



2012-2017
TEXAS COLLEGE STRATEGIC PLAN CLOSEOUT

“Establishing a Fingerprint for Success!”

Texas College, Tyler Texas
May 22, 2017 - May 23, 2017



Special Thanks to

Dr. Jennifer Wimbish: President Emeritus of Cedar Valley College of the Dallas County Community College District



Contents

- Introduction..... 4
 - Texas College: Mission, Vision, Core Values and Planning Structure..... 4
 - Review of the 2012-2017 Strategic Plan..... 5
- Overview of the 2012-2017 Strategic Goals..... 6
- Accomplishments Summary, Success Highlights and Areas for Improvement..... 7
 - Institutional Effectiveness:..... 7
 - Student Engagement and Retention: 7
 - Enrollment Growth: 7
 - Academic Excellence:..... 7
 - Fiduciary Accounting and Financial Management: 7
 - Institutional Development:..... 8
 - Information Technology: 8
- Success Highlights 8
- Areas for Improvement Connected to Learning from the 2012-2017 Plan..... 8
- Conclusion Connected to a Study and Review of the 2012-2017 Strategic Plan: 9
- Planning for the Future: Recommendations for the 2017-2022 Strategic Plan..... 10
 - Conclusion Connected to the Planning for the 2017-2022 Strategic Plan: 15
- Appendices..... 16
 - Appendix A- Texas College: Strategic Priorities, College Goals Summary & Overview Document 16
 - Appendix B- Strategic Planning Closeout Workshop Materials..... 19
 - Strategic Planning Approach 19
 - Agenda: Day One..... 19
 - Agenda: Day Two 20
 - Summary of Goals 20
 - SMART Goals 21
 - Appendix C- Summary of Strategic Plan 2012-2017 Accomplishments, Learning and Implications for the Future..... 22
 - Appendix D- 2012-2017 Strategic Plan Scorecard 25



Introduction

Consistent with a philosophy of an on-going use of data for decision making and planning, the President and members of the President's Cabinet, as a part of the evaluation of the 2012-2017 strategic plan, engaged in a two-day workshop that included an intentional review of data and information from various sources.

The workshop process began with participants and the facilitator engaging in discussion of the Texas College mission and vision statements, outline of the history, planning structure, and strategic goals that were a part of the 2012-2017 Strategic Plan.

Texas College: Mission, Vision, Core Values and Planning Structure

The mission of Texas College, which continues to embody the principles of the Christian Methodist Episcopal Church, is to ensure that the student body experiences balanced intellectual, psychological, social and spiritual development, aimed at enabling them to become active productive members of society where they live. The vision of the college is to establish within her, an environment that embraces a *culture of learning*. The Core Values are; Academic Excellence, Integrity, Perseverance, Social Responsibility, Tolerance and Community Service.

The mission, vision and core values and operational processes are implemented and monitored based upon planned direction, measurable processes, assessments and planned measures of follow-up. The strategic plan contains specific strategic goals and objectives for the college and its units and a consistent process driven by data analysis to ensure the college achieves its mission, embodies its core values and understands the vision.

The planning structure for the strategic plan includes a planning process that is both vertical and inclusive. The structure ensures that planning moves in both directions, from the Board of Trustees to administration, faculty and staff of the College. As well as reciprocated from the staff, faculty and administration of the College with recommendations to the Board of Trustees for appropriate approvals.

The review and evaluation of the strategic plan during the sessions included but was not limited to the approach outlined below.



Review of the 2012-2017 Strategic Plan

The five (5) year strategic plan for 2012-2017 contained specific goals and objectives that were evaluated and discussed with a yearly review to define progress and areas for improvement. Additionally, during the 2017 year, in order to evaluate the five (5) year plan, and to obtain information for future planning the following occurred:

- Review and analysis of data (5 years) to define areas of accomplishments and gaps for future planning.
- Engagement of college faculty, administrators and staff from all units in discussions connected to a SWOT (Strength, Weaknesses, Opportunities and Threats) process to assist in defining successes and direction for the upcoming (2018-2022) five-year plan. Workshop participants reviewed information resulting from college/units' discussions.
- Engagement of President and Cabinet in a two-day planning retreat/workshop to evaluate the 5-year strategic plan. The two-day retreat/workshop included but was not limited to a study of data, study of the college SWOT, and feedback from the administrative team on the SWOT with opportunities for the President and Cabinet members to add data/information based on information that they have because of their unique leadership position in the college.¹ The work was connected to a Plan, Do, Study, Act approach to strategic planning. A new Director of Institutional Effectiveness was engaged in this process adding along with the consultant a new look at college outcomes.

The work resulted in the following:

- Accomplishments Summary, Success Highlights and Identification of Areas for Improvement Information.
- Scorecard that Further Identified Successes, Near Successes, and Key Areas for Continuous Improvement.
- Learning Document to Identify Significant Learning Over the 5-Year Course of the Plan with Implications for the Future; and,
- Recommendations for Priorities for the 2017-2022 Strategic Plan.

¹ See Appendix A for materials used during workshop



Overview of the 2012-2017 Strategic Goals

A careful review of the 2012-2017 strategic goals, led to nine (9) goals being combined into eight (8) goals that were used to guide the work of the two-day work session. In this way, discussions connected to the eight (8) goals presented below in a summary manner guided the planning process.²

Summary of 2012-2017 Goals

Strategic Priority	College Goal
Institutional Effectiveness	To achieve reaffirmation and establishment of monitoring and planning components critical to reaffirmation and continuing compliance with SACSCOC “Principles of Accreditation”
Student Engagement & Retention	To develop and implement an integrated strategy for student retention to achieve and maintain a 80% annual retention rate and term retention rate of 85%
Customer Friendly Campus Culture	To create and maintain a customer friendly climate for faculty, personnel/staff, and community members engaging with college staff
Enrollment Growth	To increase enrollment to 1,000 students (headcount)
Academic Excellence	To enhance student learning through systematic program review for all instructional units, and expansion of student learning outcomes for programs and courses, and enhancement of student learning outcomes for Quality Enhancement Plan
Fiduciary Accounting & Financial Management	To maintain accounting and financial systems consistent with all accreditation and auditory standards while utilizing data to maintain a sound financial budget
Institutional Development	To increase the revenue streams coming into and supporting the work of the college
Information Technology	To develop and implement an Information Technology plan to improve delivery of information via technology for students/potential students, staff, and the communities served

² See Appendix A for a detailed list of the strategic priorities, college goals and objectives



Accomplishments Summary, Success Highlights and Areas for Improvement

Institutional Effectiveness:

- Reaffirmation of the college, necessary for the on-going operation of the college, in 2016 by Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), the college's accreditation entity.
- Appointment of a new Director for Institutional Effectiveness to further strengthen the plan of the Office of Institutional Effectiveness working with various offices of the campus to monitor and maintain effectiveness measures
- Development of a Student Complaint process, required by SACSCOC as an improvement measure, which was accepted by the accreditation entity.

Student Engagement and Retention:

- Consistent high institutional retention rates with a 13% increase in year to year retention for the 2016-2017 year.
- Institution of an academic alert system for monitoring student academic achievement, institution of a college wide system to ensure that students have an academic advisor, and improved phone system through development of return call standards and directory of offices (marques), that contributed to retention success.

Enrollment Growth:

- Increase in enrollment occurred over the life of the 5 year plan, with the 2016-2017 enrollment showing a total headcount of 960 students representing a 12.5% enrollment increase from the previous academic year.

Academic Excellence:

- Strengthened academic programs, consistent with SACSCOC standards, through successful institution of a systematic program review process for all academic areas.
- Accomplished State of Texas directive through successfully lowering the CORE to the required 45 credit hours.
- Developed a plan that resulted in increasing the number of students who moved from "Lower College" to major content areas in order to shorten the time required for students to complete the Associates and Bachelor's degrees.
- Strengthened the method for measuring student learning through institution of student learning outcomes for all majors/programs, as required by SACSCOC.
- Implemented a Quality Enhancement Plan (QEP) to improve student learning outcomes in the writing area that was accepted by SACSCOC.

Fiduciary Accounting and Financial Management:

- Utilized data for decision making, for all five (5) years, critical to the development and implementation of a balanced budget for all years and for maintaining an operating reserve.
- Developed and implemented a fiscal system critical to compliance with all audit standards that was also accepted by the accreditation agency (SACSCOC).
- Utilized data to ensure that the student financial aid default rate for all five years was below federal requirements.



Institutional Development:

- Developed and implemented an Institutional Development Plan that resulted in, for all 5 years, additional funding for operation of the college. The goal of reaching an annual fund-raising goal of \$3 million was met. Additionally the college secured numerous sponsorships and grants (i.e. East Texas Communities foundation, Title III, MSEIP, Christian Methodist Episcopal Foundation, STEM initiative for Females etc.)

Information Technology:

- Instituted new technologies that have improved technology access for students, faculty, staff and administrators. During the five year period, expanded technologies needed for faculty to expand an integrated technology system into instruction, equipped all classrooms with smart boards to improve technology tools in the classroom and added band-width that increased hours of access to the internet for students.

Success Highlights

During the course of the five years, significant accomplishments occurred in various areas. Below are some highlights of outstanding accomplishments that were discussed as a part of various group discussions.

- Texas College Choir toured Washington DC
- College Reaffirmed
- ET TX Foundation
- Student led efforts resulted in a ministry to the community through a Salvation Army Food Ministry
- Three students were accepted into NASA program
- College Renovations
- Legacy Fundraising Dinner
- Increased Endowment

Areas for Improvement Connected to Learning from the 2012-2017 Plan³

- Development of a Customer Friendly Plan with clear objectives and measurable outcomes for Customer Friendly Culture at Texas College.
- Implementation of a system to ensure that all programs comply with the decrease in credits to 120 hours, requested by the State of Texas.
- Development of a Technology Plan that has a focus on social media and that ensures yearly updates so that Texas College continues to make available to students and employees the latest technologies critical to remaining a college where creative technology is employed for effectiveness and efficiency.
- Expand professional development/training opportunities for faculty, staff, and administrators connected to the strategic goal/objective outcomes and direction of the college. Focus attention on the integration of “Best Practices” research, along with defined data measures, to the strategic thinking and planning of the college.

³ See Appendix E for full account of successes and areas of improvement



Conclusion Connected to a Study and Review of the 2012-2017 Strategic Plan:

After a great deal of discussion and consistent with the previous work of Texas College relative to the strategic plan, it was concluded that Texas College will continue to utilize a data driven approach to establishing goals and objectives for the college. An emphasis will be on the continued integration of SMART goals into the process, allowing the college to assess the progress toward strategic priorities, goals and objectives. In this way, Texas College will continue to utilize the strategic planning process to accomplish the mission, vision and core values of the College.

Planning for the Future: Recommendations for the 2017-2022 Strategic Plan

The first day of the planning workshop focused on evaluation of the 2012-2017 strategic plan. The second day laid a foundation for future planning connected to the 2017-2022 plan. The work continued to include the President of Texas College and Cabinet members. On the afternoon of the second day, a support person was added to capture information in a prescribed format. The work resulted in an initial draft of strategic priorities, college goals and objectives. Emphasis was placed on developing SMART (Specific and significant, measurable, attainable and achievable, realistic, but also relevant, results-oriented, and time based) goals that are captured in the plan's objectives⁴. Moreover, a template was used to modify the future planning approach to include more focus on assessment measures, college-wide/department planning strategy captured in a segment labeled task, teams to be responsible for task (Teams Involved) and a start and end date segment. The outcome is captured in the following table. The group acknowledged that more work will be done on a 6th goal that is in the Institutional Effectiveness area connected to systems improvement for a more effective and efficient operation. Additionally, it is critical to note that the strategic priorities presented here will be reviewed and modified as appropriate as the work of the strategic plan for 2017-2022 continues.

It is important to report that more discussion is needed to define an area that has been labeled customer friendly as clearer objectives are developed. Moreover, while the group discussed the sixth strategic priority, it was not captured in as much detail as the other priorities, goals and objectives. The group agreed to work on this goal further in an upcoming meeting to be determined at a future date.

	Assessment Measures (What data/documents are already available)	Task	Teams Involved	Start/End Date
I. Strategic Initiative: Enrollment Management and Retention				
College Goal: To increase enrollment and retention rates.				
<ul style="list-style-type: none"> Objective 1.1: To increase the enrollment headcount by 10 percent annually beginning spring term 2018 through 2022 (Emphasis on academically prepared, community college students, veterans, and foster care students) 	IPEDS/Internal Jenzabar Report	<ol style="list-style-type: none"> 1. Establish enrollment management plan with strategies for enrollment increases, retention and increase in student learning outcomes. 2. Analysis of the data that is connected to probation, suspension and graduation rates critical to the development of the plan. 	<p>Office of Business and Finance</p> <p>Office of Academic Affairs</p>	<p>Spring semester</p> <p>Ongoing</p>

⁴ See Appendix B for the approach to SMART Goals used



	Assessment Measures (What data/documents are already available)	Task	Teams Involved	Start/End Date
		<ol style="list-style-type: none"> 3. Review and utilization of weekly admission reports 4. Development of Recruitment Plan (based on analysis research and “best practices”) 5. Marketing campaign connected to goals for specific populations and recruitment strategy 6. Research on potential development of early college high school. 	<p>Office of Academic Affairs</p> <p>Office of Institutional Research/Institutional Effectiveness</p>	<p>June 2017</p> <p>June 2017</p>
<ul style="list-style-type: none"> • Objective 1.2: To ensure that the fall to fall retention rate stays at 70% or higher for all years 	Institutional Data and Jenzabar Report	<ol style="list-style-type: none"> 1. Establish baseline and what has proven effective 2. Connect planning to enrollment management plan. 3. Identify alternative funding 4. Identify students who are not doing well and develop a plan for improvement 5. Study need for Warning/student alert and case management systems 	Office of Academic Affairs	
<ul style="list-style-type: none"> • Objective 1.3: To establish a baseline and increase the number of students who obtain the associates degree within two years • Objective 1.4: To establish a baseline and increase the number of students who obtain the bachelor’s degree within four years 	IPEDS/Admission Grids Jenzabar	<ol style="list-style-type: none"> 1. Develop Communications strategy to get people excited about objectives 2. President’s Acknowledgement of Plan at Commencement of Incentives. 3. Establish a student 	<p>IR/IE, Presidents’ Office and Marketing Department</p> <p>Office of Academic</p>	<p>Fall 2017</p> <p>Fall 2017</p>



	Assessment Measures (What data/documents are already available)	Task	Teams Involved	Start/End Date
		communication plan to promote completion.	Affairs and Student Services	
2. Strategic Initiative: Institutional Development				
College Goal: To identify existing centers of excellence and add centers of excellence that brands the college and brings students.			Librarian	
<ul style="list-style-type: none"> Objective 2.1: Identify the existing centers of excellence by fall of 2018 and develop a plan to position them to be a brand for the college and/or bring in new student populations and/or funds. 	Centers of excellence criteria, Funding brought in by centers of excellence and awards received by centers of excellence	<ol style="list-style-type: none"> Survey/research to determine what incentive would be acceptable for individuals who lead the center of excellence initiative Establish criteria for identifying center of excellence Establish an incentive for the establishment of a center of excellence 		
<ul style="list-style-type: none"> Objective 2.2: To create a new center of excellence that brands the college and adds funding to the college by fall 2020 	Criteria for Center of Excellence and funding			
<ul style="list-style-type: none"> Objective 2.3: The implementation of the new center of excellence by fall 2021 				
3. Strategic Initiative: Technology Plan				
College Goal: Develop a comprehensive technology plan that allows the institution to continue to be innovative and current in the use of technology as a 21 st century college and organization.			IR/IE and Office of Business and Finance	Summer 2017
<ul style="list-style-type: none"> Objective 3.1: assess the existing technologies to upgrade technology by the fall of 2018 	Connected to best practices and federal compliance guidelines that exist	<ol style="list-style-type: none"> Look for standards, compliance records Design systems for assessment Assign people to do the design 	IR/IE and Office of Business and Finance	
<ul style="list-style-type: none"> Objective 3.2: develop a comprehensive plan that embraces the technology gaps within the 	Connected best practices and compliance guidelines that exist	<ol style="list-style-type: none"> Identify if there is a need for resources 	Office of Business and Finance	



	Assessment Measures (What data/documents are already available)	Task	Teams Involved	Start/End Date
organization and includes a social media plan by the college by fall of 2019		2. Identify training needs 3. Communications strategy	Office of Development	
<ul style="list-style-type: none"> Objective 3.3: To implement the technology plan by fall of 2020. 	Standards that come from best practices, federal guidelines and professional standards and accreditation guidelines	1. Establish implementation plan with firm timelines 2. Establish training plan for involvement of the appropriate individuals	Office of Business and Finance Office of Development	
4. Strategic Initiative: Student Learning				
College Goal: To identify best practices that lead to high impact student learning, where students achieve the student learning outcomes of programs, with an emphasis on critical thinking, verbal skills and written communication skills			Academic Affairs	
<ul style="list-style-type: none"> Objective 4.1: Establish baseline and engage in research to determine best practices for achievement of student learning outcomes with an emphasis on critical thinking, verbal skills and written communication skills and define baseline for student learning outcomes areas by Fall, 2018 	Assessment of Student Learning Outcomes Plan and QEP outcomes		Academic Affairs	Fall 2018
<ul style="list-style-type: none"> Objective 4.2: Develop an implementation strategy connected to best practices of achievement of student learning outcomes in designated areas by spring, 2018. 			Academic Affairs	Spring 2018
<ul style="list-style-type: none"> Objective 4.3: To develop training needed for faculty and staff related to student learning objectives by spring 2018. Objective 4.4: Identify faculty to lead process for student learning outcomes fall, 2018. Objective 4.5: Study and define practices for integrating the application of student knowledge and marketable skills in designated areas by Fall, 2018 Objective 4.6: Integrate the application of student knowledge and marketable skills in 				Spring 2018



	Assessment Measures (What data/documents are already available)	Task	Teams Involved	Start/End Date
to designated courses and programs by spring 2018-Fall 2019.				
5. Strategic Initiative: Customer Service				
College Goal: To establish baseline and improve customer friendly outcomes of college				
<ul style="list-style-type: none"> Objective 5.1: Define measurable objectives for customer friendly services for designated areas of the campus by spring 2018. 			Office of Institutional Research/Institutional Effectiveness and Office of Student Affairs	
<ul style="list-style-type: none"> Objective 5.2: Connected to measures, develop plan for implementation of a customer friendly campus by Fall, 2018 				
<ul style="list-style-type: none"> Objective 5.3: Implement customer friendly plan to improve campus customer friendly outcomes. By fall, 2019. 				

Conclusion Connected to the Planning for the 2017-2022 Strategic Plan:

Future planning presented in this document will connect to other planning that will occur in the future. Texas College will continue to utilize a data driven approach to strategic planning. It was concluded that an intentional student success focus connected to research, and “Best Practices” is important as the college engages in activities and initiatives to ensure that students are prepared and equipped for living and learning in a 21st century global society. It will continue to be important for the direction, scope and focus of the institution to be discussed, understood and planned with and among stakeholders i.e. Board of Trustees, faculty, staff and students. The planning model is vertical and inclusive. The planning moves in both directions, from the Board to the administration and staff of the College, as well as reciprocated from the staff and administration of the College with recommendations to the Board for appropriate approvals. Assessment and evaluation will take place that will be used to assist in the planning and decision-making processes.



Appendices

Appendix A- Texas College: Strategic Priorities, College Goals Summary & Overview Document

Guiding Definitions:

Strategic Priorities: Defines areas of focus for strategic planning (This is a listing of key areas)

Goals: College-wide/overarching and general goals that define a direction that the college/units will be taking. Department and unit goals may be connected to the objectives in the appropriate areas.

Objective: Defines specific targets for accomplishing the overall goals and further defines the specific direction of the college

Action/Strategy Plan: Planning document with description of strategies including strategy timelines and dates for actions that will occur to achieve goals/objectives along with dates for summative and formative evaluations.

Template: Form used to guide the planning process in a systematic manner

Metrics: Defines the method used to prove accomplishment of the goals/objectives

Strategic Priority 1: Institutional Effectiveness

College Goal: To achieve reaffirmation and establishment of monitoring and planning components critical to reaffirmation and continuing compliance with SACSCOC “Principles of Accreditation.”

- Objective 1.1 Achieve Reaffirmation through establishing and maintaining compliance certification consistent with prerequisites and expectation of the “Principles of Accreditation of SACSCOC.”
- Objective 1.2 To establish and implement a system/plan for the Office of Institutional Effectiveness to work with all areas of the campus on monitoring the strategic plan outcomes through the use of on-going monitoring and effectiveness reports.
- Objective 1.3 To define, develop, and maintain a College Planning Council to work with the Research Office and designated offices on the planning and on-going maintenance of the strategic plan.
- Objective 1.4: To define, develop, and implement a complaint/resolution process that is consistent with the SACSCOC “Principles of Accreditation.”

Strategic Priority 2: Student Engagement and Retention

College Goal: To develop and implement an integrated strategy for student retention

- Objective 2.1: To establish, monitor and maintain a plan for achieving and maintaining an 80% annual retention rate and term retention rate of 85%.
- Objective 2.2: To recruit students that are academically prepared for college.
- Objective 2.3: Academic Support: To develop a plan and implement strategies in the academic and academic support areas that support retention
- Objective 2.4: To integrate access to an advisor for each student into the college’s operation plan for student services.
- Objective 2.5: To establish and utilize an academic alert system for the monitoring of academic achievement of all students.
- Objective 2.6: To develop and maintain a plan to ensure a welcoming, customer friendly environment on campus that supports student retention to include Residential Housing, Athletics, and academic settings.



Strategic Priority 3: Customer Friendly Campus Culture for Faculty, Personnel/Staff

College Goal: Define, establish baseline, and establish the college as a create customer college

- Objective 3.1: To develop and sustain a customer friendly communication system for personnel/staff that allows for information to be delivered in a timely and efficient manner while allowing personnel/staff to interact with the administration.

Strategic Priority 4: Enrollment Growth

College Goal: To increase enrollment

- Objective 4.1: To increase student enrollment to achieve a college enrollment of a minimum of 1,000 students in headcount.
- Objective 4.2: Integrate into the life of the college a student-parent orientation program that provides information on institutional policies, expectations, campus culture and that will support student growth and completion/ retention.

Strategic Priority 5: Academic Excellence

College Goal: To enhance student learning opportunities, providing balanced intellectual, psychological, social and spiritual development in order for them to become active productive members of society.

- Objective 5.1: To develop and implement a systematic program review for all instructional areas. (Note: SACSCOC requires a program review for every office.)
- Objective 5.2: Develop a plan for evaluating and bringing the CORE into compliance with the state of Texas standards (lowering the general education requirement to 45 hours)
- Objective 5.3: Develop and execute a plan to lower the overall credit hour requirements across all majors to 120 credits.
- Objective 5.4: Develop a plan to improve the number of students who move from the “Lower College” to major content areas.
- Objective 5.5: Enhance the assessment measures of the Quality Enhancement Plan (More clarification needed)
- Objective 5.6: To have student learning outcomes for majors/programs that are prescriptive for student achievement.

Strategic Priority 6: Fiduciary Accountability and Financial Management

College Goal: To maintain accounting and financial systems consistent with all accreditation and auditing standards while utilizing data to maintain a sound financial budget

- Objective 6.1: To maintain fiscal resources and operational systems required for acceptable reaffirmation and financial audits.
- Objective 6.2: To establish a plan and method for using data for informing and guiding fiscal decisions in order to balance the budget, maintaining a healthy budget while establishing an operating reserve.
- Objective 6.3: To utilize data in order to ensure compliance with federal and state student financial aid requirements.

Strategic Priority 7: Institutional Development

College Goal: To increase the revenue streams coming into and supporting the work of the college

- Objective 7.1: To establish an institutional development plan that for new and continuing revenue streams that includes an annual fund raising achievement of \$3 million dollars, community/corporate sponsorships and establishment of a capital /or mini-campus campaign.



- Objective 7.2: To have the Public Relations Office develop and implement a plan for college events and marketing strategies that contribute to and enhances the fiscal growth of the college while branding the college.

Strategic Priority 8: Information Technology

College Goal: To develop and implement an Information Technology plan to improve delivery of information via technology for students/potential students, staff, and the communities served.

- Objective 8.1: Develop a Technology plan that includes expansion and/or improvement of technology services for students including support for on-line courses.
- Objective 8.2: Offer services relative to functional intranet, a website that is current and representative of the college, functionality of all virtual and IT systems, effective emergency Back-up system/safety system, and expanded on-line components for academic programs.



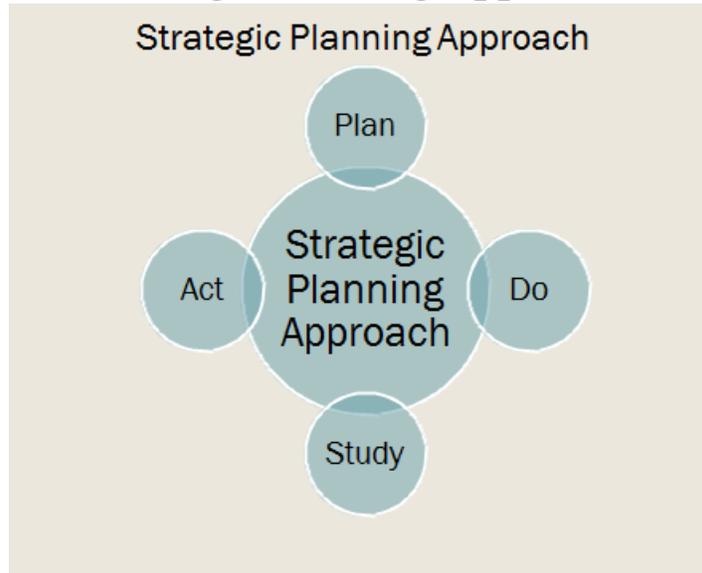
Appendix B- Strategic Planning Closeout Workshop Materials

A Focus on Strategic Planning: Texas College Retreat

May 22 and 23, 2017 on the Campus of Texas College in Tyler Texas

Facilitated by Dr. Jennifer Wimbish, President Emeritus, Cedar Valley College, Dallas County Community College District

Strategic Planning Approach



Agenda: Day One

May 22, 2017

Purpose: To engage in discussion, review of data and activities/planning to assess the 2012-2017 strategic plan. The assessment will include but not be limited to defining accomplishments, identifying areas for improvement and areas that have been institutionalized and need to no longer be an emphasis for the upcoming plan.

Time	Activity
9:30AM-10:30AM	Opening Prayer
	Charge from the President
	Rules for Engagement
	Ice Breaker: Getting Acquainted
10:30AM-11:00AM	SMART Goals: A Framework for the Future
11:00AM-12:30PM	Assessing the Goals/Objectives of the 2012-2017 Plan (Large Group Discussion)
12:30PM-1:00PM	Lunch
1:00PM-1:30PM	Lunch Continues with Group Discussion
1:30PM-3:00PM	Where are We? (Accomplishments, What We Have Learned, Implications for the Future)
3:00PM-3:15PM	Break
3:15PM	Summary Re-Cap and Directions for Upcoming Day Plus/Delta Evaluation



Agenda: Day Two

Day 2: May 23, 2017

Purpose: To engage in discussion, utilization of college pre-work and data to make recommendation on strategic priorities, goals and objectives for the 2017-2022 Strategic Plan and define next steps for future strategic planning.

Time	Activity
9:00 AM–9:40 AM	Charge from the President & Warm-up Activity
9:40 AM-10:30 AM	SMART Goals Review and Problem Solving
10:30 AM-Noon	Defining Our Goals
	Connections to 2012-2017 Plan
	Break
	Connections to College SWOTs
	What is Missing? What are our Thoughts?
Noon-12:30 PM	Lunch
12:30 PM-1:10 PM	Lunch Continues with Discussion and Establishing Priorities
1:10 PM-2:10 PM	Turning our Goals into SMART
2:10 PM – 3:10 PM	Strategic Action Planning and Big Bold Actions
3:10 PM-3:20 PM	Break
3:20 PM-3:30 PM	Where do we Go from Here: Next Steps
3:30 PM-3:40 PM	Wrap-up and Conclusions/Plus Delta Evaluation

Summary of Goals

Strategic Priority	College Goal
Institutional Effectiveness	To achieve reaffirmation and establishment of monitoring and planning components critical to reaffirmation and continuing compliance with SACSCOC “Principles of Accreditation”
Student Engagement & Retention	To develop and implement an integrated strategy for student retention to achieve and maintain an 80% annual retention rate and term retention rate of 85%
Customer Friendly Campus Culture	To create and maintain a customer friendly climate for faculty, personnel/staff, and community members engaging with college staff
Enrollment Growth	To increase enrollment to 1,000 students (headcount)
Academic Excellence	To enhance student learning through systematic program review for all instructional units, and expansion of student learning outcomes for programs and courses, and enhancement of student learning outcomes for Quality Enhancement Plan
Fiduciary Accounting & Financial Management	To maintain accounting and financial systems consistent with all accreditation and auditory standards while utilizing data to maintain a sound financial budget
Institutional Development	To increase the revenue streams coming into and supporting the work of the college
Information Technology	To develop and implement an Information Technology plan to improve delivery of information via technology for students/potential students, staff, and the communities served



SMART Goals

Be **SMART** with Texas College Goals and Objectives

- **S -Specific and significant**
 - Specific is the **What, Why, and How** of the **SMART** model.
 - **WHAT** are you going to do? Use action words such as direct, organize, coordinate, develop, etc.
 - **WHY** is this important to do at this time? What do you want to ultimately accomplish?
 - **HOW** are you going to do it? (By... what time)
- **M- Measurable and meaningful**
 - Establish concrete criteria for measuring progress toward the attainment of each goal you set. When you measure your progress, you stay on track, reach your target dates, and experience the exhilaration of achievement that spurs you on to continued effort required to reach your goals.
 - **If you can't measure it, you can't manage it.**
- **A- Attainable and achievable**
 - Goals you set which are too far out of your reach, you probably won't commit to doing. Although you may start with the best of intentions, the knowledge that it's too much for you means your subconscious will keep reminding you of this fact and will stop you from even giving it your best.
 - A goal needs to stretch you slightly so you feel you can do it and it will need a real commitment from you. The feeling of success which this brings helps you to remain motivated.
- **R- Realistic, but also relevant, results-oriented**
 - This is not a synonym for "easy." **Realistic, in this case, means "do-able."** A realistic project may push the skills and knowledge of the people working on it but it shouldn't break them.
 - Be sure to set goals that you can attain with some effort! Too difficult and you set the stage for failure, but too low sends the message that you aren't very capable.
- **T -Time-based, but also can be tracked, timely.**
 - Put an end point on your goal will give you a clear target to work towards.
 - Time must be measurable, attainable and realistic.
 - Everyone will benefit from goals and objectives-- if they are **SMART**.

Appendix C- Summary of Strategic Plan 2012-2017 Accomplishments, Learning and Implications for the Future

Administrative Strategic Goals	
I. Institutional Effectiveness	
College Goal: To achieve reaffirmation and establishment of monitoring and planning components critical to reaffirmation and continuing compliance with SACSCOC “Principles of Accreditation.”	
<ul style="list-style-type: none"> Accomplishments 	Reaffirmation occurred
	Student complaint resolution process that passed SACSCOC
	Planning council established
<ul style="list-style-type: none"> Learning 	Data collection needs to be systematic with consistent timelines (project management system)
<ul style="list-style-type: none"> Implications for Future 	More efficient institution through systematic operations
<ul style="list-style-type: none"> Areas for Improvement 	Systemic look (integration of appropriate units) at the process to ensure that its integrated and that ownership is clearly defined
	Establishing the IR/IE as an office of review of systems responses in institutional effectiveness
II. Student Engagement and Retention	
College Goal: To develop and implement an integrated strategy for student retention.	
<ul style="list-style-type: none"> Accomplishments 	Recruited and retained more students however when federal and state policies negatively impacted current and future students that became a barrier
	Integrated student access to advisors through learning communities for students during the first two years
	Initiated the first phases of an early alert system
<ul style="list-style-type: none"> Learning 	More research and information gathered before defining retention intervention
	Define customer service needs and its measurements
<ul style="list-style-type: none"> Implications for Future 	Enrollment management plan needed that has broad discussion connected to literature and includes faculty and students that addresses learning, recruitment and retention
<ul style="list-style-type: none"> Areas for Improvement 	More research and data connected to the work
III. Customer Friendly Campus Culture for Personnel	
College Goal: To create a customer friendly campus culture through various communication strategies.	
<ul style="list-style-type: none"> Accomplishments 	Improved phone system and directory of offices (marques) established a



	standard for returning phone calls
• Learning	
• Implications for Future	More discussion and study for customer friendly definition
• Areas for Improvement	More discussion and study for customer friendly definition
IV. Enrollment Growth	
College Goal: To increase enrollment.	
• Accomplishments	13% increase in enrollment
• Learning	Expanding the area for recruitment outside of the state (100-mile radius)
	Recruiting stretched the budget
• Implications for Future	Creating a strong social media plan to reach students for recruitment and retention
• Areas for Improvement	Data and data analysis
V. Academic Excellence	
College Goal: To enhance student learning opportunities, providing balanced intellectual, psychological, social and spiritual development in order for them to become active productive members of society.	
• Accomplishments	Biannual program review
	Lowered the general education requirement to 45 hours bringing the CORE into compliance
	Utilized learning communities and SLC staff (for advisement) to move students from the lower college to majors
	QEP was accepted by SACSCOC
	We have SLOs for majors and programs
• Learning	Consider faculty course load in relation to work load to the curriculum
	QEP was not attainable as originally presented
	Study data to determine if outcomes need to be updated, discontinued or changed
• Implications for Future	We have to have an emphasis on writing in order to continue to meet the goals connected to the mission
	Continue to study, learn, train and gather data and work collaboratively across units and programs in order for SLOs to be achieved
• Areas for Improvement	Implement the recommendations to lower the major to 120 credit hours
	Strengthen the process through data analysis
	Review and study needed to understand the outcomes



	Same as implications for future
VI. Fiduciary Accountability and Financial Management	
College Goal: To maintain accounting and financial systems consistent with all accreditation and auditing standards while utilizing data to maintain a sound financial budget.	
• Accomplishments	Default rate below federal requirement and maintained the accounting and financial systems required for reaffirmation and to have successful audit reports
• Learning	Training, cross training and professional development of Business office staff was effective in achieving goals
• Implications for Future	
• Areas for Improvement	Institutionalize training and professional development across units connected to strategic priorities
VII. Institutional Development	
College Goal: To increase the revenue streams coming into and supporting the work of the college	
• Accomplishments	Brought in 3 million each year for five years Approval granted for capital campaign
• Learning	Identify the sources of funding and eligibility
• Implications for Future	Review areas where funding is opportunistic and develop a continuous improvement plan
• Areas for Improvement	Develop a marketing and Public Relations Strategy aligned with the strategic goals with an emphasis on social media Execute a silent phase for the capital campaign
VIII. Informational Technology	
College Goal: To develop and implement an Information Technology plan to improve delivery of information via technology for students/potential students, staff, and the communities served.	
• Accomplishments	Implemented technology that added additional opportunities for students to access technology and provided the VDI for students Expanded technology so that faculty could integrate into instruction All classrooms are equipped with smart boards
• Learning	Importance of training Include faculty training as a part of the schedule for faculty
• Implications for Future	Training for campus and those using new technology
• Areas for Improvement	Create a technology plan



Appendix D- 2012-2017 Strategic Plan Scorecard

	Primary Accountability	Status
Administrative Strategic Goals		
I. Institutional Effectiveness		
College Goal: Achieve reaffirmation and establishment of monitoring and planning components critical to reaffirmation and continuing compliance with SACSCOC “Principles of Accreditation.”		
<ul style="list-style-type: none"> Objective 1.1 Achieve Reaffirmation through establishing and maintaining compliance certification consistent with prerequisites and expectations of the “Principles of Accreditation of SACSCOC.” 	President’s Office	Green
<ul style="list-style-type: none"> Objective 1.2 Establish and implement a system/plan for the Office of Institutional Effectiveness to work with all areas of the campus on monitoring the strategic plan outcomes through the use of on-going monitoring and effectiveness reports. 	Institutional Research & Effectiveness	Yellow
<ul style="list-style-type: none"> Objective 1.3 Define, develop, and maintain a College Planning Council to work with the Research Office and designated offices on the planning and on-going maintenance of the strategic plan. 	Institutional Research & Effectiveness	Yellow
<ul style="list-style-type: none"> Objective 1.4: Define, develop, and implement a complaint/resolution process that is consistent with the SACSCOC “Principles of Accreditation.” 	Institutional Research & Effectiveness	Yellow
II. Student Engagement and Retention		
College Goal: Develop and implement an integrated strategy for student retention.		
<ul style="list-style-type: none"> Objective 2.1: Establish, monitor and maintain a plan for achieving and maintaining a 90% annual retention rate and term retention rate of 85%. 	Academic Affairs	Yellow
<ul style="list-style-type: none"> Objective 2.2: Recruit students that are academically prepared for college. 	Academic Affairs	Green



	Primary Accountability	Status
<ul style="list-style-type: none"> Objective 2.3: Develop a plan and implement strategies in the academic and academic support areas that support retention. 	Academic Affairs	Yellow
<ul style="list-style-type: none"> Objective 2.4: Integrate access to an advisor for each student into the college's operation plan for student services. 	Academic Affairs	Green
<ul style="list-style-type: none"> Objective 2.5: Establish and utilize an academic alert system for the monitoring of academic achievement of all students. 	Academic Affairs	Yellow
<ul style="list-style-type: none"> Objective 2.6: Develop, and maintain a plan to ensure a welcoming, customer friendly environment on campus that supports student retention to include Residential Housing, Athletics, and academic settings. 	Student Affairs	Yellow
III. Customer Friendly Campus Culture for Personnel		
College Goal: Create a customer friendly campus culture through various communication strategies.		
<ul style="list-style-type: none"> Objective 3.1: Develop and sustain a customer friendly communication system for personnel/staff that allows for information to be delivered in a timely and efficient manner while allowing personnel/staff to interact with the administration. 		Red
IV. Enrollment Growth		
College Goal: To increase enrollment.		
<ul style="list-style-type: none"> Objective 4.1: Increase student enrollment to achieve a college enrollment of a minimum of 1,000 students in headcount. 	Academic Affairs	Green
V. Academic Excellence		
College Goal: Enhance student learning opportunities, providing balanced intellectual, psychological, social and spiritual development in order for them to become active productive members of society.		
<ul style="list-style-type: none"> Objective 5.1: Develop and implement a systematic program review for all instructional areas to strengthen academic offerings. (Note: SACSCOC requires a program review for every office.) 	Academic Affairs	Yellow
<ul style="list-style-type: none"> Objective 5.2: Develop a plan for evaluating and bringing the CORE into compliance with the state of Texas standards/ (lowering the general education requirement to 45 hours). 	Academic Affairs	Green



	Primary Accountability	Status
<ul style="list-style-type: none"> Objective 5.3: Develop and execute a plan to lower the overall credit hour requirements across all majors to 120 credits. 	Academic Affairs	Yellow
<ul style="list-style-type: none"> Objective 5.4: Develop a plan to improve the number of students who move from the “Lower College” to major content areas. 	Academic Affairs	Green
<ul style="list-style-type: none"> Objective 5.5: Enhance the assessment measures of the Quality Enhancement Plan (More clarification needed). 	Academic Affairs	Green
<ul style="list-style-type: none"> Objective 5.6: Develop student learning outcomes for majors/programs 	Academic Affairs	Green
VI. Fiduciary Accountability and Financial Management		
College Goal: Maintain accounting and financial systems consistent with all accreditation and auditing standards while utilizing data to maintain a sound financial budget.		
<ul style="list-style-type: none"> Objective 6.1: Maintain fiscal resources and operational systems required for acceptable reaffirmation and financial audits. 	Business and Finance	Green
<ul style="list-style-type: none"> Objective 6.2: Establish a plan and method for using data for informing, and guiding, fiscal decisions in order to balance the budget, maintaining a healthy budget while establishing an operating reserve. 	Business and Finance	Green
<ul style="list-style-type: none"> Objective 6.3: Utilize data in order to ensure compliance with federal and state student financial aid requirements... 	Business and Finance	Green
VII. Institutional Development		
College Goal: Increase the revenue streams coming into and supporting the work of the college		
<ul style="list-style-type: none"> Objective 7.1: Establish an institutional development plan for new and continuing revenue streams that includes an annual fund raising achievement of \$3 million dollars, community/corporate sponsorships and establishment of a capital /or mini-campus campaign. 	Institutional Advancement	Green
<ul style="list-style-type: none"> Objective 7.2: To have the Public Relations Office develop and implement a plan for college events and marketing strategies that contributes to and enhances the fiscal growth of the college while branding the college. 	Institutional Advancement	Red



	Primary Accountability	Status
VIII. Informational Technology		
College Goal: Develop and implement an Information Technology plan to improve delivery of information via technology for students/potential students, staff, and the communities served.		
<ul style="list-style-type: none"> Objective 8. 1: Develop a Technology plan that includes expansion and/or improve of technology services for students including support for on-line courses. 	Business and Finance	Yellow
<ul style="list-style-type: none"> Objective 8.2: Expand and improve services relative to intranet, website that is updated, functionality of all virtual and IT systems, on-line components of academic programs, and emergency Back-up system/safety system. 	Business and Finance	Green

Key: Green- Meeting or exceeding strategic goals. Yellow- On target to meeting strategic goals. Red- Not meeting and not on target to meeting strategic goals