



TENNESSEE COLLEGE  
OF APPLIED TECHNOLOGY

Upper Cumberland

# Strategic Plan

## 2024 – 2027

## **Mission**

The Tennessee College of Applied Technology Upper Cumberland serves as the premier supplier of workforce development throughout the Upper Cumberland area.

The College fulfills this mission by:

- Providing competency-based training through superior quality, traditional and distance learning instruction methods that qualify completers for employment and job advancement.
- Contributing to the economic and community development of the communities served by training and retraining employed workers.
- Ensuring that programs and services are economical and assessable to all residents of the Upper Cumberland area; and
- Building relationships of trust with community, business, and industry leaders to supply highly skilled workers in areas of need.

## **Vision**

The vision of the Tennessee College of Applied Technology Upper Cumberland is to enhance the quality of life of individual citizens, families, and communities of the Upper Cumberland region by providing quality training that is accessible and affordable to all citizens.

## **Strategic Plan 2024 – 2027**

To fulfill the mission of the Tennessee College of Applied Technology Upper Cumberland, the TCAT Upper Cumberland strives to eliminate barriers, improve student access, and increase student proficiency. In conjunction with our community partners, TCAT Upper Cumberland aims to increase education options and improve awareness in the value of technical education.

The College is committed to achieving the goals of this plan. We are dedicated to the TBR mission of student success and workforce development. Through the objectives and strategies of this plan, the College will achieve our mission and fulfill our vision. Funding for the four goals will be supported from the Renewal and Revenue Replacement fund and funds carried over from existing revenues collected from programs that are established and do not need yearly maintenance or sizable investments.

## **Goal 1: Access & Growth**

Grow and increase access to the main campus, branch campus and extension campuses.

### **Objective:**

- Increase access and promote growth of the college by offering high demand full-time programs in part-time night delivery.
- Offering community organizations access to meeting space for training.
- Strengthening community partnerships in the Upper Cumberland area.

### **Action Steps:**

Faculty and staff will continue to strengthen relationships by meeting with local government officials, industry partners, education partners, community service groups and advisory committee members to discuss facility needs for training, expansion of existing programs, suggestions of new location sites, creation of new programs as well as keeping existing programs up to date and upgrading as needed.

### **Assessment/Evaluation of Objectives:**

Growth will be monitored through headcount and FTE reports.

## **GOAL 2: Foster Dual Enrollment Opportunities**

Increase access to college in the Upper Cumberland by focusing on dual enrollment initiatives with the Career and Technical Education partners.

### **Objective:**

TCAT Upper Cumberland will increase access by developing a needs-based analysis for dual enrollment program development through industry input, educational pathways, educational groups and placement information.

### **Action Steps:**

Faculty and staff will continue to strengthen relationships by meeting with local government officials, industry partners, education partners, community service groups and advisory committee members to discuss facility needs for training at the secondary level.

### **Assessment/Evaluation of Objectives:**

2024-2025 A minimum of one new dual enrollment program

2025-2026 Increase dual enrollment programs by the addition of one new program and the duplication of others into surrounding area schools.

2026-2027 Inventory dual enrollment programs, assess pathways, and adjust as necessary based on feedback

## **GOAL 3: Industry Partnerships**

Build new strong partnerships and strengthen existing partnerships with new and existing industries to close the skills gap that exists between employers' needs and the education provided to students which are their future employees.

### **Objective:**

Partner with industrial boards, local workforce boards, employers associations and Tn Economic Community Development Board for a regional approach while knowing that middle school and high school students can benefit from early technical career awareness and preparation.

### **Action Steps:**

Involve all administrators and faculty in creating a dedicated campaign to engage and respond to industry needs in the Upper Cumberland.

### **Assessment/Evaluation of Objectives:**

Additional administration and faculty will participate in county workforce development councils to connect directly with employers.

Recruit a wider geographic representation of industry to advisory committees to offer advice, resources and employment opportunities for students.

TCAT Upper Cumberland will initiate guest teaching opportunities in the TCAT classroom from industry representatives.

TCAT Upper Cumberland will increase special industry training.

TCAT Upper Cumberland faculty will continue to visit new and existing businesses to assess their needs and learn about industry changes.

## **GOAL 4: Increase Outside Revenue**

TCAT Upper Cumberland will increase outside revenue including private, local, state and federal grants and contracts.

### **Objective:**

TCAT Upper Cumberland will increase outside revenue by researching and identifying sources to fortify the college's budget, personnel, equipment, facilities, and professional development costs.

### **Action Steps:**

TCAT Upper Cumberland's administration, faculty and staff will work together with industry, local, state and federal agencies on an ongoing basis to secure outside resources.

### **Assessment/Evaluation of Objectives:**

2024-2027 Outside resources will increase by 2% each year from the baseline established in 2024.

2024-2027 Outside revenue sources will be monitored annually.