



TILLAMOOK BAY COMMUNITY COLLEGE

STRATEGIC PLAN 2022-2029

OUR STRATEGIC PLANNING PROCESS

Tillamook Bay Community College embarked on the development of our next strategic plan in the fall of 2021. Over the following nine months, we took steps to create a plan that would set the course for the College through 2029. To support our process, we engaged the Coraggio Group as our partners.

COMMUNITY ENGAGEMENT

The first steps in the process of developing the plan included gathering input and insights from our key stakeholders. From December 2021 through February 2022, we connected with 280 members of our community who shared their perspectives, priorities, and insights through an online survey, focus groups, and interviews. These community engagement efforts included stakeholders such as business community leaders including industry-specific advisory group members, K-12 partners including the Tillamook Education Consortium, elected local and regional officials, non-profit and governmental agency partners, foundation supporters, students, staff, faculty, and members of the TBCC Board of Education.

INSIGHT REPORT

The input gathered through the community engagement process was synthesized by Coraggio Group into an Insight Report which outlined key themes and implications for consideration in the development of the strategic plan. Those key themes are as follows:

- 1 TBCC is valued and respected by the community.**
- 2 The community is counting on the College to support workforce development and economic vitality.**
- 3 There is a need to increase visibility, awareness, and engagement with TBCC across the community.**
- 4 Students are the College's greatest promoters, and they desire even more of the great support they receive at TBCC.**
- 5 There is an opportunity for TBCC to lead, convene, and connect the community to address challenges and foster civic engagement.**
- 6 A continued commitment to diversity and inclusion at the College is important to stakeholders.**
- 7 Strengthening systems, processes, capabilities, and relationships at the College would improve employees' experience.**

Available on the TBCC website is the full [Insight Report](#) which provides more detail for each theme including insights, related survey data, quotations from the community engagement process, and strategic implications.

PLAN DEVELOPMENT

Over the course of spring 2022, we used the insights gained from our community engagement process to refine our Mission and Vision for the College, to reassess our Values, and to establish five key Strategic Priorities for the next seven years. This work was undertaken by our core strategic planning committee, a diverse group of ten TBCC team members that represented a variety of roles, length of tenure, and perspectives from across the College.

The plan development process was iterative, with multiple opportunities for input and feedback along the way. All TBCC staff and faculty were invited to participate in the process of fleshing out each Strategic Priority, setting Objectives and determining the finite, strategic work needed to accomplish our objectives. In all, over 40 employees participated in this process – well over 90% of our full-time staff. Drafts were also reviewed by the TBCC Leadership Team and Board of Education for their input.

HOW THE STRATEGIC PLAN IS ORGANIZED

The plan follows a straightforward framework that includes the following elements:



VISION

What is the ideal future state we are striving to create?



VALUES

What are the fundamental beliefs that shape how we work together and serve our mission?



MISSION

What is our primary focus as an organization?
What do we do each day that helps us realize our vision?

STRATEGIC FOCUS & ACTION



PRIORITIES

What must be accomplished over the planning horizon? What are our overarching areas of focus?



INITIATIVES

What finite-duration, discretionary projects or programs, outside of our organizations's day-to-day operational activities, will we take on?



OBJECTIVES

How will we know when we are successful?
What will be our measure?

TILLAMOOK BAY COMMUNITY COLLEGE

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MISSION



TBCC serves our diverse community equitably through educational excellence, community collaboration, and opportunities for lifelong learning.

VISION



TBCC is the educational center of our community: responsive, innovative, empowering, and invested in the progress of all.

STRATEGIC PRIORITIES



Exceptional Student Experience

Continue our Guided Pathways work to foster an environment where students can gain a sense of belonging, feel heard, and be empowered to achieve their own excellence.

Educational Excellence & Workforce Development

Engage individuals in equitable, inclusive, and supportive learning environments that stimulate growth and prepare them with the skills they need for their next steps in higher education and the modern workplace.

Employee Experience & Organizational Health

Continuously assess and improve our systems, processes, and overall employee experience to ensure TBCC is a healthy and effective organization that can attract and retain a talented and diverse team.

Community Engagement & Awareness

Intentionally seek opportunities to strengthen and develop relationships with our community and build awareness of how TBCC can contribute to the health and vitality of Tillamook County.

Equity & Inclusion

Intentionally welcoming the community into a safe and supportive environment where everyone belongs. We do this by eliminating systems barriers and embedding equity and inclusion into every facet of TBCC.

STRATEGIC OBJECTIVES



- Increase the number of students that successfully complete the application to registration process.
- Increase students' reported sense of belonging and community and minimize any equity gaps.
- Students make consistent progress toward their individual educational goals as measured by increased retention, completion, and transfer rates while addressing equity gaps.
- Increase the number of credential-seeking students who participate in applied learning experiences such as Cooperative Work Experience (CWE), internships, job shadowing, and service learning.
- Increase the recruitment and retention of employees, with a focus on mirroring the demographics of Tillamook County.
- Improve employee experience as measured by engagement scores.
- Maintain economic stability while managing sustainable growth.
- Increase the percentage of organizational partners who report a shared sense of direction with TBCC.
- Increase enrollment through targeted community outreach to systemically marginalized communities, high school students, and those seeking additional education.
- Implement the Equity Lens in both the development and review of policies, administrative rules, and decisions.
- Increase community participation in conversations about how equitable environments enrich us all.



VALUES (RISES)



Relationship-Oriented: We prioritize relationships and partnerships that strengthen our community.

Innovative: We are continually evolving to meet the changing needs of our community with responsive and relevant solutions.

Student-Centered: We provide our students with the individualized support they need to achieve their unique goals.

Equitable: We are committed to tackling systemic inequities and building an accessible and inclusive environment.

Scholarly Excellence: We protect and promote an environment in which we explore, question, learn, and master both academic and skill-based knowledge.

STRATEGIC INITIATIVES



Strengthen Student Onboarding: Provide guidance and resources to support students in the entry and onboarding process.

Provide Equitable Student Support: Define and create equitable support for students reflective of their needs.

Deliver Responsive Student Engagement Opportunities: Create equitable, innovative, and responsive student engagement opportunities.

Implement Learning Communities: Build communities that increase student belonging, engagement, and student support, and communities that engage employers and the community in our work.

Increase Internships and Job Experiences: Develop more experiences for TBCC students regardless of degree and program.

Advance Local Business Growth: Provide relevant skill building opportunities and develop educational pathways that address local priorities.

Broaden Assessment Efforts: Expand assessment efforts to focus on Program Level Outcomes and participate in statewide efforts to increase the awarding of Credit for Prior Learning.

Streamline and Standardize Roles and Processes: Review processes and develop how-to guides for departments, positions, and key processes that streamline workflows and ensure sustainability and continuity.

Improve Employee Experience: Utilize employee experience data and best practices research to improve TBCC's employee experience.

Grow our Capabilities: Determine and provide key opportunities for professional growth and development for faculty and staff.

Build Partnerships: Build relationships and partnerships throughout Tillamook County to provide expanded opportunities for students.

Connect and Convene: Connect and convene the community to come together to address issues that create barriers for students.

Be Present in Tillamook County Schools: Connect and build relationships with K-12 staff and students, their caregivers, and families to raise awareness of the value of TBCC.

Apply our Equity Lens: Embed the equity lens process based on the existing three-year lens implementation plan.

Community Education and Engagement: Develop a comprehensive plan for community education and engagement to increase understanding of equity and inclusion principles and practices.

HOW TBCC WILL USE THE STRATEGIC PLAN

The strategic plan will actively guide the strategic work of the College. As we complete Initiatives, more will be developed within each Strategic Priority. We are choosing Initiatives for Year 1 based on our capacity, the level of urgency, and our readiness for the work. Much of this work aligns with ongoing efforts. For example, under our Title III grant we are redesigning the student experience to eliminate barriers to success and implementing Learning Communities to support students. These are key parts of both the Exceptional Student Experience and the Educational Excellence Strategic Priorities. This work has already begun. Another area that will be prioritized in this first year is Employee Experience and Organizational Health. A collaborative group of staff and faculty will come together to scope and sequence this work in the fall of 2022. We will integrate the College's Equity Lens in the process to ensure that all stakeholders have a voice in the work and are empowered to participate.

This plan plays an essential role in our process for demonstrating that we are fulfilling our mission. Mission Fulfillment is a required component of accreditation, and is how we demonstrate our efforts to improve. We define Mission Fulfillment using performance metrics which will be developed within each Strategic Priority. A Data Workgroup with representation from across the campus will identify performance measures that support comparison and benchmarking with other similar colleges, both regionally and nationally. Annually, we will use our performance on these metrics to determine whether we have achieved our mission, and to identify areas needing improvement. The Strategic Plan provides the framework for our improvement efforts, with new projects and initiatives occurring where we need to improve.





The core of TBCC's success is our ability to understand and meet the needs of both students and our community. As the College implements this seven-year plan, we are committed to keeping our communities informed and engaged in the work. In May 2022, residents of Tillamook County passed a bond measure which provides funding for TBCC to create a Healthcare Education Building that will house a new nursing program and all TBCC Allied Health programs. Additionally, the College received a Federal Economic Development Administration grant to create a Center for Industrial Technology. These two major facility investments, along with new Future Ready Oregon grant funding from the Oregon Legislature, and a Federal Title III grant, will allow TBCC to accomplish much of the work outlined in the plan. Specifically, it will increase capacity to build workforce development opportunities for students and employers. Together, we can achieve our vision to be the educational center of our community: responsive, innovative, empowering, and invested in the progress of all.

