



TIDEWATER
COMMUNITY COLLEGE
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innovate2026

TIDEWATER COMMUNITY COLLEGE'S
STRATEGIC PLAN





MESSAGE

FROM THE PRESIDENT

Dear TCC Family and Friends,

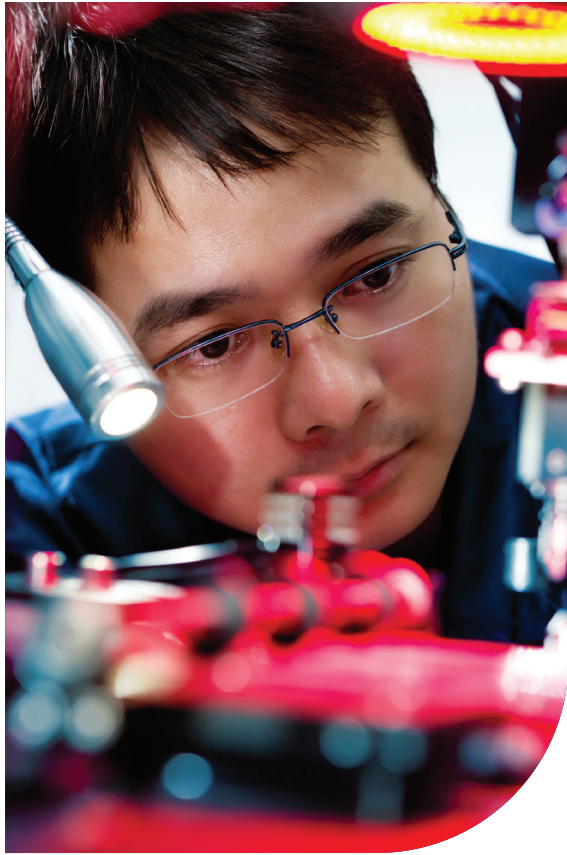
I am pleased to present the College's five-year strategic plan, INNOVATE 2026. This plan, approved by the TCC College Board on March 9, 2021, is a result of the collaborative and reflective dedication of our faculty, staff, students, and community voices. Rooted in the principles of student success, INNOVATE 2026 will serve to guide TCC during the next five years and beyond.

The Vision, "To be our community's first choice for education, opportunity, partnership, and innovation," addresses the tone for TCC's aspiration in the Hampton Roads area and validates a commitment to 21st century innovation. A total of seven core values undergirds INNOVATE 2026: teaching & learning excellence; diversity, equity, & inclusion; community; innovation; empathy; integrity; and accountability. These tenets articulate our commitment to a set of ideals inherent in higher education, however, with a view toward lifting TCC's standards to higher levels.

Each of the seven carefully crafted Strategic Directions addresses both current needs and future endeavors of the college. Broad in scope, the strategic directions allow all college units to identify and set both long-range and operational goals, strategies, and activities to ensure that INNOVATE 2026 is fully implemented. Finally, to ensure that the plan remains dynamic and effective, an oversight team, the Strategic Planning Management and Coordination Committee, has been established to monitor outcomes annually and to implement a multi-modal communication plan to maintain continuous engagement.

CONGRATULATIONS!

Dr. Marcia Conston
President



VISION & MISSION

VISION

To be our community's first choice for education, opportunity, partnership, and innovation.

MISSION

Tidewater Community College provides collegiate education and workforce training to individuals of all ages, helping them achieve their goals and contribute to the vitality of the regional and global community.

CORE VALUES

TEACHING & LEARNING EXCELLENCE

Provide students a path to academic achievement through active engagement, high academic expectations, and opportunities for exploration and curiosity.

DIVERSITY, EQUITY, & INCLUSION

Create an environment in which policies, practices, and beliefs are grounded in the principle of fairness and that acknowledges structural racism, gender disparities, and systemic poverty while honoring the diversity of humanity.

COMMUNITY

Actively engage our stakeholders to design and deliver programs and services to support our students and the region.

INNOVATION

Imagine and proactively apply new methods and creative solutions.

EMPATHY

Engage in actions that promote personal well-being, social good, and trust by continually recognizing the interdependence of our students, employees, and community in a shared human experience.

INTEGRITY

Demonstrate truthfulness, transparency, and stewardship through responsible actions and decisions.

ACCOUNTABILITY

Hold ourselves and each other responsible for fulfilling our obligations.



STRATEGIC DIRECTIONS

1	Enrollment Growth
2	Student Progression, Retention, & Completion
3	Innovation to Support Teaching & Learning
4	Community Partnerships & Workforce Development
5	Diversity, Equity, & Inclusion
6	Organizational Resilience & Sustainability

STRATEGIC DIRECTION

1

ENROLLMENT GROWTH

Build awareness, expand access, increase affordability, and optimize student services to promote enrollment.

1.1 Develop marketing and public relations outreach materials that include program-focused highlights, alumni success profiles, and a focus on teaching excellence.

1.2 Establish efficiency goals for student on-boarding processes.

1.3 Expand K-12 outreach and dual enrollment access.

1.4 Establish targeted student recruitment goals and supporting strategies with annual reviews.

1.5 Increase availability of and access to scholarships, grants, and financial support for students.

STUDENT PROGRESSION, RETENTION, & COMPLETION

Support student learning and achievement through meaningful academic programs, comprehensive and accessible support services, and co-curricular activities.

2.1

Develop a comprehensive academic plan.

2.2

Establish college-wide student resources and services goals to improve persistence and retention.

2.3

Form a comprehensive outcomes-measured student engagement system.

2.4

Integrate student focus groups and student input into institutional annual planning to address student barriers.

2.5

Develop a student honors program.





STRATEGIC
DIRECTION

3

INNOVATION TO SUPPORT TEACHING & LEARNING

Provide quality teaching and learning through high impact practices, technology integration, and continuous development for faculty and students.

3.1 Create an academic technology plan that will support the development of centers for teaching and learning excellence and integrate Academics and OIS in planning management and budgeting.

3.2 Establish a Center for Teaching Excellence supporting the design and development of high-impact digital learning experiences.

3.3 Establish Centers for Student Learning Excellence.

3.4 Increase remote access to classroom and lab software applications.

COMMUNITY PARTNERSHIPS & WORKFORCE DEVELOPMENT

Engage with and take actions to support the economic development and public good of our service region.

4.1

Complete an economic impact report to be used for marketing, outreach, and development.

4.2

Respond to industry and partner needs and workforce gaps.

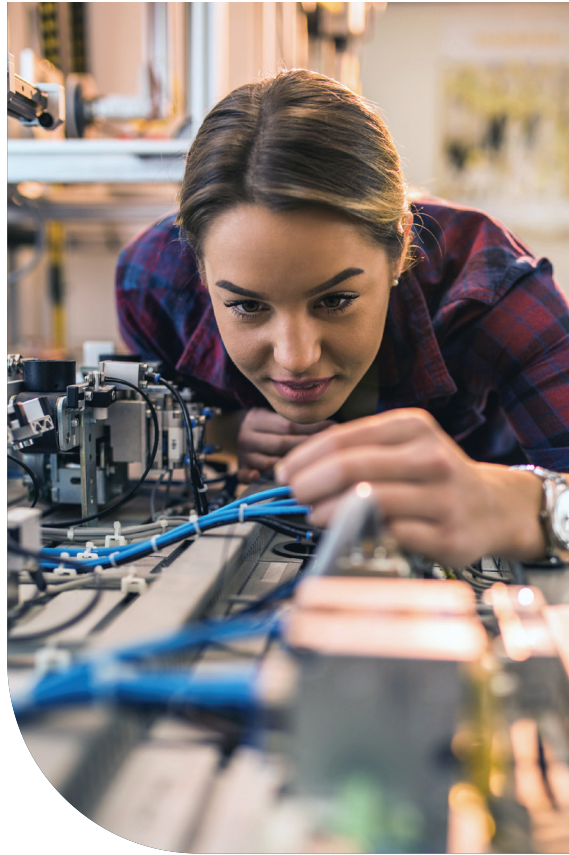
4.3

Target advancement, fundraising, and grant opportunities.

4.4

Establish annual TCC community engagement goals focused on employee-driven community outreach and volunteerism opportunities.





STRATEGIC
DIRECTION

5

DIVERSITY, EQUITY, & INCLUSION

Create an environment 1) in which policies, practices, and beliefs are grounded in the principle of fairness; 2) that acknowledges structural racism, gender disparities, and systemic poverty while honoring the diversity of humanity; and 3) that prioritizes the success of all students to ensure they have the necessary resources to fulfill their college and career goals.

5.1
Close student access and achievement gaps.*

5.2
Engage in DEI and cultural awareness training and professional development.

5.3
Conduct a policy and curriculum review focused on DEI.

5.4
Develop annual employee DEI recruitment and retention targets.

*Will align with VCCS Equity Goals

ORGANIZATIONAL RESILIENCE & SUSTAINABILITY

Meet the needs of our students and employees through responsive and equitable resource management, transparency, and communication.

6.1

Develop internal communication processes that include expectations for regular and ongoing college-wide updates, project status reports, and division reporting.

6.2

Engage in continuous strategic plan review, progress, and accountability reporting.

6.3

Develop resource management goals.

6.4

Develop an integrated employee evaluation, succession, and promotion plan.

6.5

Continually review and revise emergency and safety plans and policies.





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