



TJC

Strategic Plan 2020-2026





A Message from the Seventh President of TJC

Greetings, Beautiful People!

Our beloved Tyler Junior College has come to be known as a world-class, premier and award-winning institution, and I am humbled and honored to be serving you as president. I believe in the mission of community colleges, and I believe wholeheartedly in the mission of TJC.

While many colleges and universities desire to change the world, only a few have what it takes to make it a reality—talent, perseverance and especially **HEART!** TJC is blessed to have a strong and visionary Board of Trustees that is committed to providing access to higher education to our communities while our faculty, staff and administrators are among the very finest in the nation. I also know that all of our students have the potential to learn and grow, so that together we can have a strong East Texas and lead the way for our great state and beautiful country.

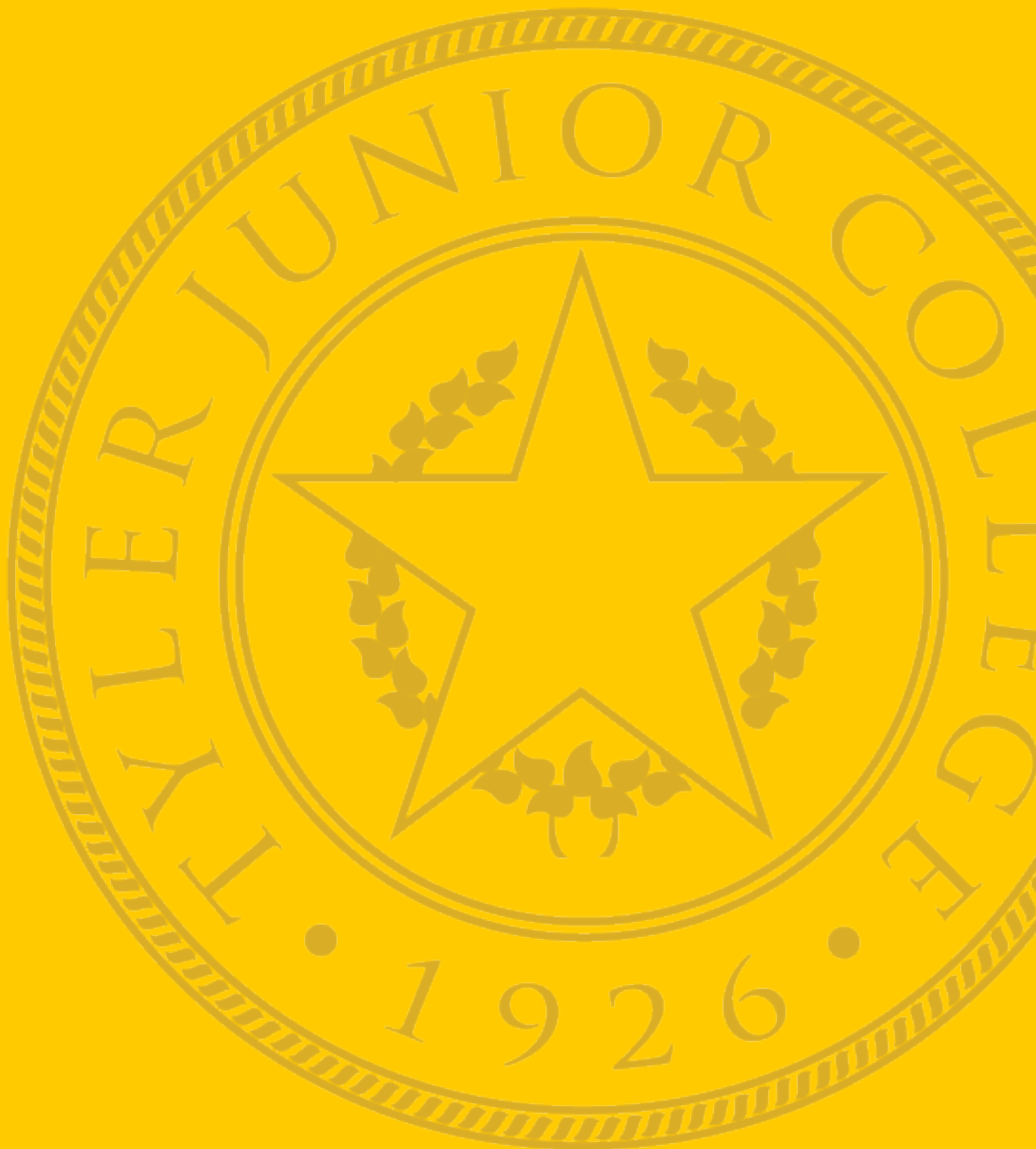
TJC has experienced tremendous growth and legacies in its 93-year history. We have become a powerhouse institution of higher learning that not only celebrates teaching and learning, but also is strategically positioned as the cornerstone for countless opportunities and success stories.

Now, we are ready to do more together. As **One TJC**, we have the opportunity to positively impact the lives of our students, their families and our community.

Sincerely,

A handwritten signature in black ink, appearing to read 'Juan E. Mejia'. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Juan E. Mejia



Our Commitment to the Future of TJC and East Texas

Tyler Junior College proudly introduces our TJC Strategic Plan 2020-2026, in anticipation of the College's 2026 centennial and to provide the blueprint for the next exciting chapter in TJC's history.

This comprehensive plan sets our agenda for the next seven years as we celebrate our historic past and continue to build upon 100 years of high-quality education in our community. The Strategic Plan is a collaborative effort of executive leadership, the Strategic Planning Committee, faculty, staff and students who contributed by providing input through forums, sessions and sub-committees.

The education of our students and communities is what grounds TJC's vision. We believe that a strong educational foundation, enhanced by a professional framework, well prepares our students to be citizens and leaders. Our mission statement reflects the best of TJC, an institution with a long history of embracing change and responding to the needs of our students, community and society. TJC will continue to be the best value among leading colleges by providing an unsurpassed educational experience.

TJC's core values provide a foundation for understanding how we work to achieve our mission. Our community benefits from the preparation of our graduates who enter the workforce ready to serve in rapidly changing environments and grow in leadership roles within their career fields. TJC will make learning easily accessible by providing flexible programming designed around our students' real-world schedules and educational needs. We will maintain our close partnerships with educational and industry leaders, enabling our curriculum to reflect emerging trends in technology and health careers with an emphasis on marketable skills and transferability of coursework.

TJC offers each student the opportunity for a world-class education, from continuing education to the baccalaureate level. We will develop new relationships and resources so that all students will have the knowledge, confidence and specific tools to connect their education with their immediate goals after graduation and changing goals throughout their lives.

Within this Strategic Plan, each member of the TJC community can identify themselves and the roles they play in the continued success of our institution.

One TJC - United in a Vision for Greatness

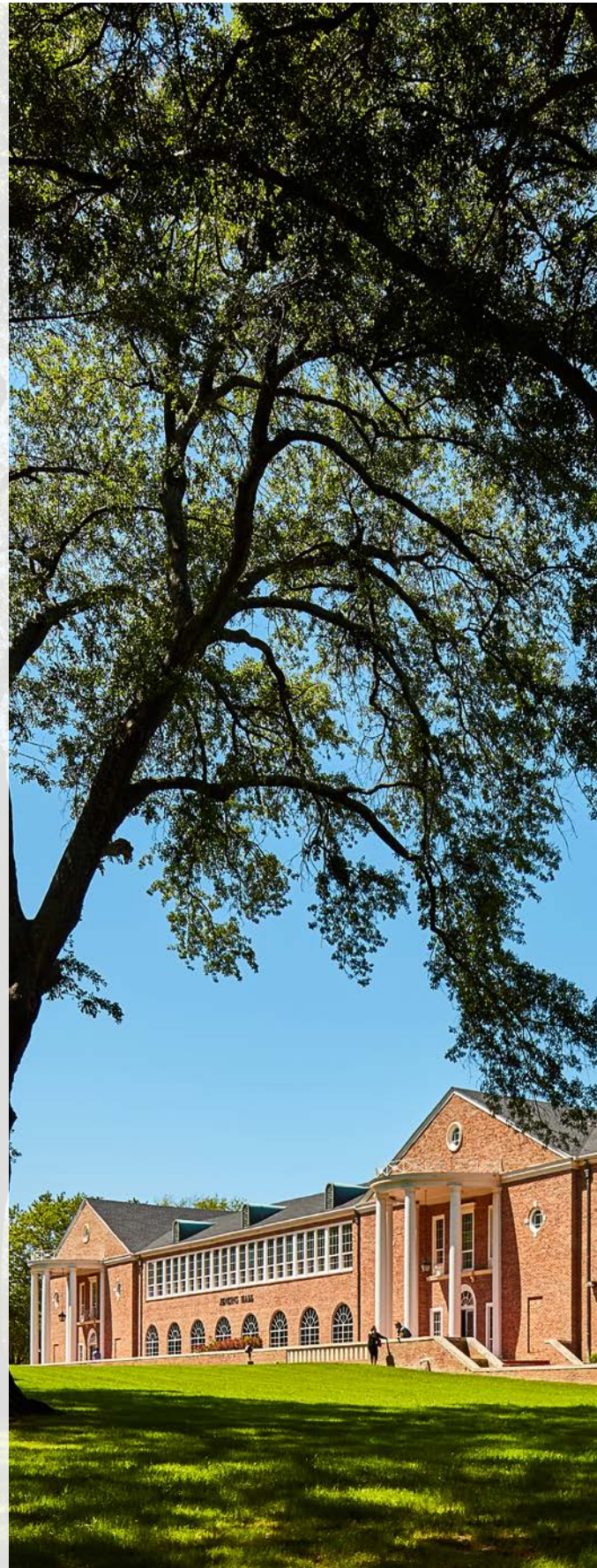


Our Vision

Educating everyone – the path to a better world.

Our Mission

The College champions student and community success by providing a caring, comprehensive experience through educational excellence, stellar service, innovative programming and authentic partnerships.







5 Core Values

TJC's core values will guide the direction of the College and the decisions made on a daily basis.

Unity

Coming together for a shared purpose to achieve a common goal

Caring

Combining empathy and action to show a generosity of spirit

Integrity

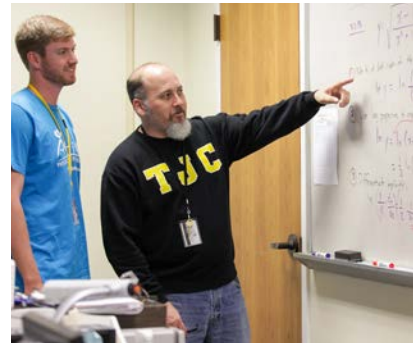
Applying principles of transparency, accountability, authenticity and respect to every interaction

Empowering

Investing in others by providing the means to achieve success through development and self-actualization

Excellence

Achieving distinction by proactively identifying opportunities and continually raising the bar



Our Community





Our Community: East Texas

The community is the reason for TJC's existence, as the College was developed to give the Tyler area access to quality higher education.

Our main campus is located in the heart of Tyler, Texas, about 95 miles east of Dallas, in the northeast region of the state.

With a population of approximately 105,000, Tyler is considered the economic, medical and cultural hub of East Texas, with an array of industries, medical facilities, cultural arts, recreational facilities and higher education institutions. As a regional educational and technology center, Tyler is home to more than 20,000 college students; a university health science center; two regional, billion-dollar hospital systems; and several technology startups.

Tyler serves as the advanced manufacturing, healthcare and retail center of East Texas and has been designated the state's first Certified Retirement City.

It also boasts an impressive youth recreation program, ballet, symphony orchestra and art museums.

In addition to its charming brick streets, antique shops and specialty stores, Tyler is also known for its natural beauty, with several nearby recreational lakes, challenging golf courses and scenic campgrounds.

Known as the Rose Capital of America, Tyler attracts thousands of visitors to its annual Texas Rose Festival. Visitors also come from all over the state each year for the Azalea and Spring Flower Trail.



Our College



The College of East Texas

TJC operates five primary locations to serve nearly 13,000 students and the community.

The TJC main campus, located on East Fifth Street in Tyler, includes over 40 buildings, including eight academic buildings and a library and resource center, on more than 145 acres of property. The majority of TJC's academic offerings are available on our main campus. Visitors from across the region are attracted to the TJC Cultural Arts District, located in the heart of our main campus and featuring a variety of art and science venues, including: Jean Browne Theatre; Wise Auditorium, which is undergoing a massive renovation and will reopen as the Rogers Palmer Performing Arts Center in January 2021; the TJC Earth and Space Science Center featuring Hudnall Planetarium; and the Tyler Museum of Art. The main campus also includes eight residence halls that provide housing for more than 1,200 students living on campus. Additionally, Wagstaff Gym, the JoAnn Medlock Murphy Tennis Center and Pat Hartley Field bring in thousands of sports fans per year.

TJC West, located on South Southwest Loop 323 in Tyler, is the home of the School of Continuing Studies. It houses the TJC police and fire academies and the Child Development/Early Childhood and Ophthalmic Medical Assisting programs. The Skills Training Center houses the Automotive and Welding Technology programs, and the Energy Center offers training in the latest industry standards for highly skilled jobs in power plant technology, HVAC, industrial maintenance and electrical/electronic controls technology.

TJC North provides Lindale and its surrounding communities with access to general education classes, nursing programs and the recently launched Veterinary Technician program. TJC north is located in The Cannery, a retail/entertainment/residential complex in Lindale. It is the result of a partnership between TJC and the Lindale Economic Development Corporation, Lindale Chamber of Commerce, Lindale ISD and other school districts in the northern region of TJC's service district. TJC North brings lifelong learning to residents of northern Smith County and provides a resource for high schools in Smith, Van Zandt and Wood counties, where TJC offers dual credit courses that allow eligible high school students to earn college credit.

TJC Jacksonville, located on the fourth floor of UT Health East Texas in Jacksonville, offers the LVN-RN Transition program, designed for licensed vocational nurses to complete the Associate Degree Nursing program and qualify to become a registered nurse. It also offers general education courses needed to qualify for entry and completion of nursing and other health-related and college transfer programs. TJC Jacksonville was created through a partnership between the Jacksonville Economic Development Corporation, CHRISTUS Trinity Mother Frances Health System, UT Health East Texas and TJC.

At TJC Rusk, located on the campus of Rusk State Hospital in Rusk, TJC maintains a 12-month Vocational Nursing Education program. Beginning in 2010, TJC Rusk was developed to address an identified need in the area workforce. It came to fruition through an agreement between the Rusk Economic Development Corporation, Rusk Industrial Foundation, Rusk State Hospital and TJC. Further supporting this community, the Rusk TJC Citizens Promise was formed in 2014, through a partnership between Citizens 1st Bank, The James I. Perkins Family Foundation and TJC. The first scholarship program of its kind in Texas, the Rusk Promise will improve the lives of countless Rusk students and their families. The program was selected as a finalist for the 2019 Texas Higher Education Star Award.



145+
acre tree-lined campus

1926
TJC founded

1927
1st graduating class announced

1940
TJC moves from downtown to its current location on E. 5th street

1947
Apache Band & Belles are formed

1947
Harry Jenkins named President; Jenkins hall constructed

1956
Ramey Tower Built

1976
President Gerald Ford visits TJC; Band and Belles meet President Jimmy Carter

1981
Wise Cultural Arts Center Dedicated; Jean Browne Theatre Opens

1981
Dr. Raymond Hawkins named President of TJC

1982
Belles greet U.S. President Ronald Reagan

1987
Jenkins statue unveiled



campus

1,200 students living on campus in 8 residence halls

125+ degree and certificate programs

1/3 the cost of a public four-year institution

1989 Gov. Ann Richards attends opening of TJC West RTDC

1990 U.S. President George H.W. Bush visits TJC

1990 Opening of Regional Training and Development Complex

1993 Opening of WASC

1994 Dr. William Crowe named President of TJC

2007 Dr. Mike Metke inaugurated as President of TJC

2008 U.S. Pres. Bill Clinton visits TJC

2015 TJC opens Energy Center, Nursing Center & Crossroads Hall

2016 TJC started offering its first bachelor's degree in Dental Hygiene

2019 Dr. Juan Mejia inaugurated as President of TJC

2019 TJC wins 62nd national championship

2020



World-Class Academics



A Strong Educational Foundation

Since 1926, Tyler Junior College has led the way in higher education by offering a quality education at an affordable price while being close to home.

TJC is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award associate and baccalaureate degrees as well as certificates.

Our awards are offered through a variety of programs in healthcare, business, arts, sciences, technical/industrial trades and more.

Over the past 93 years, TJC has made an impact in the lives of its students and, by extension, in the world today. Some of our graduates have gone on to become: a four-star admiral and former deputy director of the CIA, an Olympic gold medalist, Grammy and Academy Award-winners, political leaders, actors and professional athletes.

As one of only five community colleges in Texas to be accredited as a Level II institution, TJC is authorized to offer up to five baccalaureate degrees. TJC began offering a Bachelor of Science in Dental Hygiene in 2016 and a Bachelor of Applied Technology in Healthcare Technology and Medical Systems in 2019. Both programs meet an important need in our community by providing graduates with more employable skills in the ever-growing healthcare industry.

Further economic needs are being met with the recent addition of an Associate of Applied Science (AAS) in Industrial Technology and Culinary Arts AAS and certificates.

The Presidential Honors Program at TJC inspires our students with a passion for lifelong learning through challenging intellectual activities, undergraduate research opportunities and a dynamic honors community. With mentorship, research and job-shadowing opportunities, the program is designed to help students become the best possible candidates for their next endeavors.

Chartered in 1930, TJC's Alpha Omicron Chapter of Phi Theta Kappa is one of the oldest PTK chapters in the nation. While striving to instill scholarship, leadership, service and fellowship, this outstanding chapter has earned many regional, national and international awards. Individual members have also amassed thousands of dollars in awards and scholarships.

Through our quality, convenient and flexible academic programs, TJC students are ready to excel at any level of academic achievement. TJC provides excellent degree options that prepare students to succeed, whether they choose to transfer to a university or go directly into the workforce.






Our Priorities Moving Forward

The TJC community will identify distinctive steps that will enable us to put this Strategic Plan into action and measure our progress.

In decisions of resource allocation, we will prioritize the needs that have been outlined in this plan while remaining flexible to address any opportunities or challenges that may arise.

The College president will provide the TJC Board of Trustees, students, faculty, staff and the community with annual updates on the plan to ensure that it remains at the forefront of our collective effort.



TJC
Priority for
Educational Excellence

Provide life-changing educational opportunities by meeting the needs of a diverse student population.

Strategy

Enhance student success by eliminating barriers that prevent students from achieving their educational and career goals.

Actions

- Identify primary barriers to student success and completion.
- Focus efforts to eliminate top five learning/educational barriers.
- Develop and house a database of area services to address students' personal and educational needs.
- Assess current counseling and ADA environments to determine needed improvements both physically and through professional development for faculty and staff.

Strategy

Enrich curriculum in order to meet the needs of current career expectations.

Actions

- Work with students throughout their college journey to build career literacy, develop professional skills, enhance financial literacy and empower personal leadership development.
- Expand co-curricular learning opportunities.
- Utilize up-to-date technological resources needed for students to transfer seamlessly into their post-graduate success.



Strategy

Attract high-performing and diverse faculty.

Actions

- Expand searches and utilize multiple hiring sites for attracting diverse, qualified applicants.
- Fully implement Cornerstone software to expedite the hiring process.
- Conduct stay interviews with faculty to learn why they stay, and compare this data to exit interviews.
- Support the well-being and professional development of new hires.

Strategy

Develop, retain and properly resource faculty and staff.

Actions

- Create a center for faculty and staff with information, resources and training to meet the challenging changes in our educational environment.
- Implement a faculty development advisory task force to guide innovation in instruction and its training platforms.
- Create individualized professional development plans (appropriate to each person's role) in concert with each faculty and staff member to include required and elective learning opportunities and develop cross-cultural perspectives and proficiencies.
- Implement an authentic evaluation system of all employees.



TJC
Priority for
Stellar Service

Provide an exceptional, personalized experience that demonstrates care and commitment to the success of students, employees and the community.

Strategy

Optimize our core values in every interaction by adhering to a TJC model of service that emphasizes responsiveness, genuine care and the value of the individual.

Actions

- Create an environment that facilitates customer service, where each employee feels supported as they genuinely strive to understand internal/external customers' expectations and is empowered to resolve service issues.
- Define a model of service that outlines expectations of phone, email, face-to-face, online and all other forms of communication and provides clear guidelines on how to put our values into action.
- Train employees (front-line staff) in the TJC model of service to facilitate implementation and ensure a common experience for our customers.

Strategy

Remove barriers that impede access to and receipt of service by implementing well-defined processes that are created around the needs and expectations of the customer.

Actions

- Critically evaluate existing policies and procedures.
- Using data, research and best practices, develop policies and procedures around the needs and expectations of the customer.
- Implement procedures that enhance service strategy and efficiency.



Strategy

Maintain a technology infrastructure that optimizes customers' experiences through delivered promises, exceeded expectations and utilization of best software/hardware.

Actions

- Understand expectations of customers related to the availability and usage of technology.
- Critically evaluate the technology tools used to provide and support the TJC model of service and educational excellence.
- Ensure employees are trained to use various software/hardware and have appropriate access to support.

Strategy

Foster a culture of transparency and connection through an improved internal communications program that regularly informs through multiple channels the TJC community of goals, processes and services.

Actions

- Develop and implement an internal communication process to create collaborative awareness, partnerships and transparency.
- Instill in employees the concept that communications should flow in all directions – up, down or across the organizational chart.



TJC
Priority for

Innovative Programming

Deliver a world-class, comprehensive collegiate experience through innovative scheduling, integrated curriculum and co-curricular opportunities.

Strategy

Foster learning through mentoring opportunities.

Actions

- Conduct research on student, faculty, business and industry needs to determine effective strategies for meeting mentoring opportunities.
- Identify and secure the infrastructure, resources and financial support to operate mentoring programs.
- Develop a plan to recruit and train mentors.
- Implement a process and criteria for screening, selecting and matching mentors with mentees.
- Monitor, evaluate and analyze data to determine the effectiveness of the mentoring relationships and student success.

Strategy

Optimize utilization of all TJC learning spaces through collaborative and consistent processes.

Actions

- Conduct a learning space audit to ascertain existing resource inventory.
- Implement a centralized repository of all learning space resources.
- Develop a master plan that includes physical facilities and an online strategy to carry the College through 2030.
- Create a learning spaces planning steering committee.
- Remove barriers between the room coordinators to ensure they work collaboratively together.



Strategy

Create better-prepared students through cooperative programming.

Actions

- Intentionally increase on-boarding efforts to better prepare students for their higher education experience.
- Identify current TJC resources to create cooperative learning opportunities beneficial to TJC students beyond graduation.

Strategy

Utilize extracurricular institutional resources to enhance student engagement for increased persistence and graduation rates.

Actions

- Evaluate current extracurricular programs and utilize data to determine areas of focus that will increase student engagement.
- Develop a plan to offer a wide variety of extracurricular opportunities to foster vibrant and purposeful participation; promote leadership and mutual respect; produce high-level results; and empower students to be successful academically, athletically and creatively.
- Create dynamic spaces and attractive amenities that promote a sense of community.



TJC
Priority for

Authentic Partnerships

Develop and foster partnerships with internal and external constituencies that promote mutual interest, ensure meaningful growth and strengthen the institution.

Strategy

Promote positive relationships with secondary and post-secondary educational institutions.

Actions

- Increase recruitment/outreach activities at regional secondary schools to cultivate a pipeline of high-quality, well-prepared students.
- Develop closely aligned priorities with secondary partners to offer exceptional dual enrollment opportunities for our shared students.
- Strengthen university partnerships to ensure seamless transfers.

Strategy

Build strong partnerships with East Texas business and industry to stimulate and promote workforce opportunities.

Actions

- Leverage professional and technical advisory committees to meet market needs and target skills gaps in our community.
- Expand TJC's role in economic and workforce development by collaborating with government agencies, as well as city, county and state workforce organizations to establish regional economic priorities.
- Influence local and state policy development.



Strategy

Cultivate and enhance external engagement to strengthen resources and address institutional priorities.

Actions

- Develop and implement external funding plans to support key college projects and offset declining government support using TJC Foundation fundraising, public/private partnerships and alumni outreach.
- Develop a comprehensive external communication plan to (1) identify and prioritize stakeholder groups as well as the thought leaders who influence them, and (2) articulate strategies to inform and engage these stakeholders in pursuit of the goals of this Strategic Plan.
- Pursue new external funding opportunities that support institutional priorities.

Strategy

Promote a culture of cooperative and internal connections aimed at developing and supporting strong partnerships.

Actions

- Implement a proactive approach to identifying strategic opportunities for new and mutually beneficial external partnerships that will employ best practices in advancing the mission of the College.
- Develop a comprehensive communication system and internal procedures to ensure all stakeholders are aligned in support of external partnership arrangements.
- Continually assess existing partnerships to determine their ongoing institutional effectiveness.



Executive Leadership

Juan E. Mejia

President & Chief Executive Officer

Mitch Andrews

*Vice President, Institutional Advancement
& Chief Advancement Officer*

Kevin Fowler

*Executive Director, Human Resources
& Chief Human Resources Officer*

Kimberly G. Lessner

*Vice President, Marketing and Enrollment Services
& Chief Communications Officer*

Deana Sheppard

*Provost & Vice President, Academic and Student Affairs
& Chief Academic Officer*

Sarah E. Van Cleef

*Vice President, Financial and Administrative Affairs
& Chief Financial Officer*

TJC Board of Trustees



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President



Rohn Boone
*First
Vice President*



Peggy W. Smith
*Second
Vice President*



Ann W. Brookshire



John D. Hills



David Hudson



Joseph L.
Prud'homme M.D.



Clint Roxburgh



Lonny Uzzell



Strategic Plan Steering Committee

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Mitch Andrews
Cliff Boucher
Tim Drain
David Funk
Linda Gary
Jeff Hassett
Ken Murphy

Elizabeth Olivier
Jeanie Oxler
Maggie Ruelle
Pamela Rathbun
Britt Sabota
Bill Stiles
Geoffrey Willbanks

Juan Mejia *Ex-officio*
Kim Lessner *Ex-officio*
Sarah Van Cleef *Ex-officio*



“The organization of the Tyler Junior College last September was a step in line with educational progress. It has afforded opportunity for college work to many of you who probably would not otherwise have had such an advantage. **The future of the institution will, in a measure, depend upon you.** It has been your privilege and prerogative this year to create, to inaugurate, and also to set a pace. **You should be real pioneers.** Students of tomorrow shall be called upon to remember, preserve and transmit your standards and ideals.”

G.O. Clough

TJC President,

writing to the first class of students in 1926-1927



P.O. Box 9020 Tyler TX 75711 | 1400 East Fifth Street Tyler Texas 75798 | 903-510-2200

tjc.edu