



STRATEGIC PLAN (2022 through 2025)

Executive Summary

The 2015-2025 TBR Strategic Plan is grounded in Tennessee's statewide educational attainment goal to achieve 55 percent of adult Tennesseans with a postsecondary credential by 2025. To meet this goal, TBR and TCAT Jackson are committed to a mission of Student Success and Workforce Development.

TBR's Strategic Plan establishes three key policy pillars, fulfilled by sustained emphasis on four cross-cutting themes. Together, these seven elements are the foundation of the Strategic Plan and provide a framework for how TBR pursues its mission, as well as a roadmap for its colleges to build their institution-specific Strategic Plans.

TCAT Jackson's updated Strategic Plan is derived from and guided by the TBR Strategic Plan. It is also informed by our Strategic Enrollment Management Plan (SEM) and our TCAT Blue Oval City Workforce Development Strategic Plan.

Our Mission

The Tennessee College of Applied Technology Jackson (TCAT Jackson) serves as the premier supplier of workforce development throughout our service area.

The College fulfills this mission by:

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

Our Vision

The Tennessee College of Applied Technology Jackson will be a leader in the Tennessee College of Applied Technology (TCAT) sector in delivering excellent workforce development activities that will be of benefit to our entire service delivery area. We will forge mutually-beneficial partnerships with industry, business and other educational institutions and will become a critical component of our region's economic development activities. Our instructional programs will be innovative in their use of technology to enrich our student's overall learning experience. We will value the talents of our students, faculty and staff and will strive to contribute positively to overall wellbeing of our service delivery area's quality of life.

Our College will be characterized by:

- Excellence in instruction, to be evidenced by above peer-average completion, placement and licensure exam pass rates, as well as positive feedback from our alumni and the business and industry in our service delivery area. Integration of technology into our instructional programs, faculty members who excel in their discipline, along with superior staff support will result in a quality educational experience for all of our students.
- An outstanding faculty and staff who demonstrate effective teaching and communication skills, leverage new technologies and innovative teaching strategies, which will enable each student to reach their maximum level of learning. We will fully support each faculty and staff member's own educational attainment aspirations. We firmly believe in the "life-long learning" concept.
- An organizational structure and leadership philosophy that will reflect our belief in the importance of accountability, a sense of "community", and will value the contributions of each individual staff and faculty member. We will carefully evaluate and assess the results and outcomes of all our processes – academic and business. Our budgeting and financial systems will provide for efficient and effective operations of this College.

We are committed to providing a challenging and invigorating educational experience for all of our students. We will leverage all of our resources to develop the technical and job readiness skills that our graduates will need to be productive in a technology-driven society.

People are at the center of all that we do – our students, our staff and our area employers. We will continue to grow, provide quality services and strive for excellence.

TCAT Jackson Strategic Plan 2022-2025

TBR Strategic Plan Pillar: Open Access

TBR is an open-access community and technical college system that serves students of all backgrounds, demographics, income levels, readiness or circumstances and is committed to meeting student, workforce and community needs for education and training.

For the TCAT Jackson Strategic plan, the relevant cross-cutting themes for this pillar are strengthening collaboration, harnessing innovation, enhancing institutional & operational capacity, and fulfilling equity.

The following strategies, goals, objectives and strategies (action steps) will guide our process to support our Open Access agenda.

Open Access - TCAT Jackson

Objective #1	In support of TBR's Open Access policy pillar and all four cross-cutting themes (strengthening collaboration/harnessing innovation/enhancing institutional and operational capacity/fulfilling equity), TCAT Jackson will offer more early postsecondary opportunities (EPSOs) to align with the needs of Ford's Blue Oval City (BOC) assembly plant and their suppliers.
Goal #1	TCAT Jackson will gain TBR and COE approval (when necessary) to offer <u>five (5)</u> academic programs to dual-enrollment students, at partner high schools, in counties surrounding the Blue Oval City site. <i>Target Date: September 2023</i>
Strategy (Action Steps)	<ol style="list-style-type: none"> 1. As per the TCAT Blue Oval City Workforce Development Strategic Plan (Attachment #1), we will hire an Executive Vice-President to oversee academic program planning at the new TCAT BOC campus, including DE program initiatives. <i>Target Date: May 2022.</i> 2. TCAT Jackson's VP for Instruction/IE will submit a <i>New Program Proposal</i> for an Electric Vehicle Production Technology (EVPT) dual-enrollment program to be taught at five (5) partner high schools in addition to the existing academic programs located at the new TCAT Blue Oval City campus. <i>Target Date: December 15, 2022.</i> 3. TBR Academic Affairs will process the new program proposals and refer them either to the Chancellor's Office for a 14-day approval process or via the full Board of Regents approval process. <i>Target Date: April 15, 2023.</i> 4. New Faculty hired and trained, labs/classrooms built and equipped. <i>Target Date August 1, 2023.</i> 5. Instruction begins. <i>Target Date: August 8, 2023.</i>
Financial Considerations	Dual-enrollment programs will be funded by our partner K12 systems. The programs will be eligible for TN dual enrollment grant funding to cover student tuition costs.
Outcomes	2022-23: Enroll 15 students and award 12 certificates. 2023-24: Enroll 200 students and award 180 certificates. 2024-25: Maintain the enrollment and certificate target.
Evaluation <i>Updated: December 19, 2025</i>	2022-2023: Enrolled 400 students; no certificates awarded. 2023-2024: Enrolled 404 students; no certificates awarded. 2024-2025: Enrolled 421 students; no certificates awarded.

Objective #2	In support of TBR's Open Access policy pillar and cross-cutting themes of strengthening collaboration and fulfilling equity, and to promote early postsecondary opportunities (EPSOs) in our area, TCAT Jackson will increase headcount and FTE of dual-enrollment students.
Goal #2	TCAT Jackson will gain approval from TBR/COE/DOE to offer an Industrial Electricity (IE) program at the proposed Regional Workforce Development Center to be located at JSCC. This daytime program will be open to dual-enrollment and adult students. <i>Target Date: September 5, 2025</i>
Strategy (Action Steps)	<ol style="list-style-type: none"> 1. TCAT Jackson's VP for Instruction/IE will submit a <i>New Program Proposal</i> to TBR for the new IE program. <i>Target Date: February 2025.</i> 2. TBR's Academic Affairs Office will process and forward for full Board Approval. <i>Target Date: March 15, 2025.</i> 3. TCAT Jackson's VP for Instruction/IE will seek COE approval for the course. <i>Target Date: June 20, 2025.</i> 4. COE and DOE approvals received. <i>Target Date: September 1, 2025</i> 5. Program begins. <i>Target Date: September 1, 2025.</i>
Financial Considerations	JSCC will provide space in the facility at no cost for the first three years. State appropriations and student tuition/fees will provide for program's operational costs.
Outcomes	2022-23: Award 15 Certificates 2023-24: Award 20 Diplomas and 10 Certificates 2024-25: Maintain previous Diplomas and Certificates awarded
Evaluation <i>Updated: December 19, 2025</i>	2022-23: No data to report 2023-24: The Regional Workforce Development Center is currently under construction. The program identified to be located within the facility is Tool and Die Machining Technology. 2024-25: The Regional Workforce Development Center is currently under construction. The program identified to be located within the facility is Tool and Die Machining Technology.

Objective #3	In support of TBR's Open Access policy pillar and cross-cutting themes of harnessing innovation and fulfilling equity, TCAT Jackson will increase headcount and FTE of adult students by 1.5% annually, by offering hybrid/online courses.
Goal #3	TCAT Jackson will gain approval from TBR, COE and DOE to offer the Computer Information Technology program as a hybrid program. <i>Target Date: September 1, 2023</i>
Strategy (Action Steps)	<ol style="list-style-type: none"> 1. TCAT Jackson's VP for Instruction/IE will submit an <i>Existing Program Modification Proposal</i> to TBR for the new IE program. <i>Target Date: January 15, 2023.</i> 2. TBR's Academic Affairs Office will process the proposal for either a 14-day Chancellor's approval or full Board approval. <i>Target Date: March 1, 2023.</i> 3. Since TCAT Jackson is already approved for a hybrid RHT program, a COE short-form requesting approval for the hybrid CIT program will be submitted. <i>Target Date: April 15, 2023.</i> 4. Instructor(s) hired. <i>Target Date: August 1, 2023.</i> 5. Program begins. <i>Target Date: September 1, 2023.</i>
Financial Considerations	Adjunct faculty needed for classes. Existing classrooms/labs will be used. Tuition/fees collected will cover the faculty costs. Faculty costs are the only expense associated with this.
Outcomes	2022-23: 15 Headcount & 12 FTE 2023-24: 20 Headcount & 15 FTE 2024-25: 25 Headcount & 20 FTE
Evaluation <i>Updated: December 19, 2025</i>	2022-23: No data to report for CIT; RHT Headcount 3, 2 FTE 2023-24: CIT Headcount 256, 86.5 FTE; RHT Headcount 48, 8.9 FTE 2024-25: CIT Headcount 24, 21.3 FTE; RHT Headcount 122, 21.6 FTE The CIT Program will be terminated and restructured as the Information and Infrastructure Technology Program.

TCAT Jackson Strategic Plan 2022-2025

TBR Strategic Plan Pillar: Completion

TBR values completion and is committed to helping students address and confront any existing barriers to completing their programs, whether students are pursuing a diploma, a short-term certificate or other credential.

For the TCAT Jackson Strategic Plan, the relevant cross-cutting themes for this pillar are: fulfilling equity, harnessing innovation, and strengthening collaboration.

The following strategies, goals, objectives and strategies (action steps) will guide our process to support our Completion agenda.

Completion - TCAT Jackson

Objective #1	In support of TBR’s Completion policy pillar and the cross-cutting theme fulfilling equity, TCAT Jackson will provide learning supports to serve the “whole student” in the 22/23 academic year.
Goal #1	TCAT Jackson will establish and implement the PASS project to provide additional tutoring to low-income students in the 2022/23 academic year.
Strategy (Action Steps)	<ol style="list-style-type: none"> 1. The VP of Student Services will complete the application process for TCAT Jackson to be a member of the PASS Project. <i>Target Date: February 1, 2023.</i> 2. All TCAT Jackson faculty will receive training during in-service week (March 2023) to understand how to an inclusive, diverse, and equitable learning culture within the classroom that promotes the success of all students. <i>Target Date: March 15, 2023.</i> 3. Each program will establish a comprehensive student progression plan that will allow faculty to coach students with their progress through coursework and empower students to manage their progress. <i>Target Date: May 1, 2023.</i>
Financial Considerations	PASS project program costs will be covered by available SERS grants from TBR and then borne by the Student Services Office. A line item within the office’s budget will be submitted to TBR, along with the proposed 23/24 FY budget in April 2023.
Outcomes	2022-23: Increase the overall COE-reported completion rate by 1% from the 21/22 report. 2023-24: Increase the overall COE-reported completion rate by 1% from the 22/23 report. 2024-25: Increase the overall COE-reported completion rate by 1% from the 23/24 report.
Evaluation <i>Updated: December 19, 2025</i>	2022-23: Completion Rate – 80% 2023-24: Completion Rate – 81% 2024-25: Completion Rate – 77%

Objective #2	In support of TBR's Completion policy pillar and the cross-cutting themes: strengthening collaboration, harnessing innovation, and fulfilling equity, TCAT Jackson will expand work-based learning experiences to give every student the opportunity to gain real-world experience and enhance workplace skills in the 23/24 academic year.
Goal #2	TCAT Jackson will increase the number of non-Allied Health students who participate in work-based learning activities (WBLA) by 5% annually over the next three (3) years.
Strategy (Action Steps)	<ol style="list-style-type: none"> 1. TCAT Jackson's VP of Workforce Development will establish the baseline number of students participating in WBLA. <i>Target Date: July 1, 2023.</i> 2. All non-Allied Health faculty are trained in WBLA policy and procedures at the annual in-service meeting(s). <i>Target Date: March 15, 2023.</i> 3. All non-Allied Health faculty will develop a written WBLA plan for their program/students. <i>Target Date: September 1, 2023.</i> 4. All non-Allied Health faculty will develop/implement a WBLA plan for every student for the 23/24 academic year. <i>Target Date: September 1, 2023.</i>
Financial Considerations	No tangible costs to the TCAT budget.
Outcomes	2022-23: Baseline WBLA headcount established. 2023-24: 5% increase in WBLA students over baseline established. 2024-25: 5% increase in WBLA students over previous year.
Evaluation <i>Updated: December 19, 2025</i>	2022-23: No data to report. 2023-24: No data to report. 2024-25: Approximate Number of WBLAs - 25 A workflow process has been developed and will be implemented to better streamline data tracking of WBLAs.

Objective #3	In support of TBR's Completion policy pillar and the cross-cutting themes of harnessing innovation and fulfilling equity, TCAT Jackson will develop and implement strategies to increase completion rates by lowering student withdrawals.
Goal #3	TCAT Jackson will develop and implement a student withdrawal intervention program. Target Date: <i>September 1, 2023</i> .
Strategy (Action Steps)	<ol style="list-style-type: none"> 1. TCAT Jackson's VP of Student Services will be responsible for the development of a resource toolkit for faculty to utilize to assist in lowering student withdrawals. Target Date: <i>February 1, 2023</i>. 2. TCAT Jackson's VP of Instruction/IE will create a faculty subcommittee to work with the Student Services Department to develop a written process to coordinate efforts to assist students who reach the 5.5% absence hour benchmark – within the first month of their enrollment. <i>Target Date: June 30, 2023</i>. 3. TCAT Jackson will launch/implement the formal intervention program (name will be developed by the committees). <i>Target Date: September 1, 2023</i>.
Financial Considerations	No tangible costs to the TCAT budget.
Outcomes	2022/23: Benchmark withdrawal rate established. 2023/24: Student withdrawal rate reduced by 1% as compared to the established benchmark. 2024/25: Student withdrawal rate reduced by 1% as compared to previous year.
Evaluation <i>Updated: December 19, 2025</i>	2022-23: Student Headcount 785 – Withdrawal Rate 14% 2023-24: Student Headcount 828 – Withdrawal Rate 12% 2024-25: Student Headcount 880 – Withdrawal Rate 16%

TCAT Jackson Strategic Plan 2022-2025

TBR Strategic Plan Pillar: Community & Workforce Development

TBR is committed to improving the condition of individuals, families, and communities across the state, which manifests itself in tangible ways such as economic vitality and mobility, but also by improving and enriching the communities it serves.

For the TCAT Jackson Strategic Plan, the relevant cross-cutting themes for this pillar are: strengthening collaboration, harnessing innovation and fulfilling equity.

The following strategies, goals, objectives and strategies (action steps) will guide our process to support our Community & Workforce Development agenda.

Community & Workforce Development – TCAT Jackson

Objective #1	In support of TBR’s Community & Workforce Development policy pillar and the cross-cutting themes of strengthening collaboration and fulfilling equity, TCAT Jackson will develop and implement strategies to strengthen relationships between our students and business and industry.
Goal #1	TCAT Jackson will increase student participation in SkillsUSA by 50%. <i>Target date: September 1, 2025.</i>
Strategy (Action Steps)	<ol style="list-style-type: none"> 1. TCAT Jackson’s VP of Student Services will initiate steps to implement a Chapter of Excellence program. <i>Target date: March 1, 2023.</i> 2. All VPs and Coordinators at TCAT Jackson will participate in annual SkillsUSA Leadership Conferences. <i>Target Date: March 30, 2023.</i> 3. TCAT Jackson’s VP of Student Services will implement plans/strategies to increase the number of student participants in SkillsUSA yearly. <i>Target Date: March 1, 2023.</i>
Financial Considerations	Student fees, travel costs and contest costs associated with SkillsUSA will be covered by Student Activity Fees (SAF). The institution will also utilize grant funding such as the TBR Student Leadership Grant; Perkins, and the JFF: Project Access Grants to assist with costs associated with SkillsUSA participation.
Outcomes	2022/23: Students participating in SkillsUSA contests: 10 2023/24: Students participating in SkillsUSA contests: 18 2024/25: Students participating in SkillsUSA contests: 22
Evaluation <i>Updated: December 19, 2025</i>	2022-2023: Students participating in SkillsUSA contests: 2 2023-2024: Students participating in SkillsUSA contests: 22 2024-2025: Students participating in SkillsUSA contests: 10

Objective #2	In support of TBR’s Community & Workforce Development policy pillar and the cross-cutting themes of strengthening collaboration, harnessing innovation and fulfilling equity, TCAT Jackson will develop and implement strategies to strengthen students’ knowledge and understanding of skills needed to succeed in the workplace.
Goal #2	TCAT Jackson will increase apprenticeship participation by 50%. <i>Target Date: September 1, 2025.</i>
Strategy (Action Steps)	<ol style="list-style-type: none"> 1. TCAT Jackson’s VP of Workforce Development will ensure all TCAT Jackson administrators complete TN TrainEd. <i>Target Date: September 1, 2023.</i> 2. TCAT Jackson’s VP of Workforce Development will hire an “Apprenticeship Coordinator”. <i>Target Date: July 1, 2024.</i> 3. TCAT Jackson will begin an Industrial Maintenance Integrated Automation Apprenticeship program. <i>Target Date: September 1, 2024.</i>
Financial Considerations	Student tuition/fees from apprenticeship students will fund the Apprenticeship Coordinator position. Related Technical Instruction (RTI) will be taught by existing IMIA faculty either in-person or in a hybrid modality. Overload pay for faculty will be funded with VP of Workforce Development departmental funds.
Outcomes	2022/23: 100% of all TCAT Jackson administrators complete TN TrainEd. 2023/24: 30 students will be enrolled in apprenticeship programs. 2024/25: 45 students will be enrolled in apprenticeship programs.
Evaluation <i>Updated: December 19, 2025</i>	2022-2023: Apprenticeships – 38 Headcount 2023-2024: Apprenticeships – 57 Headcount 2024-2025: Apprenticeships – 41 Headcount TN TrainEd is no longer a TBR initiative.

Objective #3	In support of TBR's Community & Workforce Development policy pillar and the cross-cutting themes of strengthening collaboration, harnessing innovation and fulfilling equity, TCAT Jackson will develop and implement strategies to increase placement rates.
Goal #3	TCAT Jackson will develop and implement strategies to increase placement rates by 2% annually. <i>Target Date: August 30, 2024.</i>
Strategy (Action Steps)	<ol style="list-style-type: none"> 1. TCAT Jackson's VP of Student Services will initiate the purchase and deployment of "Handshake" software (or similar package) to increase and improve student/potential employer communications. <i>Target Date: June 30, 2023.</i> 2. TCAT Jackson's Student Services Office will host one (1) career fair annually at the Jackson, Whiteville and Lexington campuses. <i>Target Date: November 1, 2023.</i>
Financial Considerations	"Handshake" software package will be purchased with Student Services Departmental funds.
Outcomes	<p>2022/23: "Handshake" software purchased and deployed in FY 22/23.</p> <p>2023/24: Overall Placement Rate reported in COE Annual Report increased by 2% as compared to rate reported on August 30, 2023 Annual Report.</p> <p>2024/25: Overall Placement Rate reported in COE Annual Report increased by 2% as compared to rate reported on August 30, 2024 Annual Report.</p>
Evaluation <i>Updated: December 19, 2025</i>	<p>2022-2023: Handshake software is being purchased.</p> <p>2023-2024: Placement Rate – 87%</p> <p>2024-2025: Placement Rate – 81%</p>

Attachment #1

TCAT Blue Oval City Campus – Workforce Development Strategic Plan



Blue Oval City Workforce Development Strategic Plan

Introduction

In September 2021, the state of Tennessee announced that Ford Motor Company, in partnership with SK Innovations, would build a new manufacturing facility at the Memphis Regional Megasite in Haywood County. Ford designated this new location as “Blue Oval City”. Ford announced the fourth quarter of 2024 as the target to begin production of the F-150 Lightning. This truck is an all-electric vehicle (EV). SK Innovations will manufacture the batteries for the vehicle at the site.

The Tennessee Board of Regents (TBR) has been tasked with developing a comprehensive workforce development strategic plan – to include designing, building, staffing, and program planning for a new TCAT campus at the Megasite. This workforce development strategic plan is congruent with TBR’s updated strategic plan and its three pillars: Community & Workforce Impact, Open Access, and Completion – that intersect with four cross-cutting themes. The themes are collaboration, innovation, capacity, and equity.

Our Vision

The Tennessee College of Applied Technology campus at Blue Oval City will serve as the hub in delivering and facilitating excellent workforce development activities that will directly benefit Ford Motor Company and SK Innovations operations, as well as benefiting the entire west Tennessee region.

We will forge mutually-beneficial partnerships with regional K-12 systems and with other post-secondary institutions to become a critical component in the success of Blue Oval City and our region's economic development activities. Our instructional programs will be innovative in their use of technology to meet the specific workforce development needs of Blue Oval City and will enrich our student's overall learning experience.

We will enhance the regional workforce development pipeline to include:

- Dual-enrollment high school CTE programs (TCAT and Community College) that are focused on developing skills for electric vehicle (EV) advanced manufacturing operations, including: logistics, mechatronics, and automotive service.
- Implementing open-enrollment training/educational programs (including TCAT, community college and university) at the Blue Oval City TCAT campus that will meet Ford and SK Innovations' workforce needs.
- Establish a comprehensive Technical Workforce Middle College (TWMC) at the Blue Oval City campus to train high school students on electric vehicle (EV) related STEM skills.
- Implementing apprenticeship programs that will support Ford and SK Innovations' continuing education and skills upgrades needs.

We will value our relationships with Ford Motor Company and SK Innovations. We will value the talents of our students, faculty and staff and will strive to contribute positively to overall wellbeing of west Tennessee area's quality of life.

Consolidated Timeline of Key Activities

- September 2021 Blue Oval City (BOC) at the Memphis Regional Megasite announcement by Governor Lee
- October 2021 TBR Internal Committee for BOC Workforce Development Strategic Plan begins meeting
- October 2021 BOC Workforce Development Strategic Plan developed and revised as necessary
- October 2021 TBR Office of Facilities Development (OFD) begins planning activities for new TCAT campus at BOC
- October 18, 2021 Governor's special called legislative session for BOC related legislation
- November 2021 Identify educational programs to support BOC to locate at TBR and K12 institutions
- November 2021 TBR OFD begins process to design and build the TCAT campus at BOC
- January 2022 Begin TBR/institutional activities for approval/implementation of new academic programs for BOC
- January 2022 Ford begins construction of BOC assembly plant
- April 2022 TCAT Jackson hires Executive Vice-President for BOC campus operations
- June 2022 Present BOC academic programs and plans to Board for approval
- August 2022 TCAT Jackson submits THEC appropriations request to include BOC's FY 23/24 operations
- November 2022 Target date to begin BOC campus construction
- January 2023 In partnership with Ford, TBR ECD Office develops an apprenticeship plan for BOC
- January 2023 BOC academic programs begin at TBR colleges and K12 partners (CTE dual-enrollment)
- January 2024 Faculty and staff for BOC hiring process begins
- July 2024 BOC campus construction completed and equipment move-in
- July 2024 Ford completes construction of BOC assembly plant
- September 2024 Instruction begins at BOC campus
- November 2024 Ford/SK Innovations begins production at BOC



Blue Oval City

Workforce Development Strategic Plan

TBR Strategic Plan Pillar: Community & Workforce Development

TBR is committed to improving the condition of individuals, families, and communities across the state, which manifests itself in tangible ways such as economic vitality and mobility, but also by improving and enriching the communities it serves.

For the Blue Oval City project, the relevant cross-cutting themes for this pillar are capacity, collaboration, and innovation. TBR and the state of Tennessee are committed to supporting Ford and SK Innovations by providing relevant electric vehicle (EV) industry related workforce development activities that will help them achieve success. This commitment will be manifested in new academic programs at TBR colleges and dual-enrollment programs at partner K-12 systems to be offered while the Blue Oval City site is being constructed. A new TCAT campus at the Memphis Regional Megasite that will have programs that directly support the workforce needs of Ford and SK Innovations, including: mechatronics, EV and battery manufacturing and repair, logistics and automotive service technology.

The following strategies, goals, objectives and action steps will guide our process in support of our Community & Workforce Development agenda at Blue Oval City.

Term	Theme: Capacity
Community & Workforce Development Strategy/Goal #1	<p>We recognize that a ramp-up of academic programs related to the electric vehicle (EV) manufacturing and service industry must occur prior to the Blue Oval City (BOC) assembly plant beginning operations.</p> <p>EV-related academic programs will be developed and implemented at TBR colleges and partner K-12 high schools.</p>
Objective	TBR's Office of Academic Affairs will facilitate the identification and implementation of EV related academic programs for implementation in January 2023.
Action Step (Tactic)	<ul style="list-style-type: none"> 6. TBR AA and TCAT Jackson admins communicate with Blue Oval City project managers and begin training program planning activities. (January 2022) 7. Benchmarking site visits to Ford and SK Innovations manufacturing plants (January/February 2022 target) 8. Potential academic programs identified and curricula developed (April 2022) 9. New Academic Program Proposals submitted to TBR for review and approval (May 2022) 10. Board of Regents approval of proposed programs (June 2022) 11. Local campus activities related to SACS/COE/DOE approvals begin (July 2022) 12. New academic programs begin (January 2023)
Outcome	EV-related academic programs at community colleges, TCATs and partner K-12 sites will begin in January 2023

Term	Theme: Capacity
Community & Workforce Development Strategy/Goal #2	A new TCAT campus will be built at the Memphis Regional Megasite' Blue Oval City.
Objective	TBR's Office of Facilities Development (OFD), in accordance with budget guidelines from the state and input from Ford Motor Company and SK Innovations, will design and build a new TCAT campus by July 2024.
Action Step (Tactic)	<ol style="list-style-type: none"> 1. TBR OFD begins preliminary planning activities for a new TCAT campus at BOC (October 2021) 2. TBR and TCAT Jackson administration communicate with Blue Oval City project managers and begin training program planning activities. (November 2021) <ol style="list-style-type: none"> a. Potential programs for the campus include: Mechatronics, Industrial Maintenance Integrated Automation, Logistics, Truck Driving, Robotics, Electric Vehicle Service Technology/Automotive Service Technology, Machine Tool, and Welding. 3. TBR OFD design/bid/build phase commences. (November 2021) 4. Construction begins. (November 2022 target) 5. Planning for programs, staffing, and budgets completed. (December 2022) 6. Hiring for all faculty and staff positions begins (January 2024) 7. TCAT Jackson begins the COE "Substantive Change" application process for a New Branch Campus at a date when the site visit can be completed with students on campus and within the required 180-day window from COE initial approval of the campus. (Date TBD) 8. Campus construction completed and equipment move-in (July 2024) 9. Instruction begins at BOC campus (September 2024)
Outcome	Facility completed, equipment installed and workforce training begins by September 2024. COE final approval of the campus in December 2024.

Term	Theme: Collaboration
Community & Workforce Development Strategy/Goal #3	<p>In order to facilitate the communication, program planning, and accreditation work needed to make the new TCAT campus a success, a campus administrator will be hired.</p>
Objective	<p>TCAT Jackson will create, request and fill a new executive vice-president position to serve as the administrator of the TCAT campus at Blue Oval City by April 2022.</p>
Action Step (Tactic)	<ol style="list-style-type: none"> 6. TCAT Jackson President and the TBR Vice-Chancellor for Workforce Development will develop a job description for an Executive Vice-President (EVP) who will serve as the on-site administrator for the TCAT campus at the megasite. (October 2021) 7. TCAT Jackson will request an EVP position, with TBR funding, in the October revised budget cycle. (October 22, 2021) Estimated budget is \$200,000 recurring. 8. TCAT Jackson revised budget, with new funding, approved by the Board of Regents. (December 2021) 9. Position Announcement posted (January 2022) 10. New EVP hired and begins.
Outcome	<p>New EVP hired and begins in April 2022.</p>

Term	Theme: Innovation
Community & Workforce Development Strategy/Goal #4	In accordance with the Governor’s intent and the Chancellor’s directive, the TCAT campus at Blue Oval City will become a standalone TCAT.
Objective	Transition the TCAT campus at Blue Oval City from a Branch Campus of TCAT Jackson to become a standalone TCAT by Fall 2027.
Action Step (Tactic)	<ol style="list-style-type: none"> 1. TBR notifies THEC and COE of its intent to transition the megasite campus to become a standalone TCAT. (December 2024) 2. Budget planning, including transitioning of positions and budget funds from TCAT Jackson to the new TCAT, completed. (April 2025) 3. COE Candidate Institution application and processes completed. (June 2025) 4. All required COE, DOE, TBR, and THEC processes completed. (June 2027)
Outcome	The Blue Oval City TCAT is fully operational as a standalone institution in September 2027.



Blue Oval City

Workforce Development Strategic Plan

TBR Strategic Plan Pillar: Open Access

TBR is an open-access community and technical college system that serves students of all backgrounds, demographics, income levels, readiness or circumstances and is committed to meeting student, workforce and community needs for education and training.

For the Blue Oval City project, the relevant cross-cutting themes for this pillar are collaboration, innovation, and equity. TBR and the state of Tennessee are committed to supporting Ford and SK Innovations by developing, enhancing and improving access to opportunities for all those interested in training for employment at the site. This commitment will be manifested in targeted dual-enrollment programs in regional secondary CTE programs that will support the workforce needs at Blue Oval City. These programs will be located in both rural and urban school districts. In addition, TBR will establish open-enrollment/for-credit TCAT programs, apprenticeship programs and access to associates and bachelor's degree programs at the TCAT campus site for Blue Oval City. The programs will directly support the workforce needs at Blue Oval City.

The following strategies, goals, objectives and action steps will guide our process to support our Open Access agenda at Blue Oval City.

Term	Theme: Collaboration and Equity
Open Access Goal /Strategy #1	Workforce relevant <u>dual-enrollment programs</u> will be established at regional high school CTE programs, funded by targeted state grants and will include both rural and urban school sites west Tennessee.
Objective	Establish/enhance the dual-enrollment segment of the workforce pipeline in support of operations at Blue Oval City by Spring 2023.
Action Step (Tactic)	<ol style="list-style-type: none"> 4. State of Tennessee Education Department’s CTE office will provide a current listing of CTE programs at all regional high schools in west Tennessee. (April 2022) <ol style="list-style-type: none"> a. Demographic student data will be provided with the list. b. TBR’s Office of OE will assist in identifying underserved rural and urban secondary systems’ CTE programs for the purpose of developing DE programs. 5. TCAT at Blue Oval City EVP and selected TBR/TCAT admins will make benchmarking site visits to Ford and SK Innovations to learn workforce needs. (February 2022) 6. TCAT Blue Oval City EVP works with regional TCATs and K-12 systems to establish/build-out/enhance and begin instruction with targeted dual-enrollment CTE programs in support of Blue Oval City Operations. (January 2023)
Outcome	New/enhanced dual-enrollment programs delivering instruction on Blue Oval City specific workforce needs begins in January 2023.

Term	Theme: Collaboration
Open Access Goal /Strategy #2	Workforce relevant open-enrollment <u>for-credit programs</u> will be established and delivered at the TCAT Blue Oval City campus. These will include relevant TCAT certificates/diplomas, associate degree programs, as well as access to bachelor's degree programs.
Objective	In partnership with west Tennessee regional TCATs, and community colleges, establish a post-secondary slate of relevant program offerings at the Blue Oval City campus by September 2024.
Action Step (Tactic)	<ol style="list-style-type: none"> 5. TBR Vice Chancellor for ECD establishes a Blue Oval City Workforce Steering Committee. The Steering Committee membership will be west Tennessee regional TCAT and Community College Presidents and the TCAT campus at Blue Oval City EVP. (February 2022) 6. Based on feedback from the benchmarking site visits, relevant TCAT and community college programs will be recommended via the TBR Academic Affairs process. (June 2022 TBR meeting) 7. Articulation agreements between TCAT and community college programs are established and approved. (June 2023) 8. Workforce Steering Committee engages with LGIs and other four-year institutions to establish 2+2 bachelor's degree programs. Access to instructional space and distance learning infrastructure is a part of the agreement. (March 2024) 9. Academic programs begin at the Blue Oval City campus. (September 2024)
Outcome	A full slate of relevant training and education programs at the certificate, diploma, associates and bachelor's degree levels are established and operational by September 2024.

Term	Theme: Innovation
Open Access Goal /Strategy #3	Workforce relevant <u>apprenticeship programs</u> will be established in support of the workforce needs of Ford and SK Innovations at Blue Oval City.
Objective	In partnership with the state of Tennessee Department of Labor & Workforce Development's Office of Apprenticeship, the local American Job Center Office, TBR's Office of ECD, TBR's Office of Academic Affairs, and (if applicable) the UAW-Ford Joint Apprentice Program – apprentice programs will be delivered at the TCAT campus at Blue Oval City.
Action Step (Tactic)	<ol style="list-style-type: none"> 4. The Blue Oval City Workforce Steering Committee appoints an Apprenticeship taskforce. Membership will include the TCAT campus EVP, a state of Tennessee Apprenticeship Office representative, TBR Office of ECD and AA representatives, a Ford/SK Innovations representative, three (3) community college workforce development reps and three (3) TCAT workforce development reps, and (if applicable) a UAW representative. (January 2023) 5. A new Blue Oval City Apprentice Program is established <u>or</u> a Ford/UAW Joint Apprentice Program chapter is established at the Blue Oval City campus. (June 2024) 6. First graduates of the Blue Oval Apprentice Program graduate. (January 2026)
Outcome	State and federal registered apprenticeship programs are established, apprentices enrolled and program completers available to Ford and SK Innovations by January 2026.



Blue Oval City

Workforce Development Strategic Plan

TBR Strategic Plan Pillar: Completion

TBR values completion and is committed to helping students address and confront any existing barriers to completing their programs, whether students are pursuing a transfer degree, a diploma, a short-term certificate or other credential.

For the Blue Oval City project, the relevant cross-cutting themes are collaboration, innovation and equity. TBR is committed to providing the learning support structures necessary for student success in support of Ford and SK Innovations' workforce needs. This commitment will be manifested with establishing a Technical Workforce Middle College; local SAILS programs in support of community college degree programs; building a TCAT Technology Foundations/Testing Center computer lab; partnering with the local Adult Education programs; and developing a Tennessee Transfer Pathways agreement among all educational institutions represented at the Blue Oval City campus.

The following strategies, goals, objectives and action steps will guide our process to support our Completion agenda at Blue Oval City.

Term	Theme: Equity and Collaboration
Completion Goal/Strategy #1	<p>A key part of the workforce pipeline is to equip high school students with relevant STEM skills and help them establish a connection with the operations at Blue Oval City.</p> <p>We will establish a comprehensive Technical Workforce Middle College (TWMC) at the Blue Oval City (BOC) TCAT campus to train high school students on electric vehicle (EV) related STEM skills. Enrollment will be selective/competitive and all west TN regional K-12 systems can participate.</p>
Objective	A TWMC at BOC will be established and delivering instruction by September 2024.
Action Step (Tactic)	<ol style="list-style-type: none"> 1. A TWMC steering committee will be appointed by TBR's AA Vice Chancellor (June 2022) 2. Admissions requirements established by the TWMC steering committee will be developed and published (December 2022) 3. Relevant TBR/DOE approvals are sought and given (June 2023) 4. Student recruitment and testing activities begin (August 2023) 5. Student transportation planning completed (January 2024) 6. Selected students enroll (September 2024)
Outcome	150 high school DE students are enrolled in the TWMC at BOC in September 2024.

Term	Theme: Equity and Collaboration
Completion Goal/Strategy #2	In order to provide the proper student learning support for TCAT and apprentice programs when needed, as well as access to online instruction from community colleges, universities and regional Adult Education programs - a Technology Foundations/Testing/Instructional computer lab will be built and staffed.
Objective	During the design of the TCAT campus at Blue Oval City, consideration of the proper non-program specific computer lab(s) will be given and space allocated.
Action Step (Tactic)	<ol style="list-style-type: none"> 1. TBR's OFD selected designer will consult with TCAT EVP/President on the intent of the space. (June 2022) 2. Funds will be allocated for a high-speed IT infrastructure within the building and specific to this computer lab. (January 2023) 3. At the completion of the building, TAF funds will be used to equip the computer lab. (September 2024) 4. The TCAT Blue Oval City EVP will coordinate the scheduling/use of the computer lab. (September 2024)
Outcome	A fully staffed Technology Foundations/Learning Support computer lab will be staffed and operational by September 2024.

Term	Theme: Equity and Collaboration
Completion Goal/Strategy #3	SAILS programs will be established at targeted west Tennessee regional high schools in support of community college dual enrollment classes.
Objective	In support of the future workforce needs at Blue Oval City, SAILS programs will be established at targeted west Tennessee regional high schools. The specific high schools to receive the programs will be determined by TBR's Office of Academic Affairs.
Action Step (Tactic)	<ol style="list-style-type: none"> 1. TBR's Office of Academic Affairs inventories those high schools in west Tennessee that have SAILS programs and determines, with the assistance of the TBR OE office's equity lens, which high schools should have new programs established. (January 2023) 2. New SAILS programs established and deliver instruction. (August 2023)
Outcome	Sails programs added to the academic inventory and delivering instruction in Fall 2023.

Term	Theme: Innovation and Collaboration
Completion Goal/Strategy #4	A new transfer pathway will be developed specific to Electric Vehicle (EV) manufacturing.
Objective	The Tennessee Transfer Pathways Regional Coordinators in west Tennessee, under the guidance of TBR's Academic Affairs Office Pathways Coordinator, will develop EV specific pathways within the "Applied Technology" academic focus area.
Action Step (Tactic)	<ol style="list-style-type: none"> 1. TCATs and Community Colleges will develop and deploy EV manufacturing and service specific academic programs and dual-enrollment programs as per the standard TBR procedure. (January 2023) 2. Articulation agreements between the TCATs and CC's EV programs will be approved and in place. (September 2023) 3. TBR's Pathways Coordinator and THEC staff will engage the LGIs and other colleges/universities on the articulation process and encourage the development of bachelor's degree programs related to EV vehicles. (September 2024) 4. Approved TTPs are in place. (January 2025)
Outcome	A completed TTP, reaching back to DE programs at the high school level, through articulation agreements between the TCATs and CCs and culminating in 2+2 programs with partner universities/colleges (public and private) is in place and operating by January 2025.

Potential Academic/Training Programs to support Blue Oval City

TCAT Campus at Blue Oval City

- Mechatronics
- Electric Vehicle (EV) Manufacturing Technician
- Electric Vehicle (EV) and Automotive Service Technician
- Industrial Maintenance Integrated Automation
- Industrial Electricity
- Welding
- Logistics
- Truck Driving
- Ford/SK Innovations Apprentice programs

Regional Community Colleges

- Engineering Systems
- Logistics
- Mechatronics
- Supply Chain Management

Regional High School CTE/Dual-Enrollment

- Mechatronics
- Industrial Maintenance Integrated Automation
- Welding
- Supply Chain Management