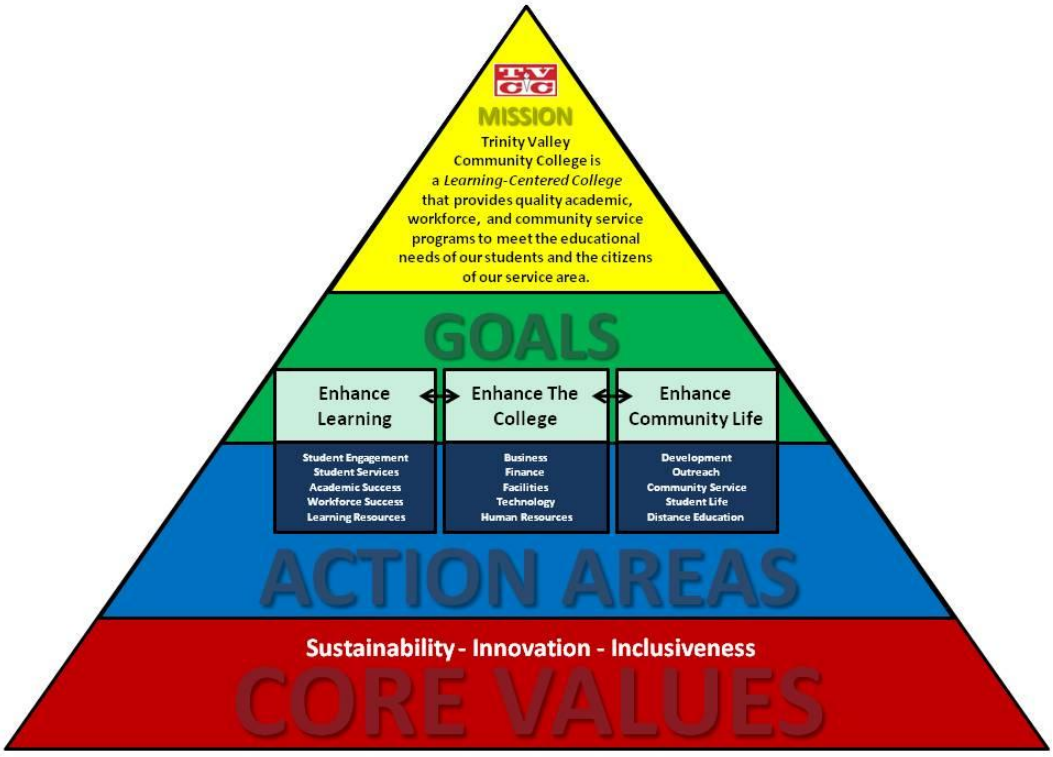

Trinity Valley Community College Strategic Plan 2011-2014

(Version 1.6 – March 26, 2013)

List of Revisions

Version	Date	Reason for Revision
0.1	September 11, 2009	Initial Draft
0.2	October 16, 2009	Major Strategic Planning Goals identified
0.3	November 04, 2009	Addition of Stakeholders Section, Measureable Outcomes Section, and the Planning Triangle
0.4	November 20, 2009	Stakeholder Responsibilities added
0.5	January 22, 2010	Planning Triangle updated, New Org Chart added, Previous Action Area Outcomes mapped in Section 5, Data Definitions moved to Appendix A
0.6	February 19, 2010	Correction of typos, modifications to Section 4 Responsibilities, insertion of New Strategic Outcomes in Section 5
1.0	March 1, 2010	1st Non-draft version of plan. Correction of typos, Additions/Modifications to Section 5 Strategic Outcomes.
1.1	May 7, 2010	Text of section 5.1.5.1 modified for clarification.
1.2	Sep 10, 2010	Modifications to Organizational Chart and Stakeholder Responsibilities (Add Asst. VP of Student Services and Director of Dual Credit)
1.3	Oct 15, 2010	Moved Graphic and Print Design Strategic Outcome from Section 5.3.1.3 to 5.2.1.2
1.4	February 2, 2012	Org Charts and responsibilities modified to reflect changes in personnel, programs (TRIO replaced by CAPS), and reporting structure (Human Resources and Athletic Director). Updated Planning team members from original to current Strategic Planning Committee Members.
1.5	May 22, 2012	Personnel Changes (VP of Student Services)
1.6	March 26, 2013	Strategic Planning Team personnel changes (Assoc. VPI Academic, Distance Learning Dir., Dual Credit Dir.) and Org Chart Updates

Signature Page

The 2011-2014 Trinity Valley Community College Strategic Planning Committee was comprised of members from all departments and campuses, the community, the student body, and the Workforce Advisory Board. This plan was prepared as a roadmap for TVCC growth and continued excellence. It builds on the measured success of our 2007-2010 Strategic Plan, while encompassing additional goals to address the recognized needs of our community and student population. The signatures below certify our commitment to implement this plan, measure its success, and if needed, revise it to better meet the needs of our service area.

Initial Plan Publication Date: **March 1, 2010**

Signatory	**Date**
Glendon Forgey, Ed.D., TVCC President	
Ray Raymond, President of the TVCC Board of Trustees	
Jerry King, Ed.D., Vice President of Instruction	
Jean McSpadden, M.B.A, C.P.A., Vice President of Administrative Services and Chief Fiscal Officer	
W.P. Drumgoole, Ed.D., Vice President of Student Services/Athletic Director	
Mike Abbot, M.S., Vice President of Information Technology	
Charles Akin, M.Ed., Provost TVCC-Palestine	
Charles Gann, M.Ed., Provost TVCC-Terrell	
Helen Reid, Ed.D., Provost TVCC-Kaufman	
Sam Hurley, Ed.D., Dean, TDCJ Instructional Programs	
Jeremy McMillen, Ed.D., Associate Vice President for Academic Education	
David McAnally, M.S., Associate Vice President for Workforce Education	
Kay Pulley, M.A., Assistant Vice President for Institutional Planning, Research, and Effectiveness	

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Background and Executive Summary

Trinity Valley Community College has provided quality education and training for both students and citizens in its service area since its founding in 1946. In that time, the school has grown from a single campus of 311 students and 12 faculty members, primarily from Henderson County, to a four-campus college district with over 6,700 students and 139 full-time faculty members (Fall 2009). Students now come from across the five-county service area, the state of Texas, the United States, and foreign countries. The fall 2009 enrollment for the Athens campus was 3,396, the TVCC-Terrell campus enrolled 1,518, TVCC-Palestine enrolled 1,153, the Texas Department of Criminal Justice (TDCJ) location enrolled 455, and the TVCC-Health Science Center in Kaufman enrolled 437. We also had 739 students taught in dual credit settings on high school campuses throughout the service area. There is some duplication in the per campus numbers because many TVCC students attend courses on more than one campus. TVCC is committed to its mission as a learning-centered college that will adapt to better serve the changing trends in higher education as well as the needs of citizens of Henderson, Kaufman, Rains, Van Zandt, and Anderson counties in East Texas.

In 2009, the Strategic Planning Committee began to research and to compile a second four-year plan for TVCC that is consistent with the unique history and needs of the College as well as the statewide strategic plan for colleges and universities known as ***Closing the Gaps***. The plan for TVCC identifies three overarching goals:

- Enhance Learning including Student Engagement, Student Services, and Academic Success
- Enhance the College including Fiscal and Business Affairs, Facilities & Logistics, Technology, and Human Resources
- Enhancing Community Life including Development, Outreach, and Community Services

The goals flow from our Mission Statement:

***Trinity Valley Community College is a learning-centered college that provides quality academic, workforce, and community service programs to meet the educational needs of our students and the citizens of our service area*.**

In the body of the planning document, measurable criteria is specified for each goal for use in annual progress reviews and to support data driven updates or revisions to the TVCC Strategic Plan. Specific measures of progress have been designed to reflect our Values, Statement of Purpose, Core Curriculum, and General Education philosophy as published in this strategic plan and in the annual TVCC Catalog. Our criterion provides data on learning culture, outreach, success, diversity, financial resources, facilities, technology, and human resources. The measures are described in greater detail in the following plan, and there are annual attachments to the plan that define the data collected for each desired strategic outcome and the progress from the previous year.

Strategic planning is critically important to Trinity Valley Community College given the rapid population growth and demographic changes occurring in our service area and the state as a whole. The population of Texas is expected to increase by 24.3% for 2015 and by 41.7% for 2025, from a base of 20.8 million in 2000 (Texas Higher Education Coordinating Board [THECB] 2004).

Within the service area, many of the statewide trends will become more evident over the next ten years. Failure to address the coming changes now may lead to a difficult economic and political future. Texas became a minority-majority state in 2005. The growth of populations that have been historically underrepresented in higher education is expected to continue. At present, service area public schools report increasing numbers of Hispanic students. The trend is similar across the state. Moreover, the number of economically as well as academically disadvantaged students has continued to increase locally and statewide. The state has identified the education of those populations as vital to the social and economic security of Texas. State demographer Steve Murdock projects 78% of the state's population increase through 2040 will be accounted for by Hispanics, while only 4.2% of the increase will come from whites and 5.6% from blacks. When evaluating the age of Texans in the future, it is projected that minorities will represent 62.7% of the 18 to 25 year old population by 2020 (38.4% being Hispanics); whereas, in 2000 this population numbered 32%. Given the nexus between individual as well as public prosperity and an educated workforce, the role of TVCC in providing education and training to an increasingly diverse population will become vital to the future of our communities.

The following page provides a graphic summary of the TVCC strategic plan in the form of a pyramid.

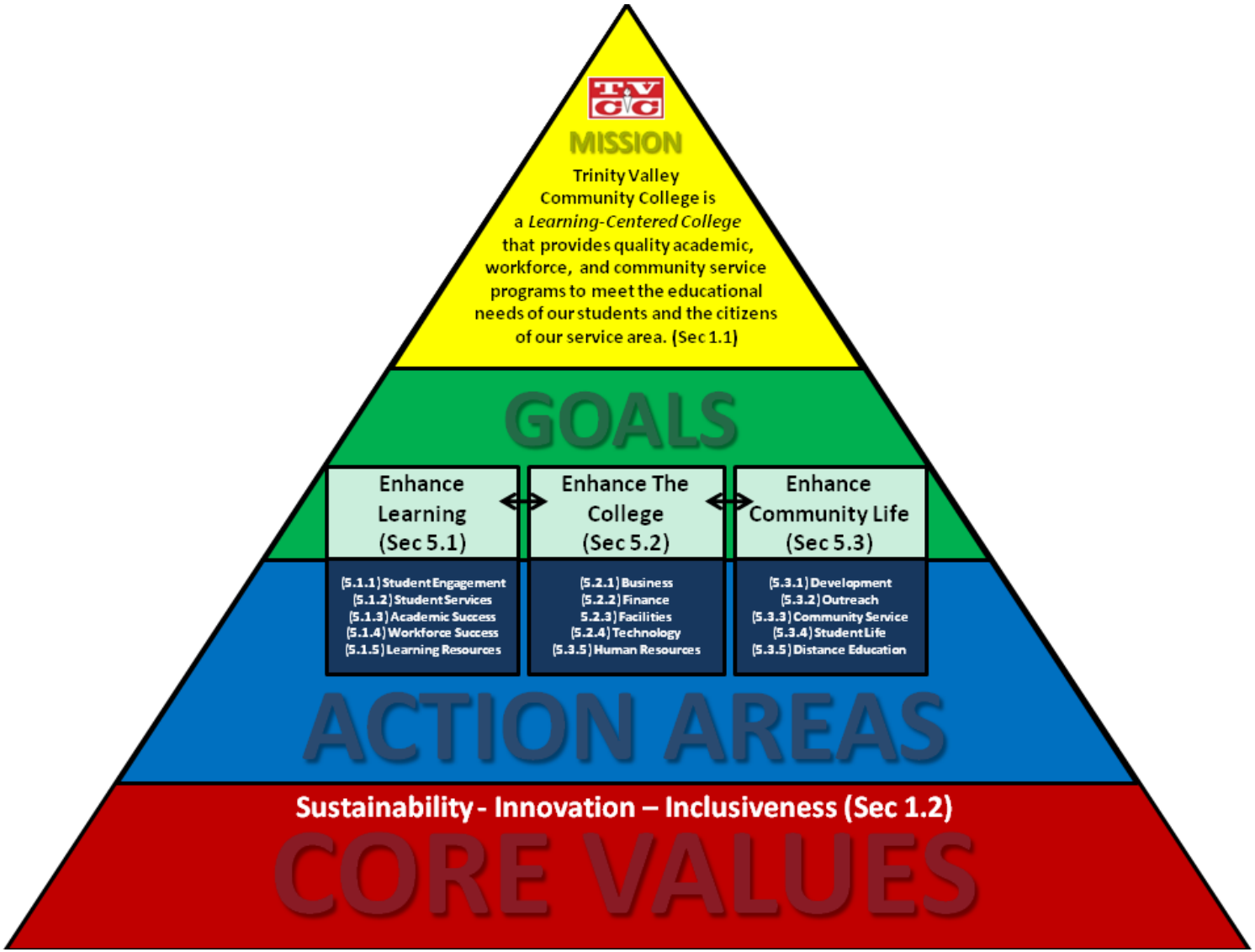
The (yellow) top tier of the pyramid includes the TVCC mission statement which guides the creation and implementation of all college strategic planning and represents the achievement of measured success in the model.

The (green) second tier of the pyramid represents the three overarching goals that our action areas and strategic outcomes address.

The (blue) third tier of the pyramid represents the action areas of focus within this plan. The listed areas each have one or more measurable strategic outcomes that can be found in the listed sections of the plan.

The (red) base of the TVCC pyramid represents the core values that guide development of our short term or tactical learning, and administrative outcomes that are designed to support accomplishment of our longer term strategic planning objectives. The values are listed in section 1.2 of this document.

TVCC Strategic Plan Pyramid



1. Mission, Values, and Statement of Purpose

1.1. Mission Statement:

Trinity Valley Community College is a *learning-centered college* that provides quality academic, workforce, and community service programs to meet the educational needs of our students and the citizens of our service area.

1.2. Values:

TVCC is an affirmative action/equal opportunity institution which provides educational and employment opportunities on the basis of merit and without discrimination or harassment because of race, color, religion, sex, national origin, age or disability.

Recruitment, hiring, promotions, training, lay-offs, termination, rate of pay, and other forms of compensation; the recruitment and admission of students; the availability of student loans, grants, and scholarships; the opportunity to participate in student activities; the provision of student services; the use of college housing; and the operation of any programs and activities shall be administered without regard to race, color, religion, sex, national origin, age, disability, or veteran's status.

TVCC is an affirmative action/equal opportunity institution which provides education and employment opportunities on the basis of merit and without discrimination or harassment in full compliance with the Civil Rights Act of 1964, as amended; the Age Discrimination in Employment Act of 1967, as amended; the Rehabilitation Act of 1973 (Sections 503, 504); the Americans with Disabilities Act; Title IX of the Educational Amendments of 1972; All Applicable Veterans Administration Education Chapters; and Executive Orders 11246 and 11758.

TVCC will take steps to assure that lack of English language skills will not be a barrier to admission and participation in all educational and vocational programs.

1.3. Statement of Purpose:

TVCC exists for the following purposes:

- To prepare students for transfer to upper-level institutions by offering a core curriculum of freshman and sophomore courses in the arts and sciences
- To prepare students for employment through completion of academic and workforce programs leading to an Associate of Arts Degree, an Associate of Applied Science Degree, or a certificate of completion
- To help disadvantaged students develop educational skills leading to academic success
- To provide continuing adult education programs for occupational or cultural enrichment

- To provide workforce education programs leading directly to employment in semi-skilled and skilled occupations
- To support and promote workforce development programs designed to meet local and statewide needs
- To offer a comprehensive student development services program, including counseling and guidance
- To provide literacy and other basic skills programs for adults

2. Core Curriculum and General Education Philosophy

The Core Curriculum at TVCC provides students with a solid foundation of knowledge and skills which will assist them throughout life. The core is based upon developing competencies in oral and written communication, reading comprehension and analysis, computer usage, critical thinking, and mathematics. The core encompasses a breadth of content ranging from the humanities and liberal arts to the social and natural sciences and from the visual and performing arts to mathematics and computer science. In addition to the core competencies, Trinity Valley Community College has established ten general education goals which specify knowledge and skills that students should gain from completing courses in the various component areas of the core curriculum. These goals are:

1. Communicate clearly and effectively in both oral and written English
2. Improve reading skills focused on comprehending, analyzing, interpreting, and evaluating printed materials
3. Understand mathematical information and utilize mathematical skills.
4. Demonstrate qualitative/quantitative critical thinking skills.
5. Understand and appreciate cultural and ethnic diversity
6. Utilize computer based technology in accessing information, solving problems, and communicating.
7. Recognize and evaluate artistic achievements in the visual and performing arts.
8. Improve basic understanding of political, economic, and social systems.
9. Demonstrate knowledge of the physical universe and living systems.
10. Develop skills and strategies to become an engaged learner.

Based upon the knowledge and skills gained through the Core Curriculum and General Education program at Trinity Valley Community College, students should be more prepared to be informed and productive citizens as well as lifelong learners. Core curriculum goals are the foundation on which our Learning Enhancement Annual Plans (LEAPS) are built. Biennially evaluated, LEAPS and their related learning outcomes provide measurable data related to learning-centered strategic planning Action Areas.

3. Planning Team Composition and Roles

Name	Position
Wendy Mays	Associate Vice President for Academic Education
David McAnally	Associate Vice President for Workforce Education
Sam Hurley	Associate Vice President of Correctional Programs
Kay Pulley	Committee Chairperson and Assistant Vice President for Institutional Planning, Research, and Effectiveness
Cliff Barrett	Community Representative
Vicki Dossett	Counselor and Palestine Campus Representative
LuAnne Bourland	Counselor and Terrell Campus Representative
Gayla Roberts	Dean of Community Services
Russell Self	Developmental Programs Representative
Renda Garner	Director of Distance Learning
Jennifer Robertson	Director of Human Resources
Tina Rummel	Director of Institutional Research
Janice Sutton	Director of Learning Resources
Courtney Curran	Director of Student Activities
Kelly Driskell	Division Chair, Fine Arts
Charles Hueber	Executive Director Student Life/Judicial Officer
Amy Rogers	Faculty Association President
Chelsea Malone	President, Student Senate
Helen Reid	Provost, Kaufman Campus (Health Science Center)
Jeffrey Watson	Provost, Palestine Campus
Algia Allen	Provost, Terrell Campus
Colette Hilliard	Registrar and Dean of Enrollment Management
Marshall Reeves	Senior Research Analyst
Jean McSpadden	Vice President of Administration Services
Mike Abbott	Vice President of Information Technology
Mary Nicholson	Vice President of Institutional Advancement
Jerry King	Vice President of Instruction
Jay Kinzer	Vice President of Student Services
Meshell Scott	Workforce Advisory Board

4. Strategic Planning Stakeholder Responsibilities

The entirety of the Trinity Valley Community College organization and community are collectively responsible for institutional success. However, for the purposes of this strategic plan, the following departments, divisions, or offices are referred to as stakeholders or reporting units. They have created the measurable Strategic Plan Action Area Outcomes (Section 5) listed in this document, or will be responsible for Learning Enhancement Annual Plans (LEAPS) or Administrative Outcomes (AO) that support achieving desired Strategic Plan Action Area Outcomes. The college's Mission Statement, Values, Core Curriculum, and General Education Philosophy guide annual outcome creation.

The TVCC organizational chart is also included at the end of this section. It is possible that organizational changes may modify some stakeholder responsibilities during the 2011-2014 planning and reporting period. Any resulting changes to this section will be included in the document's list of revisions.

4.0. Trinity Valley Community College President

The President of Trinity Valley Community College is responsible for the administration of the college, its facilities, and educational programs.

4.0.1. Director of Human Resources

The Director of Human Resources is responsible for Strategic Plan Action Area Outcomes or AOs related to professional development, salary administration, employee documentation, the Leadership Enhancement and Development Intern Program (LEAD), benefits, equal opportunity, and compliance with related state and federal regulations.

4.0.2. Athletic Director

The College Athletic director is responsible for Strategic Plan Action Area Outcomes or AOs related to college varsity sports programs.

4.1. Vice President of Instruction

The Vice President of Instruction (VPI) is responsible for the administration of all Strategic Plan Action Area Outcomes related to academic; workforce; non-credit community service and workforce education; distance education; and the Learning Resource Centers (LRC).

4.1.1. Associate Vice President for Academic Education

The Associate Vice President for Academic Education is responsible for the administration of Strategic Plan Action Area Outcomes, LEAPS, and AOs related to academic education. This

includes outcomes related to Science and Mathematics, Language Arts, Social Sciences, Fine Arts, and Kinesiology.

4.1.1.1. Academic Division Chairpersons

TVCC has Academic Division Chairpersons for Fine Arts (Art, Band, Cardettes, Choir, Communications/Media, Drama, Journalism, Music Education, and Speech); Language Arts (Developmental Studies in Reading and Writing, English, Foreign Languages, and Humanities); Science and Mathematics (Biology, Chemistry, Developmental Mathematics, Mathematics, and Physics); and Social Sciences (Education, History, Government, Psychology, and Sociology). They are all responsible for Strategic Plan Action Area Outcomes, LEAPS or AOs related to their particular departments.

4.1.1.2. Director of Dual Credit Education

The Director of Dual Credit Education is responsible for Strategic Plan Action Area Outcomes, LEAPS or AO's related to TVCC's Dual Credit program on campus and at service area high schools.

4.1.2. Associate Vice President for Workforce Education

The Associate Vice President for Workforce Education is responsible for the administration of Strategic Plan Action Area Outcomes, LEAPS, or AOs related to Workforce and non-credit Community Service and Workforce Education. This includes outcomes related to college credit Business and Computer Science, Career Technical Skills Education, Adult Education, Community Service Education, operation of the Small Business Development Center, TVCC Ranch Management and the TVCC Rodeo Team.

4.1.2.1. Workforce Education Divisional Chairpersons

TVCC has Workforce Education Division Chairpersons for Business and Computer Science Education (Accounting, Business and Office Administration, Child Development, Computer Science, Economics, and Management) and Career and Technical Education (Agriculture, Automotive Technology, Cosmetology, Criminal Justice, Drafting Technology, Fire Science, Ranch Management, and Welding). They are responsible for Strategic Plan Action Area Outcomes, LEAPS or AOs related to their particular departments.

4.1.2.4. Community Services Division

The Dean of Community Services is responsible for Strategic Plan Action Area Outcomes, LEAPS, and AOs related to non-credit Community Service and Workforce Education.

4.1.2.5. Adult Education Division

The Administrator of the Adult Education Division is responsible for Strategic Plan Action Area Outcomes, LEAPS, and AOs related to Adult Education programs.

4.1.2.6. Small Business Development Center

The Director of the Small Business Development Center is responsible for LEAPS and AOs related to small business counseling, technical assistance and training in the TVCC service area.

4.1.3. Assistant Vice President for Institutional Planning, Research, and Effectiveness

The Assistant Vice President for Institutional Planning Research and Effectiveness is responsible for the oversight and direction of college strategic planning activities and strategic, learning, and administrative outcomes related to Institutional Research, Quality Enhancement Plan (QEP) activities, and operation of the Student Success Center (SSC).

4.1.3.1. Director of Institutional Research

The Director of Institutional Research is responsible for Strategic Plan Action Area Outcomes and AOs related to TVCC Institutional Research.

4.1.3.2. Student Success Center Coordinator

The Student Success Center Coordinator is responsible for Strategic Plan Action Area Outcomes and AOs related to Student Success Center facilities and services.

4.1.4. Provost – Health Science Center

The provost of the Health Science Center is responsible for Strategic Plan Action Area Outcomes, LEAPS, or AOs related to health occupation programs and the administration of the Health Science Center Campus.

4.1.5. Provost – Palestine Campus

The Provost of the Palestine Campus is responsible for Strategic Plan Action Area Outcomes, and AOs related to the administration of the Palestine Campus and for managing participation of instructional staff in the implementation of Workforce and Academic LEAPS

4.1.6. Provost – Terrell Campus

The Provost of the Terrell Campus is responsible for Strategic Plan Action Area Outcomes, and AOs related to the administration of the Terrell Campus and for managing participation of instructional staff in the implementation of Workforce and Academic LEAPS

4.1.7. Associate Vice President of Correctional Programs

The Associate Vice President of Correctional Programs is responsible for Strategic Plan Action Area Outcomes, and AOs related to the administration of the Texas Department of Criminal Justice (TDCJ) Campuses and for managing participation of instructional staff in the implementation of Workforce and Academic LEAPS

4.1.8. Director of Distance Education

The Director of Distance Education is responsible for Strategic Plan Action Area Outcomes or AOs related to TVCC Distance Education programs.

4.1.9. Director of the Learning Resource Center

The Director of the Learning Resource Center is responsible for Strategic Plan Action Area Outcomes or AOs related to the Learning Resource Center.

4.1.10. Director of Grants and Special Projects

The Director of Grants and Special Projects is responsible for Strategic Plan Action Area Outcomes and AOs related to the solicitation of external funding through federal, state, private and local grant resources in support of college programs and facilities.

4.2. Vice President of Administrative Services/Chief Financial Officer

The Vice President of Administrative Services is responsible for Strategic Plan Action Area Outcomes or AOs related to budgeting and finance, and has oversight responsibility for Action Area Outcomes or AOs related to human resources, the business office, the bookstore, vending services, mail services, facilities, insurance, purchasing, and contracts.

4.2.1. Assistant Vice President of Facilities Management

The Assistant Vice President of Facilities Management is directly responsible for Strategic Plan Action Area Outcomes or AOs related to construction of new facilities; environmental, health, and safety processes; emergency preparedness and response; business continuity; energy education and utilization; and coordination of real estate transactions. Additionally the Assistant Vice President of Facilities Management has oversight responsibility for Action Area Outcomes or AOs related to plant operations, transportation, shipping and receiving, and inventory control.

4.2.1.1. Director of Plant Operations-Athens

The Director of Plant Operations – Athens is responsible for AOs related to physical plant maintenance including custodial services, grounds keeping, and maintenance of college buildings on the Athens Campus.

4.2.1.2. Director of Transportation, Shipping and Receiving, and Inventory Control

The director of Transportation, Shipping and Receiving, and Inventory Control is responsible for AOs related to campus logistics including transportation, shipping and receiving, and inventory control.

4.2.3. Director of Accounting Services and Controller

The Director of Accounting Services is responsible for Strategic Plan Action Area Outcomes or AOs related to the business office including maintenance of student accounts, payroll, regulatory reporting, accounts payable and receivable, general accounting, and grant compliance.

4.2.4. Bookstore Manager

The Bookstore Manager is responsible for AOs related to bookstore operations, mail services, and vending services.

4.2.5. Purchasing, Contracts, and Insurance Coordinator

The Purchasing, Contracts, and Insurance Coordinator is responsible for AOs related to purchasing policies and processes, contract administration and insurance management.

4.3. Vice President of Information Technology

The Vice President of Information Technology is responsible for Strategic Plan Action Area Outcomes and AOs related to development and maintenance of the college's Information Technology infrastructure.

4.3.1. Associate Vice President for Administrative Computing

The Associate Vice President for Administrative Computing is responsible for Strategic Plan Action Area Outcomes and AO's related to programming, operation, and maintenance of the college's administrative computing system.

4.4. Vice President of Student Services

The Vice President of Student Service is responsible for the administration of Strategic Plan Action Area Outcomes and AOs related to Guidance Services, Student Financial Aid, Registration, Admissions, School Relations, Student Support Services, and Food Services. The Vice President also administers Strategic Plan Action Area Outcomes and AOs under the cognizance of the Assistant Vice President of Student Services.

4.4.1. Campus Police Chief

The Campus Police Chief is responsible for Strategic Plan Action Area Outcomes and AOs related to the safety and security of college personnel, students and facilities.

4.4.2. Executive Director of Student Life/Judicial Officer

The Executive Director of Student Activities is responsible for all Strategic Plan Action Area Outcomes and AOs related to student life at TVCC including the operation and maintenance of the Student Union Building (SUB).

4.4.2.1 Director of Student Activities

The Director of Student Activities is responsible for all Strategic Plan Action Area Outcomes and AOs related to student activities, programs and student government.

4.4.3. Director of Student Housing/Residential Life

The International Student Services Coordinator is responsible for Strategic Plan Action Areas and AOs related to serving TVCC's International Student population.

4.4.4. Registrar and Dean of Enrollment Management

The Registrar and Dean of Enrollment Management is responsible for Strategic Plan Action Area Outcomes and AOs related to college registration and the enrollment management system, Guidance Services, and the Testing Center.

4.4.4.1. Director of Testing Services

The Director of Testing Services is responsible for Strategic Plan Action Area Outcomes or AOs related to the testing center.

4.4.4.2. Director of Guidance Services

The Director of Guidance Services is responsible for Strategic Plan Action Area Outcomes or AOs related to guidance and counseling of TVCC Students. The Director of Guidance Services also manages the administration of the Cardinal Academic Performance Services (CAPS) program.

4.4.4.2.1 Cardinal Academic Performance Services (CAPS) Coordinator

The CAPS Coordinator is responsible for Strategic Plan Action Area Outcomes, LEAPS and AOs related to the provision of academic and financial counseling and tutoring, of at risk or disabled students to improve their success rate in post-secondary education.

4.4.4.3. Director of School Relations

The Director of School Relations is responsible for Strategic Plan Action Area Outcomes or AOs related to admission counseling, including promoting school image, programs, and successes to counselors, prospective students, parents, and the community in general.

4.4.5. Director of Student Financial Services

The Director of Student Financial Services is responsible for Strategic Plan Action Area Outcomes and AOs related to the administration of state, federal, and Veterans Administration financial aid programs for TVCC students.

4.4.6 Food Services

The Food Services Department is responsible for Strategic Plan Action Area Outcomes or AOs related to the campus dining facility and event catering.

4.5. Vice President of Institutional Advancement

The Vice President of Institutional Advancement is responsible for oversight of Strategic Plan Action Area Outcomes or AOs related to college promotion, alumni relations, public and sports information, graphics and printing, and TVCC foundation activities.

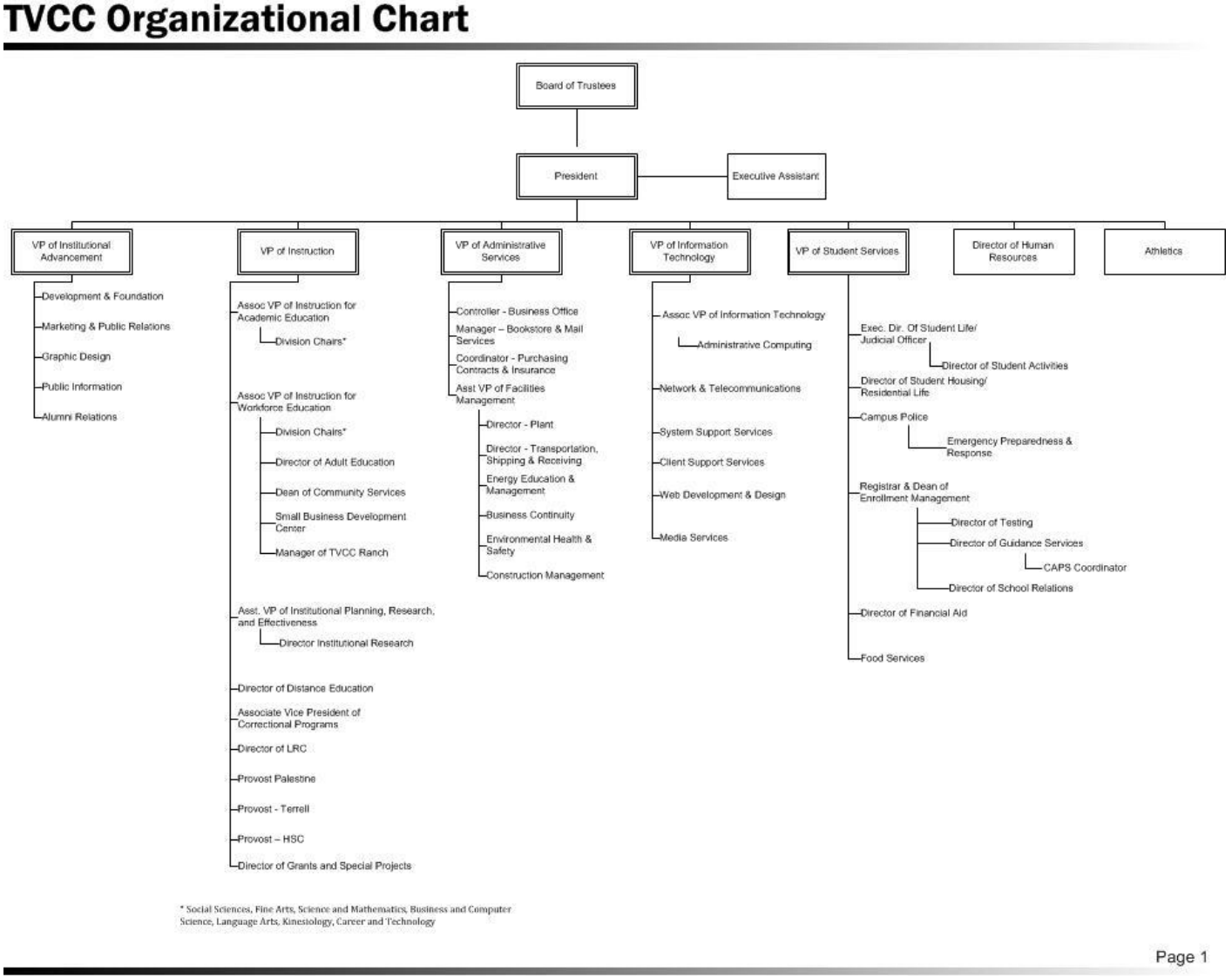
4.5.1. Public and Sports Information Office

The Public Information Office is responsible for Strategic Plan Action Area Outcomes or AOs related to press, radio, and television news releases, athletics coverage, and advertising.

4.5.2. Graphics

The Graphics Office and Print shop is responsible for Strategic Plan Action Area Outcomes related to the college graphics production and printing services.

4.6. Trinity Valley Community College Organizational Chart



5. TVCC Strategic Planning Goals and Action Area Outcomes

Trinity Valley Community College has three major Strategic Planning Goals: Enhance Learning, Enhance the College, and Enhance Community Life. All planned strategic Action Area Outcomes and associated Annual Learning and Administrative Outcomes are related to one of the Strategic Planning Goals. This section includes the Strategic Planning Goals and Action Area Outcomes used to direct LEAPS and AO preparation.

In order to meet the challenges of a rapidly changing environment, additional Action Area Outcomes may be added to this document. However, once an outcome is added, it will remain as part of the document throughout the 2011-2014 planning and reporting period. Data collection and progress reporting are covered in Sections 6 and Appendix A.

5.1. Goal: Enhance Learning

5.1.1. Action Area Outcomes: Student Engagement

5.1.1.1. Achieve and maintain increased student engagement in collegiate life, when measured from semester beginning to semester end, by an average of at least 0.3 points on a 5.0 point scale. The data source will be a locally developed survey administered to a rotating pool of classes in the academic and workforce divisions.

5.1.1.2. Maintain or improve on the engagement scores recorded for the five benchmark areas (Active and Collaborative Learning, Student Effort, Academic Challenge, Student Faculty Interaction, and Support for Learners) on the Community College Survey of Student Engagement (CCSSE). The survey is administered biennially. The data baseline is from the 2009 survey.

5.1.2. Action Area Outcomes: Student Services

5.1.2.1. The one-year retention rate for all TVCC students will increase to and be maintained at 45% during the four-year planning cycle. Data for this outcome will be sourced from certified THECB enrollment reports.

5.1.2.2. The one-year retention rate for students placed on academic restriction (GPA of <2.0) of students will increase by 7% during the four-year planning cycle over baseline data collected in the fall 2009 – fall 2010 cycle. Data for this outcome will be sourced from certified THECB enrollment reports.

5.1.2.3. The one-year retention rate for students requiring more than one remedial class for Texas Success Initiative (TSI) completion will increase by 5% during the four-year planning cycle over baseline data collected in the fall 2009 – fall 2010 cycle. Data for this outcome will be sourced from certified THECB enrollment reports and TVCC generated Quality Enhancement Plan (QEP001, QEP002) reports.

5.1.2.4. The two-year retention rate for all TVCC students will increase to and be maintained at 25% during the four-year planning cycle. Data for this outcome will be sourced from certified THECB enrollment reports.

5.1.2.5. The two-year retention rate for students placed on academic restriction (GPA of <2.0) of students will increase by 3% during the four- year planning cycle over baseline data collected in the fall 2008 – fall 2010 cycle. Data for this outcome will be sourced from certified THECB enrollment reports and TVCC admissions restriction data.

5.1.2.6. The two-year retention rate for students requiring more than one remedial class for TSI completion will increase by 2% during the four-year planning cycle over baseline data collected in the fall 2008 – fall 2010 cycle. Data for this outcome will be sourced from certified THECB enrollment reports and TVCC generated Quality Enhancement Plan (QEP001, QEP002) reports.

5.1.2.7. The graduation rate for TVCC students in two, three, four, and six-year categories will increase by 2% by 2014 based on 2010 graduation data. Data for this outcome will be sourced from certified THECB enrollment and graduation reports.

5.1.2.8. During the period 2011-2014, 50% of at-risk TVCC students receiving Cardinal Academic Performance Services (CAPS) assistance, will be enrolled in courses to encourage successful completion/persistence in a university-transfer or work-force program. CAPS will provide peer tutoring and/or disability services to help them successfully complete those courses.

5.1.2.9. During the period 2011-2014, 70% of all TVCC students receiving Cardinal Academic Performance Services (CAPS) for a period of at least 3 months, will maintain a grade point average of 2.0 or above.

5.1.3. Action Area Outcomes: Academic Success

5.1.3.1. The number of first-time, full-time, non-college prepared students who complete TSI requirements in 2 years or less will increase by 5% during the four-year strategic planning cycle. The data source for tracking is TVCC QEP reports (QEP001, QEP002) and THECB accountability and enrollment reports.

5.1.3.2. Increase the number of students who are not college ready who successfully complete a college-level course within a timeframe that is reasonable (no more than three years) by 5% during the four-year strategic planning cycle. The data source for tracking is THECB enrollment and accountability reports and TVCC end of semester reports (IR002).

5.1.3.3. Increase the proportion of Associates of Arts graduates who transfer to Texas public universities within one year of program completion by 3% during the four-year strategic planning cycle. The data source for tracking is THECB accountability reports.

5.1.4. Action Area Outcomes: Workforce Success

5.1.4.1. Achieve, or maintain state licensure rates at 90% or above, as documented by the Texas Higher Education Coordinating Board and Perkins Data Resources Report.

5.1.4.2. Increase enrollments of workforce education programs by 5% (in total) as measured by contact hour reports over the four-year strategic planning period with 2010 as the baseline data point.

5.1.4.3. Increase the numbers of graduates in workforce education programs by 5% (in total) over the four-year strategic planning period with 2010 as the baseline data point. Data source is the certified THECB enrollment and graduation reports.

5.1.4.4. Maintain an average of 85% or more of workforce education program completers (four-year average) that are either employed or pursuing additional education within one year of graduation (with the exception of new programs which received Coordinating Board approval or were first offered within the last three years) as evidenced by the Texas Higher Education Coordinating Board Annual Perkins Data Resources Report.

5.1.5. Action Area Outcomes: Learning Resources

5.1.5.1 Provide a comprehensive collection of information resources, both print and electronic, along with LRC services which the students and faculty will perceive as meeting their curricular and informational needs at a 90% satisfaction rate. Measurement data will be provided by questions in the annual LRC Survey of Students and Faculty.

5.1.5.2. Organize the LRCs and their internet presence for the maximum possible access to information while increasing the use of the collection by 8% by 2014, based on year 2010 LRC Survey of Faculty and Student data.

5.1.5.3. Increase assistance and instruction to students and faculty in the efficient and proper use of information resources in the LRCs and from remote locations by 4% by 2014, based on year 2010 LRC Survey of Faculty and Student data.

5.2. Goal: Enhance the College

5.2.1. Action Area Outcomes: Business

5.2.1.1. The number of manual processes (paper driven or product) in the Business Office will be decreased by 20% through automation by 2014, using fall 2010 as a data baseline. Data will be sourced from the IT projects list and locally administered data collection.

5.2.1.2. The Institutional Advancement Office of Graphic and Print Design will institute a work request tracking system to establish current workload, to increase efficiency and staff effectiveness and to permit tracking of outputs.

5.2.2. Action Area Outcomes: Finance

5.2.2.1. The Finance Office will ensure adequate financing (internal or external) is in place to fund facilities construction goals, in addition to ongoing college operations for the period of 2011 – 2014, using college financial statements as a data source.

5.2.3. Action Area Outcomes: Facilities Management

5.2.3.1. Facilities Management will oversee the design, construction, and occupation of an expanded Health Sciences Center on the Kaufman Campus by 2014. Data for percentage of completion will come from the Construction Manager's Project Plan.

5.2.3.2. Facilities Management will oversee the design, construction, and occupation of a new student residence hall on the Athens Campus by 2014. Data for percentage of completion will come from the Construction Manager's Project Plan.

5.2.4. Action Area Outcomes: Technology

5.2.4.1. The Information Technology Department will maintain adequate network communications connectivity and bandwidth between the TVCC Athens and remote campuses to meet their growing technology requirements. Network Communications will be considered adequate by providing 99.5% availability and supporting a percentage of utilization that does not consistently exceed 90% of the total bandwidth capacity between campuses during peak daily usage. Data will be provided by network monitoring software showing bandwidth utilization and network availability.

5.2.4.2. The Information Technology Department will maintain adequate network communications connectivity and bandwidth between TVCC and our Internet gateway to meet our growing online technology requirements. Network communications will be considered adequate by providing 99.5% availability and a percentage of utilization not to consistently exceed 90% of the total bandwidth capacity to our Internet gateway during peak daily usage. Data will be provided by network monitoring software showing bandwidth utilization and network availability.

5.2.4.3. The Information Technology Department will increase the number of Interactive Television (ITV) classrooms by 2014 to support ITV requirements for campus to campus interactive instruction and the needs of our remote student population. This measure is based on the percentage increase in number of ITV classrooms annually using the number of ITV classrooms available in January 2010 as a baseline.

5.2.4.4. By the year 2014, the Information Technology Department will improve the instructional experience for on campus students by providing multimedia technology in 80% of all TVCC classrooms.

5.2.4.5. By the year 2014, the Information Technology Department will increase the number of online web based applications available to clients by 40%. The growth in these applications will be tracked by

using January 2010 as a baseline and performing an annual inventory of the number of client applications that are offered online.

5.2.5. Action Area Outcomes: Human Resources

5.2.5.1. Non-faculty personnel will be assigned pay grades in the TVCC pay structure by 2014 based on a review of all positions. Annual reporting on project completion and implementation will provide measure data.

5.2.5.2. Diversity education of TVCC staff will increase by 100% by fall of 2014 using the fall 2011 trained-employee count as a baseline.

5.3. Goal: Enhance Community Life

5.3.1. Action Area Outcomes: Development

5.3.1.1. The Institutional Advancement Office will increase TVCC foundation donations by 6% by 2014 using 2010 donations as a baseline.

5.3.1.2. The Institutional Advancement Office will use social networking to increase alumni contact and participation in college life. Data on program effectiveness will be based on alumni participation in college sponsored social networking accounts using a contact baseline established in 2010.

5.3.2. Action Area Outcomes: Outreach

5.3.2.1. TVCC will increase enrollment in high-need programs to meet or exceed THECB criteria for each plan year.

5.3.2.2. College enrollment will increase by at least 5% by the fall semester of 2014 using fall 2010 enrollment data as a baseline.

5.3.2.3. From 2011-2014, TVCC will annually increase the amount of institutional financial assistance acquired for students using 2010 financial assistance as a baseline.

5.3.2.4. TVCC will increase the participation of under-represented portions of the population in academic, workforce, and non-credit community service and workforce education classes to meet or exceed THECB Closing the Gaps targets for enrollment and graduation each plan year.

5.3.2.5. Student cultural and ethnic diversity programs/activities will increase by 5% by 2014 with program levels in 2010 used as a measurement baseline. Progress data will be provided by the annual Department Activity Report.

5.3.3. Action Area Outcomes: Community Service

5.3.3.1. TVCC will increase non-credit, continuing-education contact hours by 2% by 2014, using 2010 contact hours as a baseline.

5.3.3.2. TVCC will maintain a 90% State Exam pass rate for Medical Assistance (new program for 2010) students based on their Certified Nurse Aid exam results.

5.3.3.3. TVCC will develop at least one new non-credit program by 2014.

5.3.4. Action Area Outcomes: Student Life

5.3.4.1. The number of student senate-sponsored community service projects with increase by 10% by 2014 using the number of 2010 projects as a baseline. The Student Affairs Office will provide data.

5.3.4.2. TVCC's Iota Alpha Chapter of Phi Theta Kappa will be ranked among the top 25 chapters in the world (approximately 1250 chapters worldwide) in at least 3 years of the 2011-2014 strategic plan cycle. Rankings are based on competitive entries including written goals, summaries, and statements of results.

5.3.4.3. TVCC's Iota Alpha Chapter of Phi Theta Kappa will engage in joint service projects with, or for, at least 5 community organizations in each year of the 2011-2014 strategic planning cycle.

5.3.4.4. TVCC's Iota Alpha Chapter of Phi Theta Kappa will be ranked among the top 15 chapters in Texas (approximately 85 Texas chapters) in at least three years of the 2011-2014 strategic plan cycle.

5.3.4.5. TVCC's Iota Alpha Chapter of Phi Theta Kappa will engage in at least 3 major projects for the benefit of the college in each year of the 2011-2014 strategic plan cycle.

5.3.5. Action Area Outcomes: Distance Education

5.3.5.1. By fall of 2014, at least 50% of distance learning online courses will undergo formal peer review process by trained and certified TVCC instructors using the Quality Matters rubric.

6. Measuring Strategic Plan Progress

Annual data measuring the level of accomplishment towards meeting TVCC Strategic Planning Goals is defined by Action Area Outcomes, as well as data derived from Learning Enhancement Annual Plans (LEAPS – evaluated biennially), Administrative Outcomes (AO), and the implementation of Texas Higher Education Coordinating Board Programs. The Data Definitions in Appendix B of this plan provide specific target and measure information compiled for annual reporting and submitted as annual attachments to this planning document. Additionally, the annual report will contain narrative information about awards or recognition received during the reporting years that are not tied to a specific data definition. LEAPS and AOs are documented and tracked using the College Assessment Reporting Data System (CARDS).

6.1. Learning Enhancement Annual Plans (LEAPS)

Learning Enhancement Annual Plans are created to document learning outcomes that are specifically tied to our Enhance Learning goal, its corresponding Action Area Outcomes, and to one or more of the College's ten General Educational goals. The plans include a description of the desired outcome, a method of assessment, and a narrative explanation of the plans relationship to the General Education goals

6.2. Administrative Outcomes (AO)

Administrative Outcomes are created annually to implement Strategic Plan Action Area Outcomes that are not specifically tied to General Education goals. The plans include a description of the desired outcome, an implementation strategy, an assessment method and a narrative explanation of the plans relationship to an Action Area Outcome and Strategic Plan goal.

6.3. Legislative Requirements

6.3.1. Closing the Gaps

Closing the Gaps is a Texas Higher Education Coordinating Board (THECB) program directed at closing educational gaps in Texas as well as between Texas and other states. It has four goals of closing the gaps in student participation, student success, excellence and research. TVCC Strategic Plan Action Area Outcomes that were created in response to the Closing the Gaps program are so indicated in Section 5.

6.3.1.1. Uniform Recruitment and Retention Strategy (URRS)

The URRS was developed by THECB to help identify, attract, enroll and retain students who reflect the population of Texas. URRS was adopted by the Board as a strategy of the Closing the Gaps program to align recruitment and retention strategy with targets set for moving toward the participation and success goals of Closing the Gaps.

Appendix A – Acronyms

AO	Administrative Outcome
CAPS	Cardinal Academic Performance Services
CCSSE	Community College Survey of Student Engagement
CCFSSE	Community College Faculty Survey of Student Engagement
GPA	Grade Point Average
ITV	Interactive Television
LEAD	Leadership Enhancement and Development Intern Program
LEAPS	Learning Enhancement Annual Plans
LRC	Learning Resource Center
QEP	Quality Enhancement Plan
TDCJ	Texas Department of Criminal Justice
THECB	Texas Higher Education Coordinating Board
TSI	Texas Success Initiative
TVCC	Trinity Valley Community College
SSC	Student Success Center
URRS	Uniform Recruitment and Retention Strategies

Appendix B – Data Definitions (Annual Reporting Data)

Annual performance data is derived from three main sources:

1. Administrative and Learning Outcome criteria and results recorded in the TVCC Assessment System Database. Each Outcome is tied to at least one specific strategic planning or education goal.
2. Closing the Gaps Data from THECB
3. Student Licensure Data from State Licensing Authorities

Data is reported by Action Area Outcomes listed in Section 5 of the Strategic Plan, by General Education Goals listed in Section 2 and .by State-directed Closing the Gaps Goals. Specific data sources are listed below:

Goal	**Reference**	**Data Source**
Enhance Learning	Strategic Plan Section 5.1	Annual Admin Outcomes
Enhance the College	Strategic Plan Section 5.2	Annual Admin Outcomes
Enhance Community Life	Strategic Plan Section 5.3	Annual Admin Outcomes
Gen Ed Communications	Strategic Plan Section 2	Annual Learning Outcomes
Gen Ed Reading Skills	Strategic Plan Section 2	Annual Learning Outcomes
Gen Ed Mathematical Skills	Strategic Plan Section 2	Annual Learning Outcomes
Gen Ed Critical Thinking Skills	Strategic Plan Section 2	Annual Learning Outcomes
Gen Ed Cultural and Ethnic Diversity	Strategic Plan Section 2	Annual Learning Outcomes
Gen Ed Computer Skills	Strategic Plan Section 2	Annual Learning Outcomes
Gen Ed Art Appreciation	Strategic Plan Section 2	Annual Learning Outcomes
Gen Ed Social Sciences	Strategic Plan Section 2	Annual Learning Outcomes
Gen Ed Natural Sciences	Strategic Plan Section 2	Annual Learning Outcomes
Gen Ed Engaged Learning	Strategic Plan Section 2	Annual Learning Outcomes
Participation in Education	Closing the Gaps	THECB Reporting
Success in Education	Closing the Gaps	THECB Reporting
Excellence in Education	Closing the Gaps	THECB/State Licensure Data

Annual Report Attachments

Annual Report Attachments are posted on the TVCC Website in the Strategic Plan pages.