



STRATEGIC PLAN
2020

MAKE YOUR OWN PATH

VISION

To be the region's leader of career and technical education, resulting in a quality job for every student and a skilled workforce for every company

MISSION

Educating people for success in the workplace

VALUES

- » Communication and Collaboration
- » Diversity & Respect
- » High Expectations & Accountability
- » Innovation & Flexibility
- » Service & Stewardship

SUCCESS MEASURES

ENROLLMENT

Unduplicated count of students enrolled

EXPERIENCE

Overall satisfaction of students, clients and staff

EFFICIENCY

Average cost per Full Time Equivalent

ECONOMIC IMPACT

Focus of our impact on the local Economy

STRATEGIC OUTCOMES

ADAPT WITH PARTNER NEEDS

Tulsa Tech is the 1st Choice of our community and industry partners for developing and delivering training programs that build a quality workforce.

OPERATE WITH AGILITY

Stakeholders see us as good stewards who are proactive and innovative as we deliver quality career and technical education.

CARE AND CONNECT

Our Passion for Purpose is shown through our partnerships and engagement with staff, students, and stakeholders!

AMPLIFY OUR BRAND

Tulsa Tech is known as the place to go for education and hands-on skill training that leads to a quality career.

ADAPT WITH PARTNER NEEDS

Outcome: Tulsa Tech is the 1st Choice of our community and industry partners for developing and delivering training programs that build a quality workforce

STUDENTS

Our graduates say they were prepared to work on Day One.

BUSINESS & INDUSTRY PARTNERS

Our Partners tell us they could integrate our graduates into the workplace immediately.

EMPLOYEES

Our faculty understand the workplace-ready needs of our employers and our employees understand how we support our students, clients, and community partners.

COMMUNITY

Tulsa Tech partners with other organizations to advance Our Mission.

ADAPT WITH PARTNER NEEDS – GOALS AND STRATEGIC ACTION ITEMS

Goal 1.1 - Grow unduplicated enrollment to 25,000 by 2023 including virtual/online and in seat

- » Assess and analyze the ACD New Program Development process to improve.
- » Establish a quick response curriculum model capable of launching a new ACD course for open enrollment within 90 days.
- » Achieve program review standard for enrollment, retention, completion and positive placement for McLain Manufacturing program.
- » Achieve program review standard for enrollment, retention, completion and positive placement with BA welding program.
- » Pilot one competency-based program. Select program to pilot and plan a funding model.

Goal 1.2 - Grow virtual/online enrollment where opportunities exist in blended, ACD, and/or new areas

- » Select curriculum focus-areas for quality online development and define what it means to become regionally recognized at the top provider.
- » Migrate applicable curriculum to Blackboard for multi-modal capability
- » Create a plan to increase enrollment and broaden the enrollment options in success centers.
- » Develop our instructional staff to deliver online curriculum.
- » Develop best-in-class curriculum and software to deploy online focus area courses.

Goal 1.3 - Develop industry extension programs and industry-sponsored programs

- » Develop a Sponsorship Growth Plan to increase the number of industry sponsored programs. (partner with Foundation or Alumni groups to help source partners)
- » Seek and obtain partnership funding for a new extension construction technology program by December of the year prior to implementation.

Goal 1.4 - Establish robust and engaged Advisory Committee members who validate our program curricula, supporting current industry needs

- » Develop formal process and standards for advisory committees with validation criteria, oversight and institutional alignment.
- » Establish professional development plans on how to manage an advisor committee - select members, and manage expected outcomes, etc.
- » Implement annual validation survey for advisory committees to provide feedback on instruction and program.
- » Create and advertise a loan/lease/donate equipment program with our industry and business partners.
- » Identify business sponsors and volunteers to partner with Tulsa Tech in support of the establishment of mentorships

Goal 1.5 - Each year starting in August, offer 1 new internship per program that offers workplace experiences to students

- » Identify 3 employer sponsored programs to focus on to get internship opportunities for students.
- » Work with instructors to cultivate at least one business/industry program sponsor relationship. (conference sponsorships, and onsite time at the company, etc.)
- » Establish standard internship program requirements and expectations for sponsors. (instructor and employer)

Goal 1.6. - Increase Related Placement

- » Work with instructors / Students to develop list of "Best Places to Work" for their programs' industry cluster. (on-going)
- » Develop formal business/industry "classroom visits" or "meet your future employer" days or program where employers teach a section of the curricula program.
- » Secure at least 3 employer banners for each program classroom.
- » Work with each instructor to add a "related" career opportunity plan for each student transitioning to a career.
- » Recruit more (5 or more) employers to participate in HIRE - for each FT program.

Goal 1.7 - Refine admissions process to ensure student fit, increase access and enhance overall process

- » Refine and personalize the admissions process to ensure student interest, aptitude and expectations are a program fit.
- » Build a team including advisors, students and instructors to identify ways technology can support application personalization.
- » Obtain feedback from instructors on admissions process customization needed in each program.
- » Create an overall plan to increase recruiting and support for students from an underrepresented low socioeconomic environment who may not have resources to access our programs.

Goal 1.8 - Reduce student attrition

- » Establish a Student Jump-Start program (engagement) to prepare students for classroom and laboratory expectations including necessary study habits. Create this as a virtual program.
- » Engage new students after admission in March leading to school starting in August, annually starting 2021.

OPERATE WITH AGILITY

Outcome: Stakeholders see us as good stewards who are proactive and innovative as we deliver quality career and technical education.

STUDENTS

Tulsa Tech innovates and adapts how it meets the skilled workforce demand and student needs.

EMPLOYEES

Employees identify improvement opportunities to deliver services more efficiently and consistently.

GOVERNMENT AND STAKEHOLDERS

See Tulsa Tech as key to our economic growth and workforce development while maintaining a strong return-on-investment.

OPERATE WITH AGILITY – GOALS AND STRATEGIC ACTION ITEMS

Goal 2.1 - Publish a 2020-2021 School Year COVID-19 Response Plan

- » Publish a Fall 2020 Covid-19 response plan.
- » Review, document, and adapt office/operational protocols to maximize productivity through virtual office and onsite environments.
- » Develop and adapt as needed the Covid-19 response communication plan to ensure coverage across students, staff, and media. Media plan for emergency.
- » Implement facilities and office environment design changes for Covid-19.
- » Establish an information network to remain informed regarding Covid-19 and its impact on partner schools. (on-going)

Goal 2.2 - Increase data-driven decision-making capability across the organization

- » Implement data cube software.
- » Establish success measures / outcomes dashboards for the ELT and the SLT to drive decisions. Cascade to director level. Implement PD for leaders to utilize data to make decisions. Part of a larger culture shift.

Goal 2.3 - By 2023, our employees have helped to identify operational improvements, innovation and efficiencies to maximize our stewardship and improve our student experience

- » Gather stakeholder feedback to support a prioritized list of processes to improve over the next 3 years.
- » By July 1 each year identify at least 4 processes that can be improved, or technology updates that offer cost reductions and act on at least 2 of them by June of that fiscal year.
- » Purchasing is coordinated and led by finance to reduce operating expenses and take advantage of bulk and quantity purchasing opportunities.
- » Purchasing Policy changes and approval authority changes are published based on RFR timeline to allow for feedback and changes prior to going into effect.

Goal 2.4 - Improve our staff's understanding and awareness of finances and budget

- » Establish a plan to provide financial literacy and how staff affect the Tulsa Tech finances. i.e. Implement a Tech Talent course on Finance 101.
- » Establish a plan to engage staff on how they can improve Tulsa Tech's financials through operational and cost efficiencies.

Goal 2.5 - Identify and Pursue Incremental Revenue sources

- » Publish Incremental Revenue Plan, noting new and additional revenue streams as well as opportunities from the current ones.
- » Implement the first-round of Incremental Revenue actions.
- » Create a Partner Sponsorship marketing package that provides the value proposition, engagement model, and approach to prospective sponsors.

CARE AND CONNECT

Outcome: Our Passion for Purpose is shown through our partnerships and engagement with staff, students and stakeholders.

STUDENTS

Students' overall well-being is supported from all areas of Tulsa Tech.

BUSINESS & INDUSTRY PARTNERS

We partner with purpose and our Advisory Committees have waiting lists because members are actively engaged, recruiting Tulsa Tech students, and holding events to connect their companies with our students and staff.

EMPLOYEES

We are known as a preferred place to work because we are Team-driven by our common Passion for Purpose and our Core Values.

COMMUNITY

Tulsa Tech makes a difference in our community through volunteer efforts and service.

CARE AND CONNECT – GOALS AND STRATEGIC ACTION ITEMS

Goal 3.1 - Leaders, staff, students, and partners help create a culture of trust and support

- » Create overall plan with initiatives to increase engagement, support and trust across the organization.
- » Implement wrap around services for students and staff based on feedback and aligned to social emotional learning components.
- » Conduct a survey / focus group(s) to gather feedback from staff and students on well-being, safety and security at Tulsa Tech.
- » Professional development around social emotional learning for leadership, staff and safety & security team. (TCSO deputies)

Goal 3.2 - Improve communication across the district to ensure consistent messaging and employee engagement

- » Create a sustainable communication plan for district. Purpose: celebrate successes, announce upcoming changes and align information/expectations.
- » ELT members attend key campus and/or departmental staff meetings to answer questions and to receive employee feedback. May utilize MS Teams if F2F is not available.

Goal 3.3 - Implement Diversity, Equity, and Inclusion (DEI) plan across the district for staff, students, and leaders

- » Conduct a district Diversity Survey to understand / assess the current state of Diversity, Equity, and Inclusion at Tulsa Tech.
- » Develop a comprehensive Diversity, Equity, and Inclusion Plan for the district.
- » Based on the Diversity, Equity, and Inclusion Plan, implement training, events, etc., for the district each year.
- » Identify and communicate opportunities with potential vendors that are local, small business, minority, veteran and female-owned.

Goal 3.4 - Create a plan to better align our staff demographics to reflect our student population

- » Increase recruiting sources by 1 per year for job candidates who speak/write/interpret for multiple languages.
- » Increase dual-language speaking staff by training existing staff, hiring when possible, utilizing technology, etc., for the next four years. (on-going)
- » Review all job descriptions for inclusive language.

Goal 3.5 - Every campus has at least one Student Ambassador Program

- » Create the Student Ambassador Program. ELT approval of program guidelines and requirements.
- » Identify employee-sponsors to support the Student Ambassador Program.

Goal 3.6 - Ensure counselor contact with 100% of our at-risk students within 14 days

- » Develop and communicate an early alert identification model.
- » Establish a multi-modal strategic plan for counselors to connect with students, including; text/online messages, email, phone and in-person.

Goal 3.7 - Increase alumni engagement

- » Conduct an Alumni Engagement Survey to capture their engagement preferences, “success stories”, and current employers. (for Advisory Committee opportunities)
- » Develop and implement a plan to increase alumni engagement.

AMPLIFY OUR BRAND

Outcome: Tulsa Tech is known as the place to go for education and training that leads to a quality career.

STUDENTS

Graduates promote Tulsa Tech to their community, friends and family.

BUSINESS & INDUSTRY PARTNERS

We are the first call from Partners to sponsor and develop customized training and they become advocates for our graduates and the Tulsa Tech brand.

EMPLOYEES

Seek to work at Tulsa Tech in order to have an impact on our students, clients, and community.

COMMUNITY

Build brand advocates in the community who share and appreciate the impact Tulsa Tech has on the community, the economy and students' lives.

AMPLIFY OUR BRAND – GOALS AND STRATEGIC ACTION ITEMS

Goal 4.1 - Increase our marketing and engagement by leveraging student experience and success

- » Review and refresh social media guidelines and policy.
- » Create a team including students, staff and alumni to create avenues for them to support marketing efforts and help increase overall engagement. (Marketing will identify metrics)
- » Increase community awareness and promotion of Tulsa Tech programs through multiple communication channels. (Marketing will identify metrics)

Goal 4.2 - Develop a marketing plan to reach the regional target audience for online classes

- » Develop a strategy within the current marketing plan to include new online courses. Including: online options, new audiences, and competitive analysis.
- » Create an overall plan to develop student awareness. (i.e. virtual tours for students and educators, customize program visits, align marketing materials to enhance interests)