

**2021-23 Strategic Plan
Hillsborough Community College**

Mission, Vision, Values

Adopted by Board of Trustees 5/22/2019

Mission

To **transform lives** by providing open access to an exceptional teaching and learning environment that inspires students to contribute to the local community and global society.

Vision

To promote a thriving community in which students achieve their full potential by providing access to an affordable, innovative, high quality, and lifelong education.

Values

As one college we dedicate ourselves to –

- **Student Success:** Helping our students achieve their full potential by providing exceptional teaching and support services.
- **Service:** Supporting the economic and cultural vitality of Tampa Bay through dynamic programming and partnerships.
- **Inclusion:** Building a diverse environment where all backgrounds, beliefs and experiences are welcomed.
- **Sustainability:** Embracing our role as a responsible steward of the social, environmental and economic resources that have been entrusted to us.
- **Integrity:** Operating with transparency, accountability and the highest level of professionalism.
- **Innovation:** Fostering a culture that welcomes the exploration of new ideas and creative endeavors.

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Hillsborough Community College**

Goals and Strategic Initiatives

Adopted by Board of Trustees 5/27/2020

Goal 1. Student Success: *Advance achievement of learning outcomes and educational goals for all students.*

- A. Implement a college-wide early alert system to increase student retention and graduation.
- B. Increase the fall to fall retention rate of college credit students to 55%.
- C. Increase the college completion rate to 47%.
- D. Increase the percentage of transfers holding an HCC associate degree to 25%.
- E. Equal or exceed the grade point average of native Florida public university students by associate in arts transfers.
- F. Achieve or exceed an 85% first-time pass rate for any individual licensure or certification exam.
- G. Exceed 90% of all workforce graduates that are employed or continuing their education within one year of completion.

Goal 2. Talent Development: *Foster partnerships that position all programs as catalysts for regional economic impact.*

- A. Contribute to the increase in educational attainment in Hillsborough County of those holding a postsecondary credential to 60% of the working age population by 2025.
- B. Develop and implement the first baccalaureate degree no later than 2025 to meet local labor market demand in nursing.
- C. Expand public-private funding partnerships to support programmatic delivery.
- D. Develop a comprehensive marketing strategy.

Goal 3. Continuous Improvement: *Continuously improve programs and services through a systematic and ongoing process of strategic planning, assessment and evaluation in which a “culture of evidence” guides our direction.*

- A. Design and execute an Academic Master Plan that anticipates and responds to community needs.
- B. Enact systemic changes that align college operations, budgets, and tactical plans with the mission, values, goals and strategic initiatives.
- C. Successfully comply with the revised 2017 *Principles of Accreditation* of the Commission on Colleges during the Fifth Year Review concluding in 2022.
- D. Reassess the adequacy of the Elucian Colleague ERP (Enterprise Resource Planning Software) to meet college need.