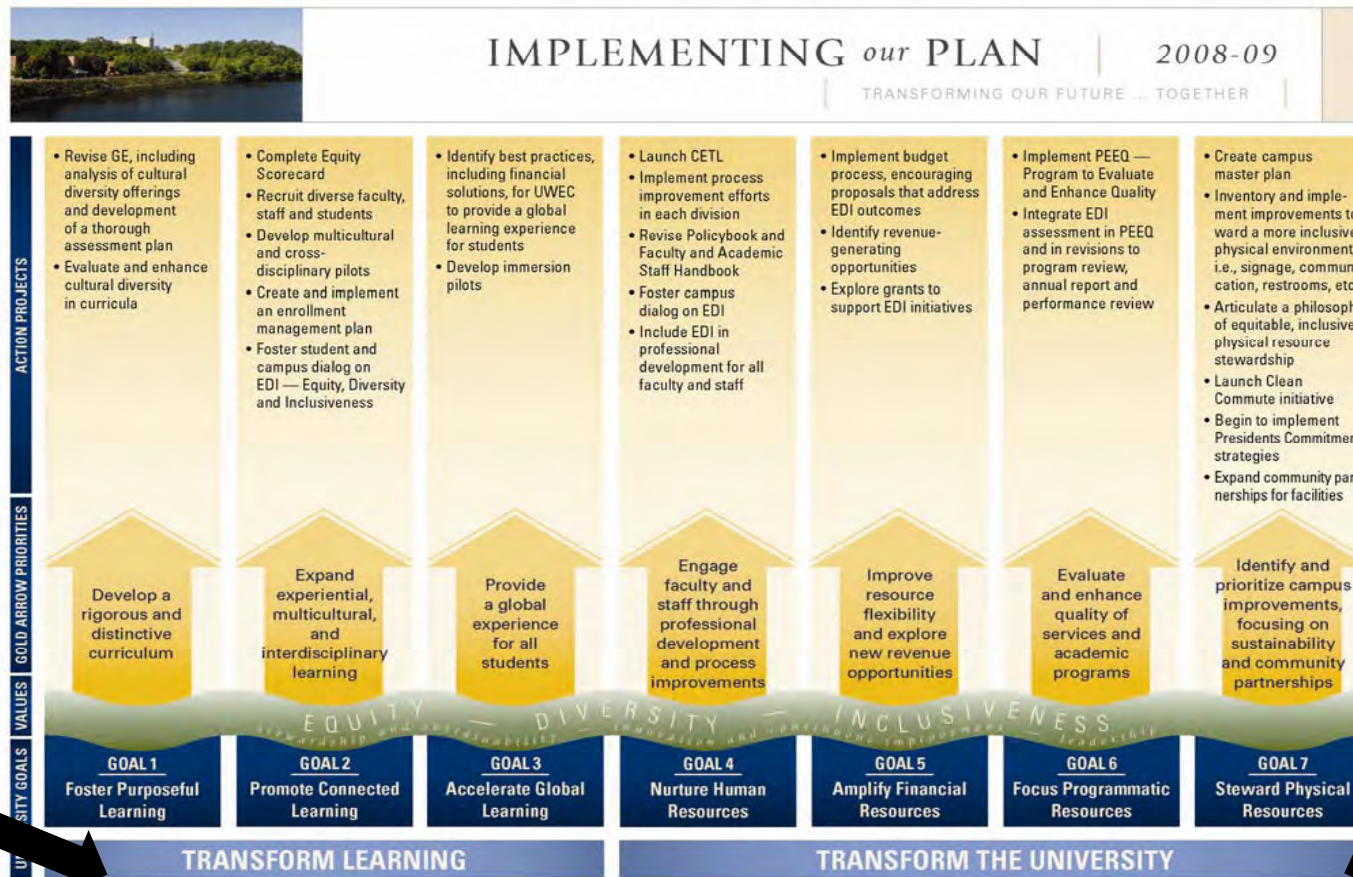


Report on University of Wisconsin  
Marshall Reeves

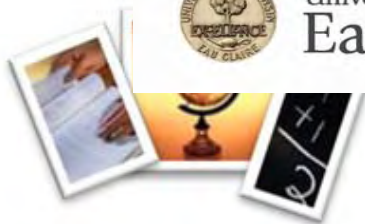


# Examples from Other Colleges

## University of Wisconsin Eau Claire



University of Wisconsin  
Eau Claire

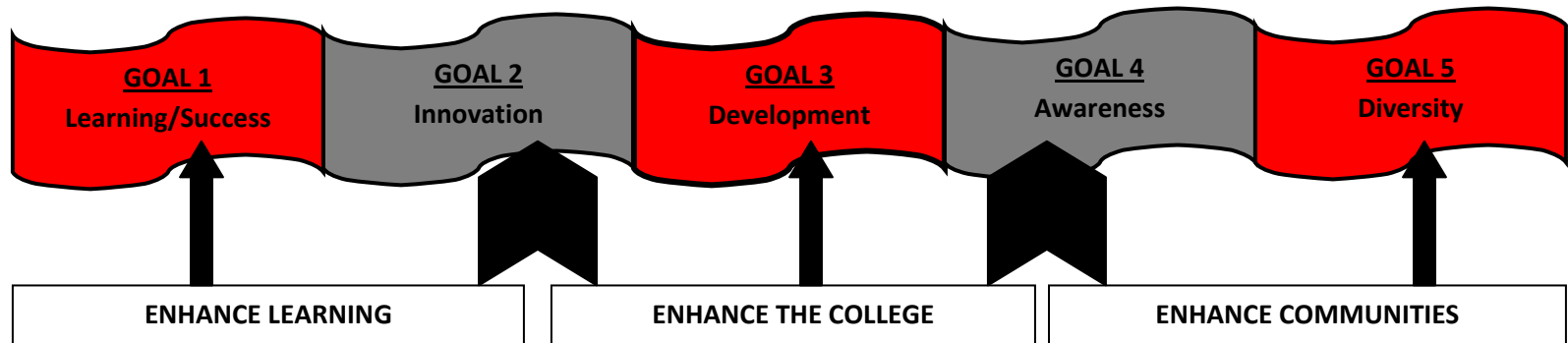


Changes to consider  
with  
Goals and Foundation  
Kay Pulley

Update on  
Graphics from 9-25-09 Meeting  
Introducing the TVCC Arrows Concept  
Tina Rummel

## HIGH LEVEL GOALS (9-25-09)

- **Learning/Success**
  - Engagement, accountability, enrollment
- **Innovation**
  - Marketing, economic vitality, funding, financial responsibility, student resources, preserve heritage, alternative Delivery systems, enrollment
- **Development/Growth**
  - Communities, programs, partnerships (business and educational), technology, support services, physical facilities, human resources and management, new financial resources, faculty and staff training, accountability/sustainability
- **Awareness**
  - Internally, externally, enrollment of population, preserve heritage
- **Diversity**
- **Outreach**



Update on  
High Level Goals  
Tina Rummel

## HIGH LEVEL GOALS

**Goal:** *ENHANCE LEARNING*

**Foundation:** Learning/Success & Innovation

**Value:** Excellence, Accountability/Sustainability, & Leadership

**Priorities:** student engagement, student services, academic success, enrollment

**Action Plans:**

**Goal:** *ENHANCE THE COLLEGE*

**Foundation:** Innovation, Development/Growth, & Awareness

**Value:** Excellence, Accountability/Sustainability, & Leadership

**Priorities:** finance, facilities, technology, human resources, partnerships (business & educational)

**Action Plans:**

**Goal:** *ENHANCE COMMUNITY LIFE*

**Foundation:** Awareness & Diversity

**Value:** Excellence, Accountability/Sustainability, & Leadership

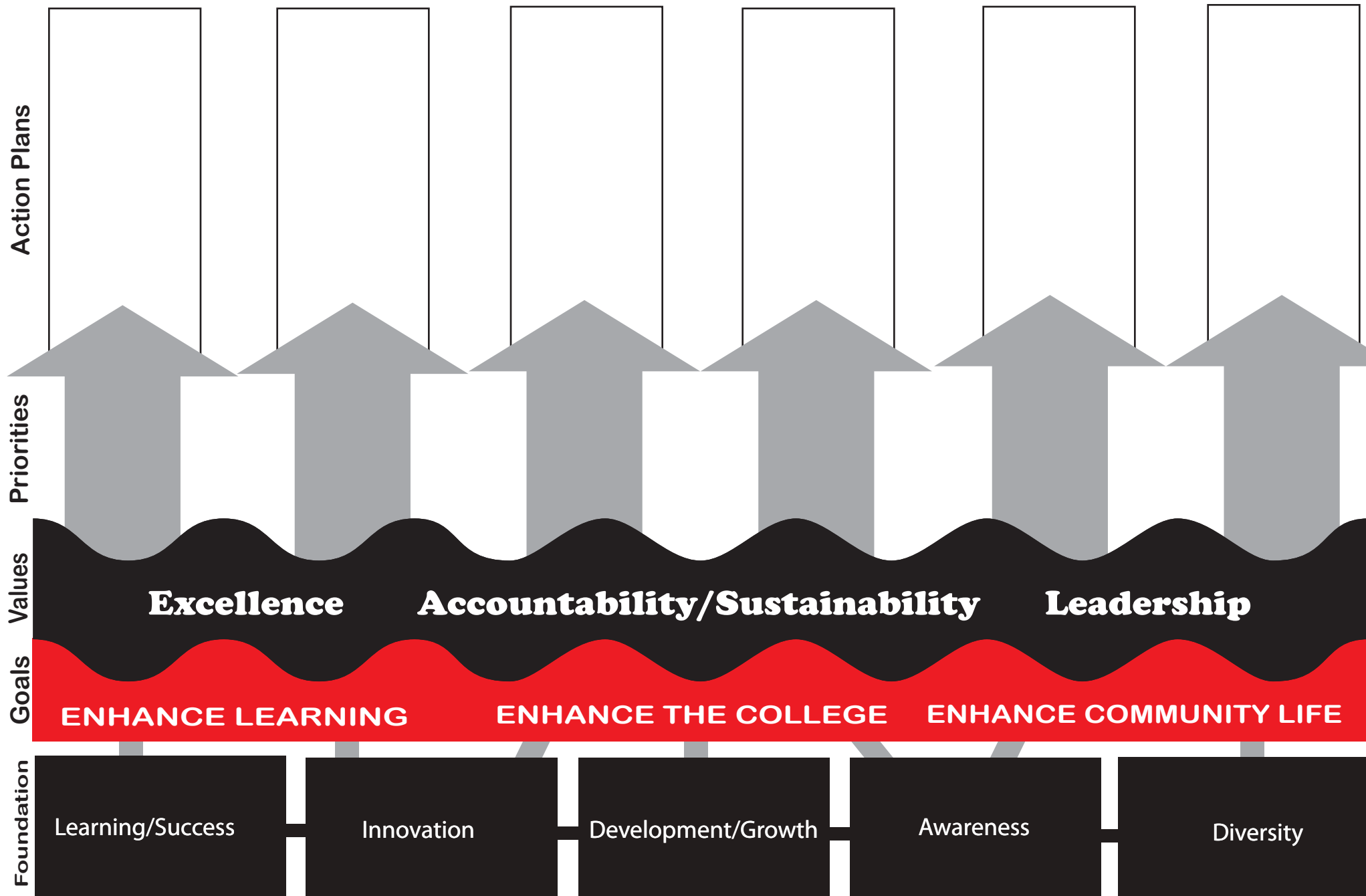
**Priorities:** development, community services

**Action Plans:**

# IMPLEMENTING our PLAN

ENHANCING

OUR FUTURE ... TOGETHER





## HIGH LEVEL GOALS

**Goal:** *ENHANCE LEARNING*

**Foundation:** Learning/Success & Innovation

**Value:** Excellence, Diversity/Inclusiveness, Leadership

**Priorities:**

**Action Plans:**

**Goal:** *ENHANCE THE COLLEGE*

**Foundation:** Innovation, Development/Growth, & Awareness

**Value:** Excellence, Diversity/Inclusiveness, Leadership

**Priorities:**

**Action Plans:**

**Goal:** *ENHANCE COMMUNITY LIFE*

**Foundation:** Awareness & Outreach

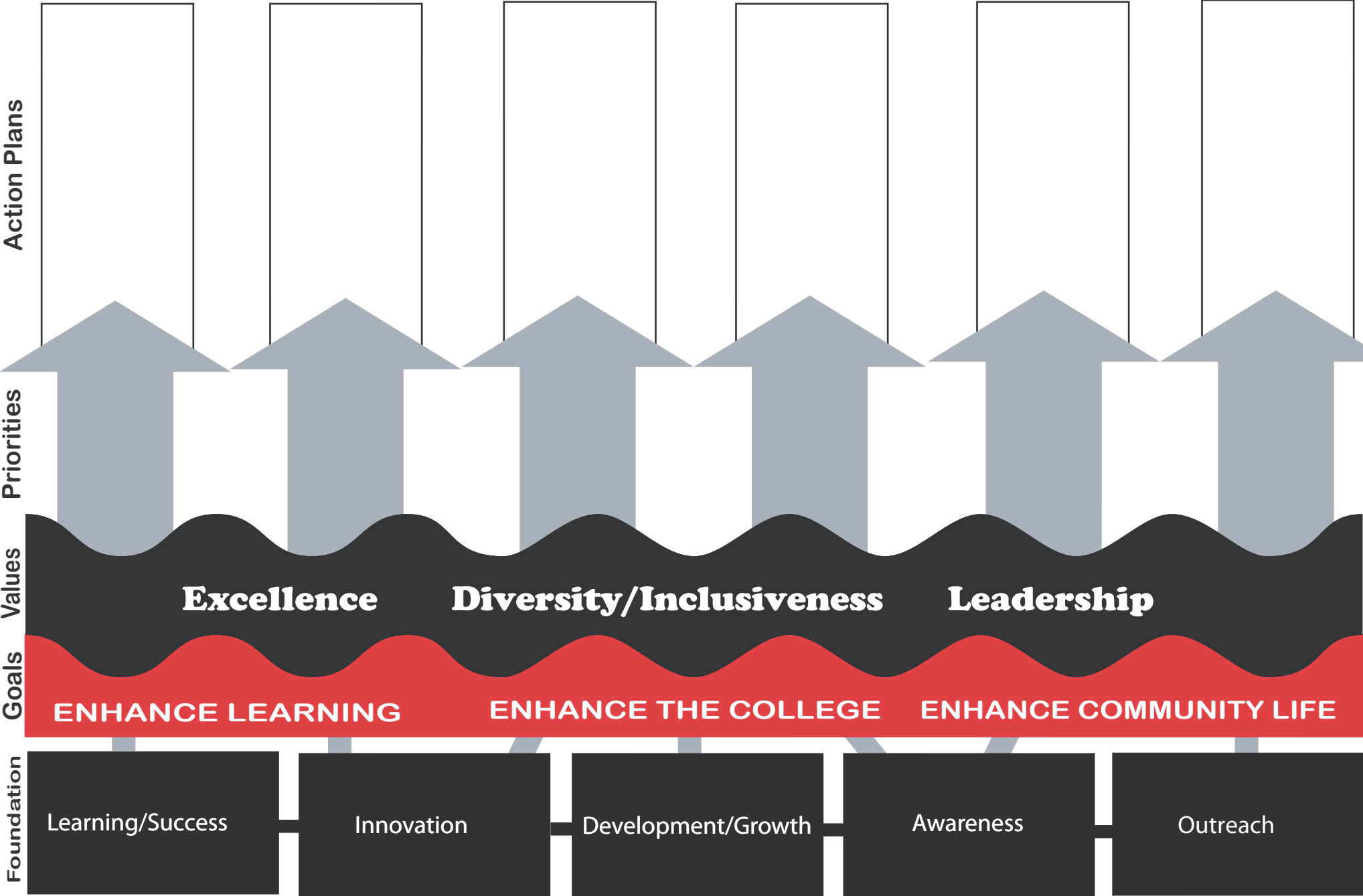
**Value:** Excellence, Diversity/Inclusiveness, Leadership

**Priorities:**

**Action Plans:**

# IMPLEMENTING our PLAN

ENHANCING OUR FUTURE ... TOGETHER



Introduce Pyramid Graphic

Marshall Reeves

TVCC  
Strives for  
State, Regional,  
or National  
Recognition of our  
Students and Programs  
**Excellence**

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.

**Our Mission is Success**

**Goal:**  
Enhance  
Learning

**Goal:**  
Enhance the  
College

**Goal:**  
Enhance  
Community  
Life

**TVCC Goals Innovate, Sustain, and Diversify the Institution and  
the College Experience**

Student Engagement  
Student Services  
Academic Success

Finance  
Facilities  
Technology  
Human Resources

Development  
Outreach  
Community Service

**Target Measures, Administrative Outcomes, and  
Learning Enhancement Annual Plans**

# TVCC Strategic Planning Pyramid

- The base of the TVCC pyramid is composed of actionable item areas that can produce measureable results and tie directly to one of the three Strategic Planning Goals.
- TVCC action items are designed to Innovate, Sustain, and Diversify the Institution and the College Experience
- All Goals directly tie to the institution mission statement
- We expect success but strive for excellence

Inclusiveness/Diversity Decision

(Where do we put it?)

Kay Pulley

# Strategic Planning Draft

## Marshall



**Trinity Valley Community College**  
**Strategic Plan 2011-2014**  
(Version 0.2 - Working)



## List of Revisions

Revision	Date
Initial Draft 0.1	September 11, 2009
0.2	October 16, 2009

## 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 (Tentative)**

<b>Signatory</b>	<b>Date</b>
Glendon Forgey, Ed.D., TVCC President	
Ray Raymond, President of the TVCC Board of Directors	
Charles Akin, M.Ed., Provost TVCC-Palestine	
Charles Gann, M.Ed., Provost TVCC-Terrell	
Helen Reid, Ed.D., Provost TVCC-Kaufman	
Mike Abbot, M.S., Vice President of Information Technology	
W.P. Drumgoole, Ed.D., Vice President of Student Services/Athletic Director	
David Hubbard, M.A., Vice President of Resource Management	
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	
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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## Back Ground 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 College has grown from a single campus of 311 students and 12 faculty members, primarily from Henderson County, to a four-campus District with over 6,000 students and 138 full-time faculty for the fall semester of 2008. Students now come from across the service area, the state of Texas, the United States, and foreign countries. The fall 2008 enrollment for the Athens campus was 2,860, the TVCC-Terrell campus enrolled 1,326, TVCC-Palestine enrolled 968, the Texas Department of Corrections location enrolled 474, and the TVCC-Health Science Center in Kaufman enrolled 426. We also had over 500 students taught in dual credit settings on high school campuses throughout the services area. 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 Funding, Facilities, 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 criteria 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 is an annual attachment to the plan that charts the previous year's progress.

Strategic planning is critically important to Trinity Valley Community College given given the rapid 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.

## **Mission, Values, and Statement of Purpose**

### **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.

### **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.

### **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

## **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. Bi-annually evaluated, LEAPS and their related learning outcomes provide measurable data related to learning centered strategic planning goals.



## Planning Team Composition and Roles

Committee Chairperson and Assistant Vice President for Institutional Research Planning and Effectiveness	Kay Pulley
Community Representative	Cliff Barnet
Student Senate Representative	Brittany Westmoreland
Workforce Advisory Board	Reuben Austin
Vice President of Instruction	Jerry King
Vice President of Information Technology	Mike Abbot
Vice President of Student Services	W.P. Drumgoole
Vice President of Administration Services	Jean McSpadden
Vice President of Resource Management	David Hubbard
Provost, Kaufman Campus	Helen Reid
Provost, Palestine Campus	Charles Akin
Provost, Terrell Campus	Charles Gann
Dean, TDCJ Instructional Programs	Sam Hurley
Associate Vice President for Academic Education	Jeremy McMillen
Associate Vice President for Workforce Education	David McAnally
Registrar and Dean of Enrollment Management	Colette Hilliard
Director of Distance Learning	Wendy Mays
Director of Student Services	Mike Peek
Dean of Community Services	Gayla Roberts
Director of Institutional Research	Tina Rummel
Director of Learning Resources	Janice Sutton
Director of Human Resources	Jennifer Robertson
Director of Development	Mary Nicholson
Counselor and Palestine Campus Representative	Linda Luce
Counselor and Terrell Campus Representative	LuAnne Bourland
Developmental Programs Representative	Russell Self

Faculty Association President

Dorothy Hinds

Senior Research Analyst

Marshall Reeves

Division Chair, Fine Arts

Kelly Driskell

## **TVCC Strategic Planning Goals**

Annual Evaluations of progress on the following Trinity Valley Community College Strategic Planning Goals will be accomplished using standards from the following Data Definitions section. An annual metrics report will be prepared in the spring of each reporting year and will be included as an attachment to this Strategic Plan Document.

### **1. Enhance Learning**

#### **1.1. Student Engagement**

1.1.1. Increase student engagement in collegiate life

#### **1.2. Student Services**

1.2.1. Provide student services that enhance student learning inside and outside the classroom.

1.2.2. Students will increasingly report that TVCC has a climate that encourages cultural awareness

#### **1.3. Academic Success**

1.3.1. Become a more learning centered institution

1.3.2 Provide instruction and academic support that enhance student learning inside and outside the classroom

1.3.3. Identify one or more instructional or service program that will be recognized by an accepted authority as excellent within the state of Texas or the nation.

1.3.4. Increasingly engage in data-based decision making at the student, course, department, and institutional level.

1.3.5. Increase reading comprehension skills among TVCC students.

1.3.6. Increase faculty and staff involvement in learning-centered initiatives.

1.3.7. Increase the retention rates of students who intend to complete a program of study

1.3.8. Increase retention rates of students who do not intend to complete a program of study.

1.3.9 Increase completion rates of students who intend to complete a program of study

1.3.10. Increase the completion rates of students who do not intend to complete a program of study

1.3.11. Increase the completion rates in high-need academic transfer and workforce programs.

1.3.12. Increase the proportion of Associates of Arts graduates who transfer to Texas public universities within one year of program completion.

1.3.13. Increase the proportion of Associate of Applied Science graduates and Certificate completers who obtain employment in their chosen field of study within one year of program completion.

1.3.14. Students who are not college ready will successfully complete a college level course within a timeframe that is reasonable (no more than 4 years)

## **2. Enhance the College**

### **2.1. Finance**

### **2.2. Facilities**

### **2.3. Technology**

### **2.4. Human Resources**

2.4.1. The ethnic and racial diversity of the TVCC faculty will better represent the ethnic and racial diversity of its student body.

2.4.2. TVCC faculty and staff will participate in activities that enhance their cultural awareness

2.4.3. Employees will increasingly report that TVCC has a climate that encourages cultural awareness.

## **3. Enhance Community Life**

### **3.1. Development**

3.1.1. Be a leader and innovator in economic and community development

### **3.2 Outreach**

3.2.1. TVCC will increase enrollment in high-need programs

3.2.2. College enrollment will increase by at least 3% per year

3.2.3. TVCC will pursue every opportunity to increase the amount of institutional financial assistance for students

3.2.4. The TVCC student body will better represent the racial and ethnic diversity of its service area.

### **3.3. Community Service**

## Data Definitions

### Sample Data Definitions

3.2.2. College enrollment will increase by at least 3% per year

**Increase overall enrollment**

<b>Measure</b>	Increase the number of students enrolled at TVCC Campuses.
<b>Definition</b>	Evaluate enrollment during the most recent fall term as compared to enrollment in the prior fall term
<b>Source of Data</b>	Local Unduplicated Enrollment Data (IR002 Report)
<b>Collection Frequency</b>	Annually (Fall)
<b>Target</b>	FY09 Fall Enrollment + (3%)

3.2.4. The TVCC student body will better represent the racial and ethnic diversity of its service area.

**Fall semester representation of service area population by student body**

<b>Measure</b>	During any given major semester, the TVCC student body will be representative of the service area college-age population.
<b>Definition</b>	The fall semester is used the major semester model. Service area representation is a difference of percentages: the percentage of students in an ethnic group enrolled at TVCC during the fall semester, minus the percentage of the group in the population of the college's service area (from prior year census projections by the Texas State Data Center). Enrollment is the enrollment of students ages 18 to 54 in either the fall or spring terms, excluding dual credit students.
<b>Source of Data</b>	Population figures are derived from projections by ethnicity, age (18 to 54), and county, produced by the Texas State Data Center. In counties served by more than one college, that county's population is allocated to the colleges in consultation with the colleges based upon the percentage of the county served. Unduplicated Semester enrollment is based upon CBM001.
<b>Collection Frequency</b>	Annually (Fall)
<b>Target</b>	Matching percentages with population

Future Plans

Kay Pulley



## Red Bird Report Card 2009-2010

Description	First Quarter (09/01 - 11/30)	Comments	Second Quarter (12/01 - 2/28)	Comments	Third Quarter (3/01 - 5/31)	Comments	Fourth Quarter (6/01 - 8/31)	Comments
Human Resources	E	Tuition Reimbursement Plan for Employees						
Finance	E	?						
Facilities	N	Emergency Management						
Recognition & Awards	E	The Lady Cardinals won five national championships with runs of eight consecutive conference titles	E	The Student Senate has been anmed the Most Outstanding Student government				
Student Services	E							

Excellent

Satisfactory

Needs Improvement

Unsatisfactory