

STRATEGIC PLAN

Updated April 2021



Mission - Our mission is educational excellence. We will deliver high quality career training by enhancing technical and employability skills, embracing diverse cultures, providing a quality learning environment, and support the well-being of our students, and the community.

Vision – Every student has the opportunity to pursue a quality technical education. As a key member of the community, we are committed to a high standard of training for all students. That means we are focused on equity, on the experience of the whole person, and on the larger role we serve in our community.

Seven Focus Areas

Fifteen Total Goals

Progress will be reported to stakeholders with a website update each Spring

Focus Area 1 - Our people make the difference: TCR will hire, develop, and retain the best staff possible and work to increase training and capacity of all employees.

- **Goal 1 - TCR will recruit and retain highly qualified staff:** Quality learning begins with qualified, well-supported, and effective staff.
 - Action Plan 1 - Develop a comprehensive organizational chart based on the institution's needs by Summer 2021, including new positions that are needed.
 - Action Plan 2 - Review all recruiting and hiring practices and develop a recruitment/hiring policy by Summer 2021.
 - Action Plan 3 - Implement recruitment and hiring policy by Fall 2021.

- **Goal 2 - TCR will support and retain highly qualified staff:** TCR believes all staff are valuable and every effort should be explored to develop and retain qualified staff. *TCR will commit additional funding, estimated at \$75,000 per year, to increase our salary schedule to match DCSD, beginning with the 2021-22 school year.*
 - Action Plan 1 - Develop a consistent, competitive and predictable compensation plan to allow us to better recruit and retain qualified staff.
 - Action Plan 2 - Have a policy in place to support career advancement and promotion opportunities within TCR by June 2021.
 - Action Plan 3 - Finalize articulation agreements with WCCC to allow many of our staff to pursue further education with limited expense and time.
 - Action Plan 4 - Create and implement a comprehensive evaluation system for all employees by September 2021.

- **Goal 3 - TCR will deliver high quality, ongoing professional development to all employees:** TCR will create an annual calendar of training and professional development opportunities that are meaningful and promote success for our staff and students.
 - Action Plan - Develop and implement a comprehensive professional development plan for classified and instructional support staff by September 2021.

Focus Area 2 - Increase opportunities for students

- **Goal 1 - Increase concurrent enrollment options for secondary students**
 - Action Plan - Continue to review . programs and determine status and eligibility for concurrent enrollment options.

- **Goal 2 - Expand articulation agreements with other post-secondary institutions**
 - Action Plan – Continue to work with neighboring post-secondary institutions on articulation agreements to increase options for students to pursue their education.

- **Goal 3 - All programs will incorporate work-based learning -** such as internships, apprenticeships and clinicals into their program.
 - Action Plan - Update all program approvals to include work-based learning opportunities

for students by August 2022.

- **Goal 4 - All students have financial resources available to succeed.** *TCR will commit at least \$10,000 of institutional funding towards providing students with financial resources each year, beginning with the 2021-22 school year.*
 - Action Plan 1 - Develop resources to capture grant opportunities.
 - Action Plan 2 - Develop a comprehensive data collection system that optimizes federal, state, and local funding resources.
 - Action Plan 3 - Collaborate with community and industry partners to expand student work opportunities, internships and apprenticeships, as well as scholarship and equipment donations.

Focus Area 3 - Facilities are used as effectively as possible.

- **Goal 1 - Facilities are well-maintained and are safe and inviting:** TCR will ensure that all interior and exterior spaces are kept clean, functional, and inviting.
 - Action Plan - Develop a coherent process, utilizing ongoing annual staff input, to revise and implement our facilities maintenance and improvement plan.
- **Goal 2 - Capital Projects are cost effective and support a safe learning environment:** TCR will have a ten year capital improvement plan (this will include goals for two and five years) in place that ensures all interior and exterior spaces are functional, safe, and cost effective. *TCR will commit at least \$75,000 from our general fund towards capital improvement each year, beginning in 2021.*
 - Action Plan 1 - Perform a comprehensive analysis of capital improvement needs and resources needs by June 2021.
 - Action Plan 2 - Use the TCR Facilities Committee to develop a budget and schedule to address capital improvement needs by June 2021.
 - Action Plan 3 - Implement capital improvement plan by Fall 2021.

Focus Area 4 - Maximizing the use of Community Resources - TCR will strive to develop educational partnerships with industry professionals in the community

- **Goal - TCR will develop and maintain community/industry partnerships**
 - Action Plan 1 - Assess current status of industry partnership practices, recruitment, retention, and involvement by December 2021.
 - Action Plan 2 - Develop a process for faculty to develop industry partnerships by August 2022.

Focus Area 5 - Technology Resources – Delivering quality technical education requires access to relevant, industry-specific technology.

- **Goal 1 - Relevant, industry-specific technology is accessible to TCR students, staff and faculty**
 - Action Plan 1 - Assess current status, including campus networking infrastructure by

September 2021.

- Action Plan 2 - Based on assessment, create a comprehensive budget and procurement process by December 2021 that provides relevant technology
- **Goal 2 - TCR students, staff and faculty will have adequate training on relevant, industry-specific technology.**
 - Action Plan 1 - Assess current technology use of technology at TCR by December 2021.
 - Action Plan 2 - Based on assessment, create a budget and training process by 2022 that provides high quality training .

Focus Area 6 - Safe Work and Learning Environment - TCR will provide a safe work and learning environment for all stakeholders.

- **Goal. - TCR has a safety plan that promotes well-being and fosters learning for all students.**
 - Action Plan 1 - Update Safety Plan and relaunch Safety Committee by July 2021.
 - Action Plan 2 - Develop and implement Safety Plan, including staff training, by August 2021.
 - Action Plan 3 - Perform regularly scheduled drills by December 2021.

Focus Area 7 - Marketing and Promotion

- **Goal 1 - TCR will utilize a comprehensive marketing plan**
 - Action Plan 1 - Update Marketing Plan by 2021 that promotes all programs, community education, industry training and continuing education opportunities at the institution, services centers, and all other venues.
 - Action Plan 2 - Implement Marketing Plan by 2021 that addresses efforts to promote the institution through all available media.
- **Goal 2 - TCR will create and utilize a comprehensive plan to recruit students**
 - Action Plan 1 - Assess all existing recruitment efforts that include students by July 2021.
 - Action Plan 2 - Develop a plan to support recruiting and retaining students by August 2021.