



VISION 2020

STRATEGIC PLAN

2015-2019



PRESIDENT'S MESSAGE



Tyler Junior College has a rich and vibrant history that began in 1926 and continues today as we build upon our traditions and put our students and our College in a position for a successful future.

TJC now enrolls nearly 12,000 credit students and offers a wide variety of both transfer and workforce programs. It has a proud history of fulfilling its three promises of providing students with the opportunity for 1) A Quality Education, 2) A Vibrant Student Life and 3) Community Service.

While we are proud of our past, we are truly excited about our future. In these challenging times, it is essential that we set out a roadmap for the future. Vision 2020 charts the future course of Tyler Junior College.

Funding sources for community colleges continue to diversify. More reliance on competitive grants and less formula-based funding from the State will occur. New funders have additional expectations (pilot programs, implementation of literature-based methodologies, limited student populations) of community colleges beyond the core purpose. The Texas Higher Education Coordinating Board (THECB) will shift from 100% of state funding being based on enrollment to a 90% enrollment-driven and 10% success points performance approach for community colleges in the next biennium.

Various stakeholders, including new funders, will be competing to change the College's purpose and expand the mission. The State still expects "Closing the Gaps" to impact our direction but proof of student benefit dominates.

Assessment and accountability will drive higher education decision-making. Community colleges will be expected to increase the number of completers (graduates and transfers). In addition, colleges will be asked to ensure value is added to students who complete courses and programs and prove that they can demonstrate knowledge, skills, and attitudes that the State identifies in advance.

Job training and retraining will continue to grow in importance. The business/industry community wants colleges to aid students in completing training faster. More students will work at least 20 hours a week and thus business/industry will want these students to be stair-stepped through the educational process with credentials awarded throughout (career clusters). Industry-recognized certificates and new certificates for continuing education programs offer many students a head start. Employers also expect proof of student-learning outcomes.

The student population continues to shift towards those students who have life issues such as poor language skills, lack of academic preparation, family obligations and limited financial resources. These students will need more funds for tuition and fees, but also extensive academic and support services delivered in new ways.

Technology is a primary consideration for students when selecting a college. Colleges with a proven track record for engaging students through the use of technology have a distinct advantage. Arbitrary boundaries, like service areas, will be ignored because technology transcends spatial boundaries.

This Vision 2020 Strategic Plan is the product of significant input from our stakeholders – current and former students, faculty, staff, business and community leaders, and our Board of Regents. It truly reflects the best collective thinking of our constituents.

In developing this plan, it became abundantly clear that student success is more important than ever before. We believe that this plan reaffirms our commitment to help every student to succeed as we change lives, achieve dreams, and create futures.

Implementation of Vision 2020 will ensure not only our goal of a quality educational opportunity for all our students, but also our commitment to respond to community and regional needs, a collaborative spirit, responsible stewardship, and much more.

Our mission is noble...our future is challenging and compelling. Using this Vision 2020 Strategic Plan as a roadmap, with your help, we will create a bright and successful future as we serve our students and our community with energetic optimism, commitment, and a positive spirit. I invite you to join us on this important and remarkable journey.

Dr. L. Michael Metke
President

A photograph of a campus scene. In the background, there are large trees and a building with a glass roof. In the foreground, a brick wall runs across the frame. Two young women are walking from left to right in the lower right corner, carrying books and a bag. The scene is set outdoors with green grass and pink flowers in the foreground.

VISION, MISSION AND VALUES

VISION

To be a premier institution of higher education recognized for its academic and workforce programs, student life and community engagement.

MISSION

To provide a comprehensive collegiate experience that is anchored in the rich tradition of a quality education, vibrant student life and community service.

VALUES

Academics
Perseverance
Accountability
Community
Honor
Excellence

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GOAL 1: STUDENT SUCCESS

ELIMINATE BARRIERS AND CREATE OPPORTUNITIES FOR SUCCESS

OBJECTIVE 1.1: ACCESS

PROVIDE SEAMLESS ACCESS TO THE COLLEGE

- Initiative 1.1.1: Increase enrollment of all population groups
- Initiative 1.1.2: Target groups traditionally underserved by the College including adult non-traditional, Hispanic, African American and first generation students
- Initiative 1.1.3: Target workforce continuing education programs as a gateway to credit instruction
- Initiative 1.1.4: Streamline financial aid processes
- Initiative 1.1.5: Streamline academic support services to ensure service integrity and student ease of access
- Initiative 1.1.6: Develop and market clear career pathways to success
- Initiative 1.1.7: Develop new programs and areas of study
- Initiative 1.1.8: Improve college and career readiness initiatives/programs

OBJECTIVE 1.2: ENGAGEMENT

PROMOTE ENGAGEMENT AND RETENTION

- Initiative 1.2.1: Increase persistence and retention
- Initiative 1.2.2: Cultivate an institution-wide culture of engagement
- Initiative 1.2.3: Increase participation in College events and activities
- Initiative 1.2.4: Expand technology which attracts and retains students
- Initiative 1.2.5: Increase the number of students successfully completing the TJC Core

OBJECTIVE 1.3: COMPLETION

PROMOTE A CULTURE OF ACHIEVEMENT

- Initiative 1.3.1: Increase number of students completing the THECB success points
- Initiative 1.3.2: Increase graduation rate
- Initiative 1.3.3: Automatically award credentials to those students who qualify

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GOAL 2: PARTNERSHIPS

EXPAND AND STRENGTHEN COLLABORATIONS WITH OUTSIDE ENTITIES FOR THE MUTUAL BENEFIT OF OUR STAKEHOLDERS

OBJECTIVE 2.1: AWARENESS

IDENTIFY AND DEVELOP MUTUALLY BENEFICIAL RELATIONSHIPS

Initiative 2.1.1: Communicate economic impact of the College to the East Texas region

Initiative 2.1.2: Create programs or events that bring the community to the campus

OBJECTIVE 2.2: INVOLVEMENT

EXPAND AND IMPROVE PARTNER INVOLVEMENT THROUGH INTERNAL AND EXTERNAL NETWORKING

Initiative 2.2.1: Increase alumni participation and support

Initiative 2.2.2: Increase collaborations with all school districts in the service area

Initiative 2.2.3: Establish service-learning opportunities (deleted)

Initiative 2.2.4: Increase the partnerships with business and industry

Initiative 2.2.5: Increase university partnerships to reduce time to degree and implement reverse transfer awards

Initiative 2.2.6: Expand and improve baccalaureate pathways for workforce graduates

Initiative 2.2.7: Expand and improve partnerships with governmental entities

Initiative 2.2.8: Expand and improve partnerships with philanthropic individuals and entities

Initiative 2.2.9: Expand and improve partnerships with academic communities

OBJECTIVE 2.3: INVESTMENT

INCREASE FINANCIAL SUPPORT FOR THE STRATEGIC DIRECTION OF THE COLLEGE

Initiative 2.3.1: Maintain current and develop new community events and volunteer opportunities to expand donor base

Initiative 2.3.2: Optimize alternative funding sources (deleted)

Initiative 2.3.3: Increase corporate and workforce development income

Initiative 2.3.4: Expand total giving to the TJC Foundation for capital projects, endowment funding, annual giving, and estate/planned giving

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GOAL 3: CONTINUOUS IMPROVEMENT **IMPROVE THE EFFECTIVENESS OF INSTITUTIONAL INITIATIVES, PROCESSES, PROCEDURES, AND POLICIES**

OBJECTIVE 3.1: PERFORMANCE

ENHANCE ORGANIZATIONAL STRENGTH THROUGH EDUCATION,
TRAINING, AND LEADERSHIP DEVELOPMENT

- Initiative 3.1.1: Develop and implement a retirement succession plan
- Initiative 3.1.2: Provide leadership training for mid-level management positions
- Initiative 3.1.3: Develop orientation plan for new employees
- Initiative 3.1.4: Match professional development with College personnel training priorities
- Initiative 3.1.5: Strengthen internal and external systems of communication
- Initiative 3.1.6: Establish integrated collaborative pathways between departments and divisions (deleted)

OBJECTIVE 3.2: SUPPORT

IMPROVE EFFICIENCY OF SERVICES AND THE EFFECTIVE USE OF
HUMAN, PHYSICAL, AND FINANCIAL RESOURCES

- Initiative 3.2.1: Effectively transition to a performance-based funding model (deleted)
- Initiative 3.2.2: Effectively transition to a data driven institution
- Initiative 3.2.3: Assess institutional processes and develop improvement plans focused on efficiencies and effectiveness
- Initiative 3.2.4: Execute operational effectiveness and risk reduction without compromising educational quality (deleted)
- Initiative 3.2.5: Establish building/renovation plan
- Initiative 3.2.6: Maintain and expand reserve funds (deleted)
- Initiative 3.2.7: Enhance civility and safety procedures (deleted)
- Initiative 3.2.8: Expand/Enhance technology that enables effective and efficient College operations

DEVELOPMENT, IMPLEMENTATION AND ASSESSMENT



Vision 2020 has evolved as a modification of the 2011-2014 Strategic Plan. A College Planning Committee with institution-wide representation was appointed and charged with two tasks:

1. To identify long-range goals and strategies directed toward moving the College to a more competitive position in the external environment; and
2. To develop internal resources to their full potential using a data-research-based set of planning assumptions and performance expectations.

Committee members were:

Dr. Cheryl Rogers, Chairperson

Jan Adams

Dr. Clayton Allen

Thomas Elder

Erica Kaze (Student Senate)

Dr. Juan Mejia

Jacque Messinger

Dr. Kenneth Murphy

Paige Parrish

Connie Russell

Lara Smith

Sarah Van Cleef

Jason Waller (Faculty Senate)

The initial meeting was held September 26, 2013. Reference items presented included: The Aspen Institute College Excellence Program: Defining Excellence: Lessons From the 2013 Aspen Prize Finalists; American Association of Community Colleges: Reclaiming the American Dream; and an environmental scan which included the City of Tyler 2012 Citizen Survey, Tyler 1st (sic) Plan, Industry Growth Initiative and Midtown Area Development Plan. In addition, sample strategic plans were provided from Kilgore College, Panola College and South Texas College.

Meetings held throughout the fall semester incorporated Student Senate recommendations, Achieving the Dream priorities, and faculty/staff responses from the College-wide Assessment of Services question on Strategic Plan directions. Four goals emerged. These goals were discussed in several open forums with faculty and staff. Volunteers were solicited to form four subcommittees – one for each goal – to develop objectives and initiatives. On April 1 the recommended goals, objectives, and initiatives were returned to the College Planning Committee for compilation and revision. During this process many similarities between Goals 3 and 4 emerged and the Committee decided to integrate them into a single goal. Around the same time, the Executive Cabinet held a Strategic Planning Retreat to assess strengths, weaknesses, opportunities, and threats of the College. Results of this SWOT analysis were also

DEVELOPMENT, IMPLEMENTATION AND ASSESSMENT



incorporated by the Committee, culminating in their final recommendation - Vision 2020: a five year (2015-2019) Strategic Plan. The recommended plan was subsequently vetted to the Executive Cabinet for final revisions. Vision 2020 was approved by the Board of Trustees July 17, 2014.

Vision 2020 is focused on a limited number of key issues of greatest importance to the College at the present time. The expectation for the current strategic planning process was not to develop detailed operational plans for each of the organizational units of the College. The intent was to identify a limited number of strategic goals that will require additional staff effort and resources over the next several years for advancement of the College. Based upon the plan's goals, objectives and initiatives, detailed annual divisional and departmental action strategies will be established to support the achievement of the plan.

The TJC Strategic Plan is assessed annually, with an informal semi-annual progress report followed by a full report at the conclusion of the fiscal year. The end-of-year Strategic Plan Report is posted on the IEPR website after it has been approved by the TJC Board of Trustees.

Sixteen Key Performance Indicators (KPIs) are used to measure the success of the Initiatives. Each Initiative is owned by one or more members of Executive Cabinet who will themselves complete, or assign to others, actions or strategies to accomplish various parts of the Initiative. Each action/strategy has a target against which its success is measured. The resulting data points, when compiled, indicate whether the KPI has been achieved.

The Strategic Plan Report indicates the status of each Action/Strategy, reflecting progress toward achievement of the associated Initiative, Objective and Goal. Reports are also generated in TracDat, the assessment software used at Tyler Junior College, illustrating the alignment of all program and department level student learning and administrative outcomes with the Goals, Objectives and Initiatives of the Strategic Plan.