TRINITY VALLEY COMMUNITY COLLEGE

Athens · Kaufman · Palestine · Terrell   www.tvcc.edu

TRANSFORM
li**V**es
enri**C**h
COMMUNITIES

Student Success
Outreach
Technology
Ideology
Business
Institutional Advancement
Facilities Management
Human Resources
Student Engagement

Distance Education
Community Service
Workforce Success
Learning Resources
Finance
Institutional Effectiveness
Student Life
Academic Success

2015-2020
STRATEGIC PLAN

MESSAGE FROM THE PRESIDENT

Glendon S. Forgey

Trinity Valley Community College (TVCC) provides exceptional learning experiences that have the power to transform the lives of our students. The 2015-2020 Strategic Plan reaffirms TVCC's commitment to learning as its central value. The college community accepts its responsibility to provide all students with the best possible learning opportunities.

Our supportive environment encourages innovative, learning-centered programs and services that respond to the ever-changing needs of our students and the communities we serve. We are blessed with a truly caring and committed faculty and staff, and it is our promise that we will continue to make student learning and success the focus of our work.

HISTORY

Trinity Valley Community College (TVCC) has provided quality education and training for both students and citizens in its service area since its founding in 1946. TVCC was founded as Henderson County Junior College by a group of Athens, Texas civic leaders, headed by J.P. Pickens, Orval Pirtle, and public school administrators in late 1945 and early 1946. Creation of the college was formally approved by voters in the spring of 1946. The first registration and summer classes were conducted in 1946 in temporary facilities at Athens High School. Classes for the 1946 fall semester were moved to a dedicated property provided by the Board of Trustees; this property remains as our main campus in Athens. The school became a multi-campus institution with the initiation of instructional programs at the Texas Department of Criminal Justice Coffield, Beto I, Powledge, and Michael units beginning in 1969. Additional satellite campuses were established in Palestine, Texas in 1972 and Terrell, Texas in 1973. In 1983, the Health Science Center satellite campus was opened in Kaufman, Texas. In 1986, the Board of Trustees voted to rename the institution Trinity Valley Community College to better reflect the five-county area our campuses serve.

TVCC has a proud heritage of service to our region and continues to support the needs of our community and student body. In that time, the school has grown from a single campus of 311 students and 12 faculty members, primarily from Henderson County, to a five-campus college district with over 6,700 students and 145 full-time faculty members and 128 part-time instructors (Fall 2014). Students now come from across the five-county service area, the state of Texas, the United States, and foreign countries. The fall 2014 enrollment for the Athens campus was 3,165. The Terrell campus enrolled 2,070, the Palestine campus enrolled 1,164, the Texas Department of Criminal Justice (TDCJ) location enrolled 372, and the Health Science Center in Kaufman enrolled 468. We also taught 1,444 students in dual credit settings at the college and on high school campuses throughout the service area. There is some duplication in the per-campus numbers because many 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.

MISSION

Trinity Valley Community College is a learning-centered college that provides quality academic, workforce, college preparatory, student support, and community service programs that prepare and empower students for success and promote and enhance life-long learning for all communities served.

STATEMENT OF PURPOSE

The TVCC Statement of Purpose is determined in statute identified in the Texas Education Code, Section 130.003, which states that the charge of each public community college shall be to provide the following:

- Technical programs up to two years in length leading to an associate degree or certificates;
- Vocational programs leading directly to employment in semi-skilled or skilled occupations;
- Freshman and/or sophomore courses in arts and sciences;
- Continuing adult education programs for occupational or cultural upgrading;
- Compensatory education programs designed to fulfill the commitment of an admissions policy that allows the enrollment of disadvantaged students;
- A continuing program of counseling and guidance designed to assist students in achieving their individual educational goals;
- Workforce development programs designed to meet local and statewide needs;
- Adult literacy and other basic skills programs for adults; and
- Other purposes as may be prescribed by the Texas Higher Education Coordinating Board for post-secondary education in Texas.

VALUES

Trinity Valley Community College adopted **"The Valley Way"** as our service standards.

Value - We will value our students and understand that without them we would not be here.

Accountability – We will hold ourselves and each other accountable.

Lasting Traditions – We will continue to have pride in our institution, while we pursue excellence for both colleagues and students.

Learning Environment – We will foster a safe and inclusive learning environment in which our students and staff feel respected by, and connected to, one another.

Ethical Behavior – We will choose to be ethical in all of our dealings.

You First – We will value individuality and the opinions of others. Every voice has the right to be heard, and every word will be spoken with respect.

DEVELOPMENT & IMPLEMENTATION

In 2014, the Strategic Planning Committee, as shown in Appendix A, began to research and to compile a new five-year strategic plan instead of using a four-year plan so that TVCC is consistent with the unique history and needs of the College, as well as the statewide strategic plan for colleges and universities known as **60x30TX**. The state plan carries through to 2030 while the college plan ends in 2020. The college plan identifies three overarching goals:

- *Enhance the Student*, including Student Engagement, Student Success, Academic Success, Workforce Success, and Learning Resources
- *Enhance the College*, including Business Operations, Finance, Facilities, Technology, Human Resources, and Institutional Effectiveness
- *Enhance Communities*, including Institutional Advancement, Outreach, and Community Service

The goals flow from our Mission Statement:

Trinity Valley Community College is a *learning-centered college* that provides quality academic, workforce, college preparatory, student support, and community service programs that prepare and empower students for success and promote and enhance life-long learning for all communities served.

The Trinity Valley Community College organization and community is collectively responsible for institutional success. However, for the purposes of this strategic plan, the departments, divisions, or offices are referred to as stakeholders or reporting units, as shown in Appendix B, which are derived from the current organizational structure of the college.

Stakeholders and reporting units have created the strategic plan action area outcomes listed in this document and will also be responsible for learning enhancement annual plans (LEAPs) or administrative outcomes (AOs) that support achieving desired action area outcomes. These outcomes are our desired commitment to organizational improvement and dedication to student success. The college's mission statement, values, core curriculum, and general education philosophy guide annual outcome creation.

The organizational chart is included in Appendix C. It is possible that organizational changes may modify some stakeholder responsibilities during the 2015-2020 planning and reporting period. Any resulting changes to this section will be included in the document's list of revisions in Appendix D.

ASSESSMENT

Annual data measuring the level of accomplishment towards meeting TVCC Strategic Planning Goals is defined by desired strategic plan action areas and measureable outcomes, as well as data derived from learning enhancement annual plans (LEAPs), administrative outcomes (AOs), and the implementation of the Texas Higher Education Coordinating Board (THECB) programs.

Annual performance data is derived from the following sources:

1. Learning enhancement annual plans (LEAPs) - created to document learning outcomes that are specifically tied to our Enhance the Student goal, its corresponding action area, and to one or more of the College's core curriculum objectives or general educational goals. The LEAPs include a description of the desired outcome, a method of assessment, and a narrative explanation of the plan's relationship to the general education goals.
2. Administrative outcomes (AOs) - created annually to implement Strategic Plan action areas and measurable strategic plan outcomes that are not specifically tied to general education goals. The AOs include a description of the desired outcome, an implementation strategy, an assessment method, and a narrative explanation of its relationship to the Strategic Plan goals.
3. Community College Survey of Student Engagement (CCSSE) and other local surveys - used for institutional effectiveness purposes.
4. State legislative requirements that include *60x30TX* data from the Texas Higher Education Coordinating Board (THECB) higher education strategic plan is designed to help Texas remain competitive and prosperous. It has four goals:
   - By 2030, at least 60 percent of Texans ages 25-34 will have a postsecondary credential or degree
   - By 2030, at least 550,000 students in that year will complete a certificate, associate, bachelor's, or master's from a Texas public, independent, or for-profit college or university
   - By 2030, all graduates from Texas public institutions of higher education will have completed programs with identified marketable skills
   - By 2030, undergraduate student loan debt will not exceed 60 percent of first-year wage for graduates of Texas public institutions
5. TVCC Strategic Plan action areas and measureable outcomes were created for internal improvement and the 60x30TX program. Data is also measured by the use of student licensure data from state licensing authorities.
6. Additionally, the annual report will contain narrative information about awards or recognition received during the reporting years that may not be tied to a specific measurable data definition. LEAPs and AOs are documented and tracked using the Xitracs assessment database. All LEAPs are tied to specific core objectives and general education goals.

7. Data collected and reported using THECB state files, Institutional Research (IR) files and Administrative Computing files.

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% in 2015 and by 41.7% by 2025, from a base of 20.8 million in 2020 (Texas Higher Education Coordinating Board [THECB] 2004). The THECB strategic plan takes into account the changing demographics in Texas, and therefore TVCC must also take into account the demographics within our service area.

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. The Office of the State Demographer projects 80% of the state's population increase between 2015 and 2050 will be accounted for by Hispanics, while Whites will decrease over 3% and African Americans will increase by only 7% (Office of State Demographer, Texas). When evaluating the age of Texans in the future, it is projected that minorities will represent 77.25% of the 18-to-24-year-old population by 2050 (59.6% of the total 18-to-24 population being Hispanic); whereas, in 2015, this population numbered 46.4%. 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.

GRAPHIC SUMMARY OF TVCC'S STRATEGIC PLAN

The graphic summary below portrays TVCCs strategic plan in the form of a pyramid.

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

The (dark gray) second tier of the pyramid represents the three overarching goals that our action areas and outcomes address. All LEAPs and AOs should specify which of the goals in this pyramid they support.

The (dark red) third tier of the pyramid represents the key action areas within this plan. Each area has one or more measurable outcomes that can be found in the listed sections of the plan. Although some of our outcomes may not be directly measurable, each area listed will have at least one measured outcome.

The (light gray) base of the pyramid represents our values, "The Valley Way", as our service standards. This initiative was born out of a drive to improve the way we serve our students and our community.

8

Trinity Valley Community College 2015-2020 Strategic Plan
Prepared by the Office of Strategic Planning, Effectiveness & Accreditation

CORE CURRICULUM AND GENERAL EDUCATION PHILOSOPHY

The core curriculum at Trinity Valley Community College 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, critical thinking, personal responsibility, social responsibility, empirical and quantitative reasoning, and teamwork. The core encompasses a breadth of content and courses 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 presented below.

1. To communicate clearly and effectively in both oral and written English, focusing on interpretation and expression of ideas through written, oral, and visual communication.
2. To improve reading skills focused on comprehending, analyzing, interpreting, and evaluating printed materials.
3. To understand mathematical information and utilize mathematical skills, including manipulation and analysis of numerical data or observable facts, resulting in informed conclusions.
4. To demonstrate qualitative and quantitative critical thinking skills, emphasizing creating thinking, innovation, inquiry, analysis, and evaluation of synthesis of information.
5. To understand and appreciate cultural and ethnic diversity, identifying intercultural competence, knowledge of civic responsibility, and the ability to engage effectively in regional, national, and global communities.
6. To utilize computer-based technology in accessing information, solving problems, and communicating.
7. To recognize and evaluate artistic achievements in the visual and performing arts.
8. To improve basic understanding of political, economic, and social systems, developing an ability to connect choices, actions, and consequences to ethical decision making.
9. To demonstrate knowledge of the physical universe and living systems.
10. To develop skills and strategies to become an engaged learner, developing an ability to consider different points of view and to work effectively with others to support a shared purpose or goal.

Based upon the knowledge and skills gained through the core curriculum and general education program at Trinity Valley Community College, students will be prepared to serve as informed and productive citizens, as well as life-long learners. Core curriculum goals are the foundation on which annual plans are built. Biennially evaluated, LEAPs and their related learning outcomes, provide measurable data related to learning-centered strategic planning action areas.

GOAL 1: ENHANCE THE STUDENT

ACTION AREA 1.1: STUDENT ENGAGEMENT
OUTCOMES

1.1.1. Increase the satisfaction of student engagement in collegiate life
1.1.2. Provide students a comprehensive, holistic college experience that will enhance their overall growth and development
1.1.3. Increase or maintain engagement scores for the benchmark area Active & Collaborative Learning in the Community College Survey of Student Engagement (CCSSE)
1.1.4. Increase or maintain engagement scores for the benchmark area Student Effort in the Community College Survey of Student Engagement (CCSSE)
1.1.5. Increase or maintain engagement scores for the benchmark area Academic Challenge in the Community College Survey of Student Engagement (CCSSE)
1.1.6. Increase or maintain engagement scores for the benchmark area Student Faculty Interaction in the Community College Survey of Student Engagement (CCSSE)
1.1.7. Increase or maintain engagement scores for the benchmark area Support for Learners in the Community College Survey of Student Engagement (CCSSE)
1.1.8. Develop a comprehensive system to engage students in academic advisement and career advisement from admissions to graduation
1.1.9. Increase overall student satisfaction with their experience at TVCC

ACTION AREA 1.2: STUDENT SUCCESS
OUTCOMES

1.2.1. Increase one-year retention rate for new students from fall to fall and spring to spring
1.2.2. Increase fall semester to spring semester retention rate
1.2.3. Increase retention and persistence rate for students attending the second year after completion of the first year
1.2.4. Increase one-year retention rate for students placed on academic restriction
1.2.5. Increase retention and graduation rate of students who are Texas Success Initiative (TSI) deficient and enrolled in developmental education courses
1.2.6. Increase GPA average of developmental students who access and use the services available in the Cardinal Success Center
1.2.7. Increase course completion rates for students utilizing tutoring services in the Cardinal Success Center
1.2.8. Improve content of web-based information for all student services related webpages
1.2.9. Enhance high school students' preparedness for college level course work with college and career readiness initiatives

10

Trinity Valley Community College 2015-2020 Strategic Plan
Prepared by the Office of Strategic Planning, Effectiveness & Accreditation

ACTION AREA 1.3: ACADEMIC SUCCESS

OUTCOMES

1.3.1. Increase the number of graduates in associate degrees and certificates each year

1.3.2. Increase the success rate of students attempting developmental education in math, reading, and writing

1.3.3. Increase the success rate of students attempting their first college level math or English course

1.3.4. Increase the number of core curriculum completers each year

1.3.5. Increase the number of reverse transfer graduates each year

1.3.6. Increase the number of students who transfer to a university after having completed 15 hours of coursework

1.3.7. Increase dual credit completion rates in academic education courses

1.3.8. Increase course completion rates in academic education courses

1.3.9. Decrease the number of students who are placed on academic probation upon completion of the Learning Framework course

ACTION AREA 1.4: WORKFORCE SUCCESS

OUTCOMES

1.4.1. Increase or maintain state licensure rates for programs subject to state licensure

1.4.2. Increase course completion rates in workforce education courses

1.4.3. Increase completers of Marketable Skills Achievement Awards

1.4.4. Maintain the state average of workforce education program completers that are either employed or pursuing additional education within one year of graduation

1.4.5. Increase dual credit contact hours in CTE-workforce education courses

1.4.6. Increase (non-credit) dual credit enrollment of students in workforce training

ACTION AREA 1.5: LEARNING RESOURCES

OUTCOMES

1.5.1. Expand shared digital collections to increase usage of electronic materials in all learning resource centers (LRCs)

1.5.2. Update the current content management system to increase access to web-based information at all learning resource centers (LRCs)

1.5.3. Increase the usage of learning resource center-based instructional supports at all learning resource centers (LRCs)

GOAL 2: ENHANCE THE COLLEGE

ACTION AREA 2.1: BUSINESS OPERATIONS
OUTCOMES

2.1.1. Improve efficiency, productivity, and resources in the graphic and print design department

2.1.2. Update and implement the emergency operations plan

2.1.3. Update and implement the continuity of operations plan

ACTION AREA 2.2: FINANCE
OUTCOMES

2.2.1. Confirm adequate financing, both internally and externally to fund the College Master Plan in addition to ongoing college operations

2.2.2. Expand the opportunity to leverage resources through partnerships, community organizations, and grants

ACTION AREA 2.3: FACILITIES MANAGEMENT
OUTCOMES

2.3.1. Update, prioritize, and complete projects on the master plan, as funding is approved

2.3.2. Update and complete the major projects list, as funding is approved

ACTION AREA 2.4: TECHNOLOGY
OUTCOMES

2.4.1. Maintain adequate network communications connectivity and bandwidth between the Athens and remote campuses to meet the growing technology requirements

2.4.2. Maintain adequate network communications connectivity and bandwidth between TVCC and the Internet gateway to meet the growing online technology requirements

2.4.3. Increase the number of interactive television (ITV) classrooms to support ITV requirements for campus-to-campus interactive instruction and the needs of our remote student population

2.4.4. Improve the instructional experience for on-campus students by providing additional multimedia technology in classrooms

2.4.5. Improve efficiency and productivity by selecting, adopting, and implementing an enterprise resource planning (ERP) system

ACTION AREA 2.5: HUMAN RESOURCES
OUTCOMES

2.5.1. Enhance a culture of performance improvement by engaging faculty and staff in professional and leadership development opportunities

2.5.2. Enhance and strengthen orientation for faculty and staff

2.5.3. Strengthen and enhance the internal system of communication between departments, divisions, and campuses

2.5.4. Develop and maintain a competitive benefits and compensation plan to ensure effective recruitment and retention for all faculty and staff

ACTION AREA 2.6: INSTITUTIONAL EFFECTIVENESS
OUTCOMES

2.6.1. Ensure the College engages in ongoing, integrated, and institution-wide planning and evaluation processes that incorporate a systematic review of institutional mission, goals, and outcomes, resulting in continuous improvement in institutional quality and demonstrating the institution is effectively accomplishing its mission

2.6.2. Provide on-going support and training to ensure that assessment cycles are enforced to identify outcomes, actual outcomes are measured, results are analyzed, and actions are taken (or planned) to improve performance; changes, if needed, are made based on the information collected

2.6.3. Ensure the College is in compliance with all core requirements, comprehensive standards, and federal requirements, as stipulated by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Principles of Accreditation

GOAL 3: ENHANCE COMMUNITIES

ACTION AREA 3.1: INSTITUTIONAL ADVANCEMENT
OUTCOMES

3.1.1. Increase donations to expand support for students and the college

3.1.2. Increase social media networking to support alumni and community contact and participation in college activities

3.1.3. Enhance and strengthen communications, branding and marketing

ACTION AREA 3.2: OUTREACH
OUTCOMES

3.2.1. Increase the amount of institutional financial assistance acquired for students

3.2.2. Increase enrollment in high-need programs to meet or exceed THECB criteria for each plan year

3.2.3. Increase access to and support of distance learning opportunities

3.2.4. Increase the participation of under-represented portions of the population in academic, workforce, and non-credit community service and workforce education classes for enrollment and graduation

3.2.5. Increase student cultural and ethnic diversity programs/activities

ACTION AREA 3.3: COMMUNITY SERVICE
OUTCOMES

3.3.1.   Increase non-credit, non-funded contact hours in community service offerings

3.3.2.   Increase non-credit funded offerings to business and industry

3.3.3.   Increase the level of community service involvement by student organizations

3.3.4.   Increase the opportunities to serve as educational resources for communities

3.3.5.   Increase the number of service learning programs and opportunities for students

3.3.6.   Increase activities at each campus to benefit seniors of the communities served

3.3.7.   Facilitate opportunities for job creation through the Small Business Development Center (SBDC)

CONCLUSION

Trinity Valley Community College is committed to the integrity and quality of its 2015-2020 Strategic Plan through its annual, formal strategic planning process by ensuring the College is organized to carry out the mission of the College district. As stated in TVCC board policy AF (LOCAL), the College district's strategic planning activities are under the leadership of the College President and occur at all levels of the College district. The planning process links program outcomes and administrative and learning outcomes with college goals and provides for participation of faculty, administration, and staff in determining program directions, establishing desired outcomes, and shaping the College district goals. The planning also aligns goals as an integral part of the budgeting cycle.

14

Trinity Valley Community College 2015-2020 Strategic Plan
Prepared by the Office of Strategic Planning, Effectiveness & Accreditation

APPENDIX A –COMMITTEE MEMBERS

Name	Position
Mike Abbott	Vice President of Information Technology
Dr. Algia Allen	Provost, Terrell Campus and Terrell Campus Representative
LuAnne Bourland	Counselor/Assistant to the Provost, Terrell Campus and Terrell Campus Representative
Marlo Bitter	Director of Communications
Dr. Karla Bryan	Director of Learning Resources
Dr. Kelly Driskell	Director of Quality Enhancement Plan and Division Chairperson, Fine Arts
Hannah Feinsod	Student Government Association (SGA) President
Dr. Michael Felty	Academic Faculty, Chemistry & Physical Science, Honors Director and Academic Representative
Dr. Glendon Forgey	President
Dr. Colette Hilliard	Dean of Enrollment Management/Registrar
Dr. Sam Hurley	Associate Vice President of TDCJ Correctional Programs
Shelia Jones	Director of Student Pathways and Success
Tony Kalawe	Community Representative, Edward Jones
Dr. Jerry King	Vice President of Instruction
Dr. Jay Kinzer	Vice President of Student Services
Robert Lumpkins	Team Leader/Instructor, ADN Program, Faculty Association President
Dr. Wendy Mays	Associate Vice President of Academic Affairs
David McAnally	Associate Vice President of Workforce Education
Jean McSpadden	Vice President of Administrative Services and Chief Financial Officer
Mary Nicholson	Vice President of Institutional Advancement & Executive Director of TVCC Foundation
Marshall Reeves	Workforce Education Faculty, Computer Science, and Workforce Education Representative
Dr. Helen Reid	Provost, Health Science Center, Kaufman Campus and Health Science Center, Kaufman Campus Representative
Gayla Roberts	Dean of Continuing and Workforce Education
Jennifer Robertson	Director of Human Resources and Compliance
Tina Rummel	Director of Strategic Planning, Effectiveness & Accreditation and Committee Chairperson
Kelley Townsend	Director of Dual Credit
Dr. Jeffrey Watson	Provost, Palestine Campus and Palestine Campus Representative
Blake Williamson	Director of Student Engagement

APPENDIX B – STAKEHOLDERS & REPORTING UNITS

1. **President** - The president of Trinity Valley Community College is responsible for the administration of the College, its facilities, and educational programs.

    1.1. **Vice President of Instruction** - The vice president of instruction (VPI) is responsible for the administrative oversight of all Strategic Plan action area outcomes related to all instructional departments including academic, workforce, distance, dual credit, developmental, continuing, and adult education; learning resources; strategic planning, institutional effectiveness and accreditation; and grant coordination.

        1.1.1. **Associate Vice President of Academic Affairs** - 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 and curricular aspects of all academic programs. This includes outcomes related to science and mathematics, language arts, social sciences, fine arts, kinesiology, and developmental education.

            1.1.1.1. **Academic Division Chairpersons** - The College's organizational structure includes academic division chairpersons for the Fine Arts Division (art, band, Cardettes, choir, communications/media, drama, journalism, music education, and speech); the Language Arts Division (English, foreign languages, and humanities); the Science and Mathematics Division (biology, chemistry, mathematics, and physics); the Social Sciences Division (education, history, government, philosophy, psychology, and sociology); and the Kinesiology Division (activity, sports-related, and athletic training). They are all responsible for Strategic Plan action area outcomes, LEAPS, and/or AOs related to their particular departments.

            1.1.1.2. **Developmental Studies Division Chairpersons** - The College's Developmental Education Division chairperson is responsible for Strategic Plan action area outcomes, LEAPS, and AOs related to developmental instruction in mathematics and integrated reading and writing.

        1.1.2. **Associate Vice President of Workforce Education** - The associate vice president for workforce education is responsible for the administration of Strategic Plan action area outcomes, LEAPS, and AOs related to workforce education and continuing education. This includes outcomes related to business and computer science, career technical skills education, adult education, continuing and workforce education, the operation of the Small Business Development Center, the TVCC ranch management program, and the TVCC rodeo team.

            1.1.2.1. **Workforce Education Division Chairpersons** - The College's organizational structure includes the Workforce Education Division chairperson 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, mechanical engineering technology, fire science, ranch

management, and welding). They are responsible for Strategic Plan action area outcomes, LEAPS, and AOs related to their particular departments.

      1.1.2.2. **Dean of Continuing and Workforce Education** - The dean of continuing and workforce education is responsible for Strategic Plan action area outcomes, LEAPS, and AOs related to credit and non-credit continuing and workforce education programs.

      1.1.2.3. **Director of Adult Education/ESL & El-Civics** - The director of adult education is responsible for Strategic Plan action area outcomes, LEAPS, and AOs related to adult education programs.

      1.1.2.4. **Director of 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 College's service area.

1.1.3. **Director of Strategic Planning, Effectiveness, and Accreditation** - The director of strategic planning, effectiveness, and accreditation is responsible for the management and coordination of strategic planning and accreditation activities and AOs related to institutional planning, effectiveness, research, and accreditation.

      1.1.3.1. **Coordinator of Institutional Research** - The coordinator of institutional research is responsible for Strategic Plan action area outcomes and AOs related to institutional research.

1.1.4. **Provost, Health Science Center, Kaufman Campus** - The provost of the Health Science Center is responsible for Strategic Plan action area outcomes, LEAPS, and AOs related to health occupation programs and the administration of the Health Science Center.

1.1.5. **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 Palestine instructional staff in the implementation of workforce and academic LEAPS.

1.1.6. **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 Terrell instructional staff in the implementation of workforce and academic LEAPS.

1.1.7. **Associate Vice President of TDCJ Correctional Programs** - The associate vice president of TDCJ correctional programs is responsible for Strategic Plan action area outcomes and AOs related to instruction offered at Texas Department of Criminal Justice (TDCJ) facilities and for managing participation of TDCJ instructional staff in the implementation of workforce and academic LEAPS.

1.1.8. **Director of Distance Learning** - The director of distance learning is responsible for Strategic Plan action area outcomes and AOs related to distance learning programs.
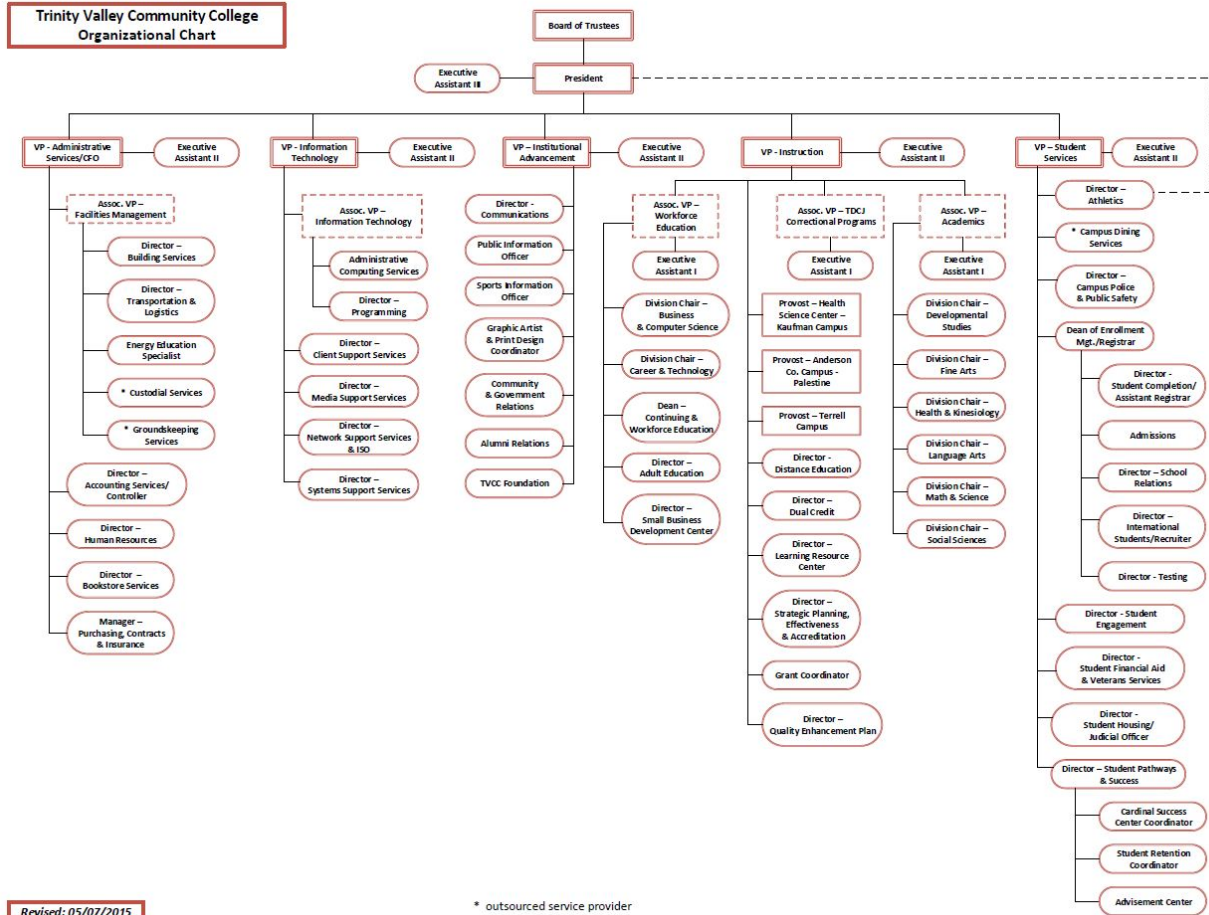
1.1.9. **Director of Learning Resources** - The director of learning resources is responsible for Strategic Plan action area outcomes and AOs related to the learning resource centers at all campuses.

1.1.10. **Grant Coordinator** - The grant coordinator 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.

1.1.11. **Director of Dual Credit** - The director of dual credit is responsible for Strategic Plan action area outcomes, LEAPS and AOs related to the College's dual credit program on campus and at service area high schools.

1.1.12. **Director of Quality Enhancement Plan** - The director of the Quality Enhancement Plan is responsible for Strategic Plan action area outcomes and AOs related to development, facilitation, and implementation of the College's Quality Enhancement Plan.

1.2. **Vice President of Administrative Services and Chief Financial Officer** - The vice president of administrative services and CFO is responsible for Strategic Plan action area outcomes and AOs related to budgeting and finance and has administrative oversight responsibility for action area outcomes and AOs related to human resources, accounting services, facilities management, energy management, transportation, logistics, insurance, purchasing, contracts, the bookstore, vending services, and mail and courier services.

1.2.1. **Associate Vice President of Facilities Management** - The associate vice president of facilities management is directly responsible for Strategic Plan action area outcomes and AOs related to facilities administration, including oversight of outsourced custodial and grounds service contracts, construction of new facilities, environmental health and safety processes, continuity of operations planning, and coordination of real estate transactions. Additionally, the associate vice president of facilities management has oversight responsibility for AOs related to building services, transportation, logistics, and energy management.

1.2.1.1. **Director of Building Services** - The director of building services is responsible for AOs related to maintenance of college buildings and physical plant systems at all college locations.

1.2.1.2. **Director of Transportation and Logistics** - The director of transportation and logistics is responsible for AOs related to vehicle fleet scheduling and maintenance, shipping and receiving, inventory control, and surplus equipment management.

1.2.1.3. **Energy Education Specialist** - The energy education specialist is responsible for AOs related to energy conservation, management, and education.

1.2.2. **Director of Accounting Services and Controller** - The director of accounting services and controller is responsible for Strategic Plan action area outcomes and AOs related to the business office including maintenance of student accounts,

payroll, regulatory reporting, accounts payable and receivable, general accounting, financial reporting, and grant compliance.

1.2.3. **Director of Bookstore Services** - The director of bookstore services is responsible for AOs related to bookstore operations, mail and courier services, and vending services.

1.2.4. **Manager of Purchasing, Contracts, and Insurance** - The manager of purchasing, contracts, and insurance is responsible for AOs related to purchasing policies and processes, contract administration, and insurance management.

1.2.5. **Director of Human Resources and Compliance** - The director of human resources is responsible for Strategic Plan action area outcomes and AOs related to organizational development and effectiveness, talent management, employee relations and advocacy, salary and benefits administration, and institutional policy administration and compliance.

1.3. **Vice President of Information Technology -** The vice president of information technology is responsible for Strategic Plan action area outcomes related to development and maintenance of the college's overall information technology infrastructure and maintains oversight responsibility for AOs related to administrative computing, network support services, systems support services, client support services, media support services, and ERP programming.

1.3.1. **Associate Vice President of Information Technology** - The associate vice president of information technology is responsible for Strategic Plan action area outcomes and AOs related to programming, operation, and maintenance of the College's administrative computing system.

1.3.1.1. **Director of Programming** - The director of programming is responsible for AOs related to the programming efforts associated with the Enterprise Resource Planning (ERP) implementation.

1.3.2. **Director of Network Support Services & International Standards Organization (ISO)** - The director of network support services is responsible for AOs related to IT network support services including LAN, WLAN, and WAN hardware and software and communication links for data, voice, video, surveillance, and wireless networks.

1.3.3. **Director of Systems Support Services** - The director of systems support services is responsible for AOs related to IT systems support services, including operating systems, servers, and data storage.

1.3.4. **Director of Client Support Services** - The director of client support services is responsible for AOs related to IT client support services, including desktop support for personal computers, telephones, printers, wireless devices, and related equipment.

1.3.5. **Director of Media Support Services** - The director of media support services is responsible for AOs related to media support services, including smart rooms, video projection systems, web programming and design, and creation of electronic media.

1.4. **Vice President of Student Services** - The vice president of student services is responsible for Strategic Plan action area outcomes and administrative oversight of AOs related to student recruiting, admissions and enrollment, advisement, financial aid, veterans services, testing services, student success, retention, engagement and completion, student judicial services, student housing, campus police and public safety, outsourced dining services provider contracts, and athletic programs.

1.4.1. **Director of Campus Police and Public Safety** - The director of campus police and public safety is responsible for Strategic Plan action area outcomes and AOs related to the safety and security of students, personnel, and facilities.

1.4.2. **Director of Student Housing/Judicial Officer** - The director of student housing/judicial officer is responsible for all Strategic Plan action area outcomes and AOs related to student housing and judicial matters.

1.4.3. **Director of Student Engagement** - The director of Student Engagement is responsible for all Strategic Plan action area outcomes and AOs related to student engagement, including student life programs, student leadership, and student government.

1.4.4. **Director of Student Pathways and Success** - The director of Student Pathways and Success is responsible for Strategic Plan action area outcomes and AOs related to academic and workforce education advisement, counseling, student retention, and student success programs, including the Cardinal Success Center (CSC) which encompasses disability services and tutoring.

1.4.4.1. **Cardinal Success Center Coordinator** - The Cardinal Success Center coordinator is responsible for Strategic Plan action area outcomes and AOs related to Cardinal Success Center (CSC) services.

1.4.4.2. **Student Retention Coordinator** - The Student Retention coordinator is responsible for Strategic Plan action area outcomes and AOs related to student retention, including guidance for student athletes, tracking graduation progress, and student transfer rates.

1.4.4.3. **Cardinal Academic Performance Services (CAPS) Coordinator** - The coordinator of student disabilities and tutoring is responsible Strategic Plan action area outcomes and AOs related to student disabilities and tutoring.

1.4.5. **Dean of Enrollment Management/Registrar** - The dean of enrollment management and registrar is responsible for Strategic Plan action area outcomes and AOs related to student recruiting, admissions, enrollment and registration, student completion, and testing.

1.4.5.1. **Director of Testing** - The director of testing is responsible for Strategic Plan action area outcomes and AOs related to the testing center.

1.4.5.2. **Director of School Relations** - The director of school relations is responsible for Strategic Plan action area outcomes and AOs related to student recruiting including promoting school image, programs, and successes to counselors, prospective students, parents, and the community in general.

1.4.5.3. **Director of Student Completion/Assistant Registrar** - The director of student completion/assistant registrar is responsible for Strategic Plan action area outcomes and AOs related to programs designed to improve student graduation and transfer rates.

1.4.5.4. **Director of International Students/Recruiter** - The director of international students/recruiter is responsible for Strategic Plan action area outcomes and AOs related to serving international student admissions and enrollment processes.

1.4.6. **Director of Student Financial Aid and Veterans Services** - The director of student financial aid and veterans services is responsible for Strategic Plan action area outcomes and AOs related to local, state, federal, and veterans administration financial aid programs.

1.4.7. **Director of Athletics** - The director of athletics is responsible for Strategic Plan action area outcomes and AOs related to athletic teams and training programs.

1.5. **Vice President of Institutional Advancement & Executive Director of TVCC Foundation** - The vice president of institutional advancement is responsible for oversight of Strategic Plan action area outcomes and AOs related to college promotion and marketing, fundraising, community and alumni relations, external communications, public and sports information, graphic design and printing, and TVCC Foundation activities.

1.5.1. **Public Information Officer** - The public information officer is responsible for Strategic Plan action area outcomes and AOs related to press, radio, and television news releases, and advertising.

1.5.2. **Graphic Artist and Print Design Coordinator** - The graphic artist and print design coordinator is responsible for Strategic Plan action area outcomes and AOs related to graphics design, production, and printing services.

1.5.3. **Sports Information Officer** - The sports information officer is responsible for Strategic Plan action area outcomes and AOs related to press, radio, and television releases related to athletics coverage.

1.5.4. **Director of Communications** - The director of communications is responsible for Strategic Plan action area outcomes and AOs related to external communications, marketing, branding, and compliance with established communications protocol.

21

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Prepared by the Office of Strategic Planning, Effectiveness & Accreditation

APPENDIX C: ORGANIZATIONAL CHART

http://www.tvcc.edu/Human-Resources/files/TVCC_Org_Chart%20.pdf

APPENDIX D - LIST OF REVISIONS

Date	Reason for revision
October, 2014	Background and executive summary updated
November 1, 2014	Initial draft
February 6, 2015	Mission and Statement of Purpose adopted
February 6, 2015	Presentation of sub-committee work
February 27, 2015	Presentation of subcommittee work continue with special attention to the mission and statement of purpose
March 5, 2015	Committee meeting, shared new images prepared for marketing and the strategic plan pyramid graphic Subcommittee chairs presented work on action area outcomes related to Enhance Learning, Enhance the College, Enhance Communities Major discussion took place on the revising some of the proposed action area outcomes presented
March 23, 2015	TVCC Board of Trustees approved the new mission and statement of purpose (minutes)
March 5-25, 2015	SPEA office collected all updated action area outcomes from the chairs of the subcommittees to put into a draft proposal for the next Strategic Planning Committee meeting
March 26, 2015	Strategic Planning Committee meeting to discuss finalized action area outcomes
April 14-30, 2015	Continue finalizing all action area outcomes in the 2015-2020 Strategic Plan
May 28, 2015	Strategic Planning committee meeting
June 29-08, 2015	Sent another email draft to all committee members to seek additional input
June 9-19, 2015	Sent draft review of the 2015-2020 strategic plan to all TVCC faculty and staff, and posted a draft copy on the TVCC webpage for community input.
June 9, 2015	Prepare changes to TVCC Board Policy AF(LOCAL) for TVCC Board approval
July 27, 2015	Present 2015-2020 TVCC Strategic Plan, to the TVCC Board of Trustees for adoption and approval
July 27, 2015	TVCC Board of Trustees approved the plan