



TEMPLE COLLEGE

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STRATEGIC PLAN

2016-2021

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# welcome

Since its founding in 1926 as part of the Temple public school system, Temple College has been committed to improving the lives of the citizens of Temple and the surrounding communities.

The following Strategic Plan represents a framework for continuing that improvement through higher education opportunities for the remainder of this decade and well into the future.

This plan identifies three major goals for the College and outlines a series of objectives, measures and targets that will foster student success, optimize community partnerships and outreach, and manage resources effectively. This strategic plan is a living document that may change over time. It provides a common framework and guide to decision makers across the College.

We believe that these goals and the specific initiatives that support them are worthy, and we are committed to their success. For nine decades, Temple College has shown growth and improvement. We believe we have the potential to significantly improve student success at Temple College. We invite you to join us in realizing these goals.

**Dr. Glenda O. Barron**  
President

**Dr. Andrejs Avots-Avotins**  
Chair, Board of Trustees

## Mission Statement (Board Approved 6-15-15)

The mission of Temple College is to foster student success for our diverse community by providing quality lifelong learning and enrichment experiences that empower students to achieve their dreams and aspirations.

## Value Statements (Board Approved 6-15-15)

### Learning

Temple College's commitment to excellence in teaching and learning is foremost. Our endeavors support educational success and a lifetime of learning.

### Opportunity

Temple College actively promotes education for all by providing affordable access to a variety of courses and programs through innovative and traditional approaches.

### Integrity

Temple College demonstrates integrity by ethical decision making, excellent stewardship of our resources, and accountability to our constituents.

### Community

Temple College cultivates collaborations that promote community partnerships, workforce development, and enrichment experiences. We foster an environment that promotes mutual respect, social responsibility, and open communication among students, faculty, staff, and the public.

### Equity

Temple College creates a fair, impartial, and inclusive educational and work environment, so all individuals have the opportunity to achieve their maximum potential.



# Strategic Goal

# Foster Student

# Success

## Objective A

# Increase course completion with an earned grade of "C" or better

1

Provide holistic advising to all first-time at Temple College students prior to registering for their first class [Advising Director]

M1 Report showing first-time students seen by an advisor

T1 100% of first time at Temple College developmentally required and veteran learners by fall 2016

T2 100% of first time at Temple College developmentally required learners, veteran learners, and transfer learners with 42 or more semester credit hours by fall 2017

T3 100% of first time at Temple College developmentally required learners, veteran learners, and transfer learners 30 or more semester credit hours by fall 2018

T4 100% of first time at Temple College developmentally required learners, veteran learners, and transfer learners 15 or more semester credit hours by fall 2019

T5 100% of first time at Temple College learners by fall 2020

2

Monitor mandatory Study Skills completion rates for academically at-risk learners (Developmentally required and suspension)

[Integrated Reading & Writing and Learning Frameworks Department Chair]

M1 Number of required learners compared to the number of required learners actually enrolled in the Study Skills/Learning Frameworks course

T1 100% academically at risk learners enrolled by fall 2016

M2 Number of at-risk learners completing the Study Skills/Learning Frameworks course with a grade of "C" or better

T1 75% by fall 2017

M = Measure

T = Target

## Objective A

3

**Evaluate the effectiveness of mandatory New Student Orientation for all first time at Temple College learners** [Student & Enrollment Services Division Director & Student Retention Director]

- M1 Determine success rates of first time at Temple College learners who attended New Student Orientation compared to learners who did not attend
  - T1 Develop registration process to ensure all first time at Temple College learners are registered in Colleague for the New Student Orientation by fall 2016
  - T2 Retention by spring 2017
  - T3 Success rate of students in the term they completed orientation

4

**Provide eLearning Orientation prior to registering for a hybrid/online course** [E-Learning Director]

- M1 Compare the completion rates in online classes of first time at Temple College learners who attended an eLearning Orientation over time
  - T1 50% of first time at Temple College hybrid/online learners by fall 2016
  - T2 75% of first time at Temple College hybrid/online learners fall 2017
  - T3 100% of first time at Temple College hybrid/online learners by fall 2018

5

**Provide faculty and staff professional development opportunities to support student success** [Associate Vice President Resource Management (AVP RM) & Vice President Educational Services (VPES)]

- M1 Identify and increase professional development opportunities focused on student success
  - T1 Set baseline for currently available professional development focused on student success at TC
  - T2 Increase opportunities 5% each year
- M1 Increase participation in professional development opportunities focused on student success
  - T1 Set baseline for current participation in all professional development opportunities
  - T2 Increase participation 5% each year

Objective B

# Increase students' attainment of recognized credentials



- 1** | **Provide guided pathways for all degree programs** [Advising Director]

  - M1 Guided pathways developed for all degree programs in the college catalog T1 Spring 2017
  - M2 Program guided pathways in Colleague T1 Spring 2018
  
- 2** | **Identify, contact, and support students close to completion** [Success Coaches & Student & Enrollment Services Division Director]

  - M1 Develop institution-wide criteria to identify learners to contact T1 Spring 2016
  - M2 Develop institution-wide plan for continuously contacting learners T1 Spring 2017
  - M3 Increase completion of credentials (certificates and degrees) for identified learners T1 50% improvement by spring 2019
  
- 3** | **Assess the need for alternative credential programs (Marketable Skills Awards and other industry certifications)** [Associate Vice President Health Professions, Business and Career Professions Division Director, & Business and Continuing Education Division Director]

  - M1 Develop, modify, or eliminate marketable skills awards as recommended by the program advisory committee or as listed on the targeted occupation list T1 Review status annually
  - T2 70% of recommendations implemented by 2021



## Objective C

# Increase retention of credential-seeking students from term to term and year to year



1

### Improve Continuous Orientation sessions [Student Success Division Director]

- M1 Revise student satisfaction survey to determine student satisfaction with the content, audio, and visual quality of continuous orientation sessions
- T1 Survey revised by fall 2016

2

### Increase student engagement through departmental initiatives inspired by the CCSSE responses for Active and Collaborative Learning and Student/Faculty Interaction [Academic and Technical Division Directors, Institutional Effectiveness, Research, and Planning Director, Assessment Coordinator, & VPES]

- M1 Increase institutional scores on the CCSSE benchmarks of Active and Collaborative Learning and Student/Faculty Interaction
- T1 Meet or exceed benchmarks for a medium college on the 2017 CCSSE administration for Active and Collaborative Learning and Student/Faculty Interaction

3

### Provide holistic advising to assist students to maintain satisfactory academic standards (Possible 1,002 learners on probation fall 2015) [Advising Director, Success Coaches, Student Retention Director]

- M1 Provide early intervention counseling to first time on academic probation students

T1 50% attendance fall 2016

T2 100% attendance fall 2017

- M2 Student Success Coaches will contact students on academic probation three times throughout the semester

T1 100% contact fall 2016

- M3 Provide early intervention contact to students with an overall GPA of 2.0 – 2.2

T1 100% contact fall 2016

### Career and technical education students will be retained in post-secondary education [Perkins Coordinator, Associate Vice President Community Initiatives & Special Programs (AVP CISP)]

- M1 Number of CTE learners who remain enrolled

T1 Meet or exceed state targets

4

### Objective D

# Increase the number of career and technical education students who are employed or continue in higher education within one year of graduation



- ◆ **1** **Research and implement best practices in career and technical education (CTE) as outlined in the annual grant applications [Perkins Coordinator & Perkins Leadership Grant Contact]**
  - ◆ M1 **Number of CTE learners who were placed or retained in employment**
    - ◆ T1 **Meet or exceed state targets**
  - ◆ M2 **Number of CTE learners who continued in higher education**
    - ◆ T1 **Meet or exceed state targets**



## Objective

# Increase the number of transfers to baccalaureate granting institutions



- 1 | **Provide advising to transfer-seeking students**  
[Advising Director]
  - M1 Develop transfer-based guided academic pathways
    - T1 Complete all transfer-based guided academic pathways by April 2016
  - M2 Program transfer-based guided academic pathways in student information system
    - T1 Complete programming of all transfer-based guided academic pathways by June 2016
  - M3 Assign transfer-based guided academic pathway plan to all transfer students
    - T1 100% of first time at Temple College developmentally required and veteran learners by fall 2016
    - T2 100% of first time at Temple College developmentally required learners, veteran learners, and transfer learners with 42 or more semester credit hours by fall 2017
    - T3 100% of first time at Temple College developmentally required learners, veteran learners, and transfer learners 30 or more semester credit hours by fall 2018

- T4 100% of first time at Temple College developmentally required learners, veteran learners, and transfer learners 15 or more semester credit hours by fall 2019
- T5 100% of first time at Temple College learners by fall 2020

## 2

### Maintain alignment of guided pathways between Temple College and transfer institutions

[VPES, Academic and Technical Division Directors, & Department Chairs]

- M4 Review degree plan changes for transfer equivalent bachelor's degrees at TC's top transfer institutions
  - T1 Conduct and complete annual spring reviews by March of each year
  - T2 Implement changes to guided pathways and Student Education Plans by May of each year



# Strategic Goal

optimize community  
partnerships and outreach

## Objective a

# Develop new and strengthen existing partnerships to meet identified community needs



1

**Establish and sustain educational partnerships to promote seamless pathways between educational institutions** [President & VPES]

- M1 Compile a list of current articulation and matriculation partnerships and identify additional potential articulation and matriculation partnerships
- T1 Compile comprehensive list of current articulation and matriculation partnerships by fall 2016
- T2 Increase number of articulation and/or matriculation partnerships – 2 each year for the next 3 years

2

**Develop a plan for offering bachelor's and graduate degree programs at Temple College through a university center model** [President, VPES, & Vice President Administrative Services (VPAS)]

- M1 Identify needed programs and resources
- T1 Fall 2016
- M2 Identify 4-year partner institutions
- T1 Spring 2017
- M3 Develop plans for funding and building a university center facility
- T1 Fall 2017

3

**Collaborate with economic development partners to recruit and retain business and industry** [VPES & Business and Continuing Education Division Director]

- M1 Provide expertise on grant opportunities and other economic incentives to economic development partners throughout our service area to assist in recruiting business to Central Texas
- T1 Meet with 3 Economic Development Corporations by fall 2016
- M2 Offer Texas Workforce Commission (TWC) grant updates to EDCs in conjunction with business and industry to allow free training for targeted employees through Skills Development or Skills for Small Business funds from the State of Texas
- T1 Initiate collaboration between EDC, business and industry, and Temple College with 8 businesses by fall 2017

## Objective a

- 4 **Promote partnerships with business and industry to identify and develop programs in existing and emerging career areas [VPES, Technical Department Chairs, & Business and Continuing Education Division Director]**
  - M1 **Compile a list of current businesses and industries represented on advisory boards and create a list of missing business and industry representatives**
    - T1 **Increase non-represented business and industry on advisory boards**
  - M2 **Develop electronic resource board at Temple College for internships and employment opportunities for area businesses**
    - T1 **Implement method to link postings by fall 2016**
    - T2 **Twelve businesses will share their job opportunities by fall 2017**



## Objective B

# Enhance marketing and communication to promote the college, its programs, functions, and services



1

**Develop and implement a single comprehensive branding campaign** [Marketing and Media Relations Director]

- M1 Determine the extent to which residents in our service area know Temple College exists
- T1 Conduct market research to obtain current public awareness by summer 2016
- T2 Develop and implement a branding campaign by fall 2016
- T3 Conduct market research to assess effectiveness of branding campaign by summer 2018

2

**Use new marketing tools such as text messaging and digital marketing** [Marketing and Media Relations Director & VPES]

- M1 Implement non-emergency text messaging system for retention
- T1 Fall 2016
- M2 Implement digital marketing (geofencing) for recruitment and retention
- T1 Fall 2016
- M3 Measure the effectiveness of new marketing tools by looking at results such as click-through rate on digital ads and increase in inquiries and applications

3

**Increase communications to the community** [President, Marketing and Media Relations Director, Coordinator of Recruitment Programs]

- M1 Publish college report to the community
- T1 Fall 2016



# Strategic Goal

## manage resources effectively



## Objective a

# create a culture of professional excellence, innovation, and accountability



- 1** | **Retain exemplary employees** [President, VPES, VPAS, & AVP RM]
  - M1 Measure percentage of full-time employees retained from year-to-year, excluding retirees and institutionally-terminated employees
  - T1 Increase percentage retained to 90% by 2021
- 2** | **Create and implement a system of entrance & exit interviews** [AVP RM]
  - M1 Percentage of new, FT employees who complete entrance interview
  - T1 100%
  - M2 Percentage of departing FT employees who complete exit interview
  - T1 100%
- 3** | **Provide professional development to enhance effectiveness** [VPES & AVP RM]
  - M1 Increase professional development opportunities for all employees
  - T1 Set baseline for currently available professional development at TC
  - T2 Increase opportunities 5% each year
- 4** | **Employ a diverse highly qualified workforce** [President, VPES, VPAS, & AVP RM]
  - M2 Increase participation in professional development opportunities
  - T1 Set baseline for current participation in all professional development opportunities
  - T2 Increase participation 5% each year
- 5** | **Develop and implement continuity planning** [President, VPES, VPAS, & AVP RM]
  - M1 FT employees match the diversity of the local community
  - T1 Each ethnic category is within 5% of local census
  - M1 Create an evaluation instrument that includes mentoring activities of all supervisors
  - T1 New evaluation instrument will be in place by September 2017
  - M2 Key positions will have a calendar, documentation, and procedures related to all critical activities
  - T1 Identify key positions by September 2016
  - T2 50% of all key positions will have critical activities documented by September 2017
  - T3 100% of all key positions will have critical activities documented by September 2018

## Objective b

# optimize the utilization of resources

- 1** | **Improve safety and security** [VPES, VPAS, & AVP RM]
  - M1** Utilize the federal Crime Statistics Report to measure security on campus
    - T1** Decrease in the annual number of reported incidents from 2015-16 to 2020-21
  - M2** Utilize workers' compensation claims to measure workplace safety
    - T1** Decrease in the annual number of reported workplace incidents from 2015-16 to 2020-21
- 2** | **Expand/enhance technology that enables effective and efficient College operations** [VPAS & Associate Vice President Finance, Information and Technology Services (AVP FITS)]
  - M1** Annual employee satisfaction survey focusing on equipment and technology
    - T1** Survey in place by fall 2016
    - T2** 3.0 (out of 4.0) rating on survey
  - M2** Prepare annual technology report for fiscal year
    - T1** Report completed by fall 2016
- 3** | **Implement equipment/facility replacement/maintenance plans** [VPAS & AVP FITS]
  - M1** Continue and review existing facilities master plan
    - T1** Annual review presented to building committee in March of each year
  - M2** Develop technology master plan
    - T1** 100% complete by fall 2017
- 4** | **Upgrade and expand usage of inventory control system (tracking)** [VPAS & AVP FITS]
  - M1** Implementation of inventory system
    - T1** Upgrade complete by December 2016
    - T2** 100% of inventory included by December 2019
- 5** | **Evaluate the sustainability and cost effectiveness of offering courses at all locations** [VPES, VPAS, AVP FITS, & Associate Vice President Academic Outreach and Extended Programs]
  - M1** Develop a methodology for determining income and expenses by instructional location
    - T1** Spring 2017
- 6** | **Assess and revise tuition structure in-district versus out-of-district** [VPAS & AVP FITS]
  - M1** Provide annual report to the Board Finance Committee
    - T1** 1st report spring 2016

## Objective c

# increase resources

- 1 **Pursue diverse funding opportunities that promote and enhance the Temple College mission** [President, VPES, & VPAS & AVP FITS]
  - M1 Research new cost effective grant opportunities
    - T1 Evaluate 5 per year
  - M2 Evaluate effectiveness of existing grants yearly
    - T1 Reapply for existing cost-effective grant opportunities
- 2 **Explore options for expanding the taxing district to better align with the Service Area** [President]
  - M1 Develop an analysis of taxing district expansion options
    - T1 Report to Board of Trustees May 2017



# strategic plan committee

Temple College acknowledges the participation of the following faculty, staff, trustees and members of the Temple College Foundation who participated in the strategic planning process:

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