Student Services staff will provide information and resources to agencies for prospective students. <i>On-going</i></li> <li>• TCAT-E will utilize Student Services staff to schedule regular advisement sessions with students from underrepresented and diverse populations to check on program progress and determine any needs for additional resource support. This will be an ongoing process. Student progress will be monitored between advisement sessions to include attendance and academic progress. <i>On-going</i></li> <li>• TCAT-E administration and student services staff will assign mentors from underrepresented and diverse populations to support students. This will be an ongoing process. <i>Projected Fall 2025 implementation</i></li> <li>• TCAT-E student services and administration will develop an alumni network to support underrepresented students in attainment of certificates and diplomas. <i>Projected Fall 2025</i></li> </ul>
<b>Financial Considerations</b>	<i>Primary cost would be for an additional Student Services staff member which would focus part of her/his work on supporting underrepresented and diverse populations.</i>
<b>Outcome</b>	<i>Increase the number of students from underrepresented and diverse populations and increase highest level of credential at a rate of 10% each year through the 2025-26 year.</i>
<b>Evaluation</b>	<i>2022-23 – Base Line Data – Number of students enrolled from underrepresented and diverse populations</i> <i>2023-24 – 10% increase over previous year in underrepresented and diverse populations</i> <i>2024-25 – 10% increase over previous year in underrepresented and diverse populations and credentials awarded</i> <i>2025-26 – 10% increase over previous year in underrepresented and diverse populations and credentials awarded</i>

# Student Success:

Increasing the number of citizens with diplomas, certificates, degrees, and graduate and professional qualifications is a critical focus area for the TBR System and the state. Fostering student persistence to completion enhances the growth of existing businesses, the ability to attract high paying industries, the enrichment of strong communities and the future quality of life for each student. The TBR System will structure credential and degree programs so that students may successfully graduate in a timely and cost-effective manner. TBR will build and **nurture partnerships with Tennessee secondary schools** to enhance student preparedness and **early college credit opportunities**. The TBR System will focus on student persistence through intrusive personal advisement and technology-based architected choice systems that lead to an experience of community and inclusion. Undergraduate and graduate students will be provided with guided research and **real-world learning opportunities (co-op, internship, clinical experiences)**. By aligning degree pathways within and between TBR institutions as well as awarding credit for life experience, the time to degree will be accelerated for all learners, especially returning students and those seeking advanced degrees. To further foster student success, the TBR System will explore, develop, and apply new technologies and technology-based delivery methods to enhance teaching, learning, research, service, and student achievement.

Resources for the Student Success include: Council on Occupational Education CPL data, dual enrollment data from TBR reports, data on real work learning opportunities.

# TCAT Elizabethton – Student Success Goals 2024

Term	Issue/Topic: Student Success
<b>Goal /Strategy</b>	<i>Increase number of students attaining industry credentials and licensures as well as involvement in program-related competitions and student organizations.</i>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• TCAT-E will focus on educating students about the benefits of having national industry certifications, licensures, and belonging to student organizations. <i>In Process w/ Substantial Increase in Industry Certs.</i></li> </ul>
<b>Action Step (Tactic)</b>	<ul style="list-style-type: none"> <li>• TCAT-E administration and Student Services staff will actively promote the National Technical Honor Society (NTHS) benefits to faculty, staff, and students. The NTHS chapter sponsor will coordinate and develop calendar of events with the full support of administration. Some of the events will attempt to target traditionally underserved and/or underrepresented student populations. <i>On-going</i></li> <li>• TCAT-E faculty and administration will increase participation of students in SkillsUSA events. The administration will coordinate and market to faculty, staff, and students. <i>On-going</i></li> <li>• TCAT-E faculty will retain individual program credentials in all program offerings and annual professional development. Each program faculty member will take responsibility for coordinating individual credentials. <i>On-going</i></li> <li>• TCAT-E administration and faculty will help educate students on the importance of industry certifications and incorporate into program curriculums. Representatives from various industries will be invited to address the students and explain the importance of credentials. <i>On-going</i></li> <li>• TCAT-E program instructors will maintain consistent communication with industry representatives to properly align program credentials with industry needs. <i>On-going</i></li> </ul>
<b>Financial Considerations</b>	<i>Most of the required work is budgeted through current allocations/designations. However, an increased travel budget will be needed for increasing the number of students/instructors who participate at SkillsUSA competitions. Additionally, yearly budgets will plan for the costs associated with NTHS events.</i>
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• Increase nominations/inductions into NTHS.</li> <li>• Increase in SkillsUSA events annually.</li> <li>• Retain and increase (where applicable) number of industry credentials in programs.</li> </ul>



<b>Evaluation</b>	<p><i>2022-23 – Base Line Data - # of Students in NTHS and # of Students Participating in SkillsUSA</i></p> <p><i>2022-23 – Base Line Data - # of Students Obtaining At Least 1 Industry-Related Certifications/Licensures</i></p> <table> <tr> <td><i>National Technical Honor Society</i></td><td><i>SkillsUSA</i></td></tr> <tr> <td><i>2023-26 – Annual Increase of 5%</i></td><td><i>2023-26 – Annual Increase of 2 Students</i></td></tr> <tr> <td><i>Industry-Related Certifications/Licensures</i></td><td></td></tr> <tr> <td><i>2023-26 – Annual Increase of 5%</i></td><td></td></tr> </table>	<i>National Technical Honor Society</i>	<i>SkillsUSA</i>	<i>2023-26 – Annual Increase of 5%</i>	<i>2023-26 – Annual Increase of 2 Students</i>	<i>Industry-Related Certifications/Licensures</i>		<i>2023-26 – Annual Increase of 5%</i>	
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# Quality:

To achieve excellence in all areas of our collective mission, the TBR System must **provide high quality academic programs, faculty, services, and facilities at all levels**. The TBR System will sustain academic rigor and be **committed to continuous quality improvement processes** to help students acquire and retain the knowledge, skills, and abilities they need to become creative employees, dynamic leaders, and conscientious citizens. Recognizing the quality expectations of a global marketplace and society, TBR System institutions, their faculty and their students, will cultivate forward-looking research, explore creative expression in the arts, and **engage in public service activities** that aspire to world-class standards.

The **quality of academic programs will be measured by student performance and assessment as well as accreditation and formal review procedures**. Quality assurance will be sustained through ongoing professional growth opportunities, integrated institutional effectiveness activities, and **regular satisfaction responses from TBR graduates and employers**. Together these processes will promote initiatives for continuous quality improvement of learning objectives, teaching, and assessment of student achievement.

# TCAT Elizabethton – Quality Goals 2024

Term	Issue/Topic: Quality
<b>Goal/Strategy</b>	<i>TCAT Elizabethton will continue to meet and exceed Council on Occupational Education (COE) accreditation benchmarks and any national accreditations for individual programs will be implemented and/or maintained.</i>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• <i>TCAT Elizabethton will have a COE reaffirmation visit in July 2023. Staff will attend conferences and meetings to become educated about reaffirmation. All staff will be involved in self-study process. All individual programs will either maintain or pursue national program accreditation to effectively prepare students to enter competitive workforce. <b>Completed w/ Just 2 Findings</b></i></li> </ul>
<b>Action Step (Tactic)</b>	<ul style="list-style-type: none"> <li>• <i>Attend COE Annual Conference – November 2024 – The President, Vice-President, and needed representatives <b>On-going</b></i></li> <li>• <i>Prepare COE Self-Study for reaffirmation and prepare for team visit – immediately &amp; ongoing <b>Completed</b></i></li> <li>• <i>TCAT-E will implement an Institutional Effectiveness Committee to enhance preparedness for on-going accreditation needs. <b>On-going</b></i></li> <li>• <i>Meet COE annual completion, placement, &amp; licensure benchmarks in all programs – The Leadership Team will work with all staff toward a full understanding of COE standards – <b>On-going</b></i></li> <li>• <i>Hire a F/T Nutrition and Foodservice Training Instructor- <b>Projected Spring 2025</b></i></li> <li>• <i>Hire a F/T Testing Coordinator to assist students with required industry credentials and Tech Foundations to meet minimum TBR requirements.- <b>Projected Spring 2025</b></i></li> </ul>
<b>Financial Considerations</b>	<i>As Extension Campuses and additional programs are approved at varying locations, additional COE fees will be required. Detailed planning and for forthcoming fiscal year increases will be accounted for in annual budget planning. Increased funds from increased enrollment will help offset additional costs.</i>
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• <i>By attending conferences, administration will understand COE standards, requirements, and expectations. Attendance will be documented through the COE utilized program, Event Squid.</i></li> <li>• <i>All staff will have a better understanding of overall TCAT Elizabethton operations by participating in on-going staff professional development.</i></li> <li>• <i>TCAT Elizabethton will meet or exceed all COE benchmarks for completion, placement, and licensure. All staff will take ownership of process.</i></li> </ul>

<b>Evaluation of Goal</b>	<p>2023-24 – Base Line CPL = Completion of 92%, Placement of 92%, Licensure of 100%</p> <p><b>COE Accreditation Standard Minimums: 60% Completion, 60% Placement, 70% Licensure</b></p> <p>2024-25 – 1 to 2 Staff members attend COE Annual Conference; Maintain Completion of 90% or higher, Maintain Placement of 90% or higher, and Maintain Licensure of 95% or higher,</p> <p>2025-26 – 1 to 2 Staff members attend COE Annual Conference; Maintain Completion of 90% or higher, Maintain Placement of 90% or higher, and Maintain Licensure of 95% or higher,</p>
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## Resourcefulness and Efficiency:

The Tennessee Board of Regents Systems seeks to achieve its mission through **innovation and judicious use of resources**. The Tennessee state government has placed higher education in the spotlight through the Complete College Tennessee Act, the TNPromise Act, TN Reconnect and the governor's Drive to 55 agenda. The TBR seeks to elevate the priority of higher education so that there will be full support of the funding formula and increases in state appropriations. **TBR institutions will seek to identify alternate revenue enhancements and efficiently use their resources in order to sustain quality and provide access for a growing number of students.**

The TBR System and its institutions are committed to **continuously identifying additional financial resources through alumni giving, endowments, foundations and private fund-raising**. Other external sources such as federal, state, and local governments plus business and community partnerships will also be targeted to provide further financial support for operations, research, equipment, and construction.

Priority Strategies such as the community college statewide marketing effort, the community college business process model, the TCAT capacity project, and the system wide common data repository initiative all promote cost-effectiveness and proficiency. As such, the TBR System is dedicated to improving operational efficiencies such as those, which are key elements of its completion initiative.

Resources: TBR Foundation reports, budget documents, documented donations, etc.

# TCAT Elizabethton – Resourcefulness and Efficiency Goals 2024

Term	Issue/Topic: Resourcefulness & Efficiency
<b>Goal/Strategy</b>	<i>TCAT Elizabethton (TCAT-E) will partner with Northeast State Community College (NESCC) in the creation and development of the Carter County Higher Education Center (CCHEC).</i>
<b>Objective</b>	<ul style="list-style-type: none"> <li><i>TCAT Elizabethton, along with NESCC, will provide a seamless educational opportunity for high school and adult students to attend TCAT-E and/or NESCC at the new Carter County Higher Education Center.</i></li> </ul> <p><i>Significant Progress and Ongoing</i></p>
<b>Action Step (Tactic)</b>	<ul style="list-style-type: none"> <li><i>TCAT-E will provide the following technical programs at the CCHEC; welding, cosmetology, criminal justice corrections program, and medical assistant program. On-going</i></li> <li><i>TCAT-E (NESCC) will collaboratively work with the Tennessee Board of Regents facilities department on the design and construction of the CCHEC. On-going</i></li> <li><i>TCAT-E and NESCC will collaboratively work on agreements and supports for students who want to continue their education toward an associate degree. Significant Progress and Ongoing (Welding)- Complete, (AOT) nearly complete, CIT- in process</i></li> <li><i>TCAT-E will offer both dual enrollment and opportunities for high school students at the CCHEC. Projected Spring 2027</i></li> <li><i>TCAT-E will collaborate with area high schools (primarily Carter County Schools and Elizabethton City Schools) to identify students for enrollment in programs offered at the CCHEC. Projected Spring 2027</i></li> <li><i>TCAT-E will work with NESCC to look at all active CTE programs to minimize duplication- On-going</i></li> <li><i>TCAT-E will work with NESCC to provide a POST certified Police Officer for TCAT-E campuses Complete Fall 2023</i></li> </ul>
<b>Financial Considerations</b>	<i>A joint effort from TCAT-E, NESCC and area school systems will be forged that allocates resources from school system funding and from TCAT-E and NESCC tuition/fees. Primary costs would include, but not limited to, instructors, administrative, and equipment costs.</i>
<b>Outcome</b>	<ul style="list-style-type: none"> <li><i>The CCHEC will be designed, constructed, and operational by Spring of 2027.</i></li> <li><i>Increased numbers of TCAT-E students will articulate to NESCC.</i></li> <li><i>Student enrollment will include both standard and dual enrollment students from area high schools.</i></li> </ul>

<b>Evaluation</b>	<p><i>The CCHEC will be ready for students to begin in the Spring 2027 including dual enrollment and standard students.</i></p> <p><i>Completers from TCAT-E will have the option to enroll with NESCC</i></p> <p><i>Base Line of 2022-23 - # of Students Completing with TCAT-E and Enrolling with NESCC</i></p> <p><i>2026-27 - # of Students Increases by 10 over Base Line</i></p>
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