

ELEVATE 2030

Strategic Plan
2026-2030



Message from the Board of Regents

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Jody Droege, Vice Chair
Dr. Patty Hertenberger, Secretary
Michael Hoover
Dr. Jim Crumm
Breah Knappe
Mike Pyburn
Yvette Reyes-Hall
Darren Shelton

Alvin College has navigated significant changes and challenges facing higher education in recent years. Throughout this time, the college has demonstrated resilience, adaptability, and a clear commitment to its mission to educate students and support the community. Today, Alvin College is well positioned to build on that momentum and continue serving a region defined by economic growth, evolving student demographics, strong business and industry partnerships, engaged community leadership, and rapid technological advancement.

In response to this dynamic environment, the College has developed Elevate 2030, a strategic plan designed to guide institutional priorities and decision-making over the next four years. The strategic plan reflects the Board's commitment to thoughtful planning, responsible growth, and continuous assessment to ensure the College remains responsive to the needs of students, employers, and the community.

Elevate 2030 will provide a roadmap for Alvin College to expand academic and workforce pathways, including the continued development of Bachelor's Degree programs, while maintaining our reputation for student success, fiscal sustainability, and institutional excellence. The plan provides a clear framework for progress while allowing the flexibility needed to adapt in an ever-changing educational landscape.

The Alvin College Board of Regents proudly and wholeheartedly endorses Elevate 2030: The Alvin College Strategic Plan 2026–2030 and looks forward to working alongside college leadership, faculty, staff, students, and community partners to bring this vision to life.



Approved by Board of Regents, January 2026



President's Introduction

Elevate 2030 guides the College's direction and growth through 2030, and proves our shared commitment to advancing student success, strengthening workforce and economic development, and ensuring that Alvin College stays a vital partner for the communities we serve.

Developed during the 2024-2025 academic year, the Elevate 2030 planning process engaged key constituency groups including the Alvin College Community Advisory Group, the Strategic Planning Steering Committee, and the Executive Leadership Team. Input from students, employees, regional partners, and community stakeholders helped ensure that the plan aligns with our mission, vision, and core values with regional, workforce, and economic priorities.

The Strategic Planning Steering Committee, made up of a cross-section of Alvin College faculty, staff, and administrators, worked collaboratively to explore institutional priorities, consider future opportunities, and help shape a clear and achievable direction for the College. Their efforts ensured that Elevate 2030 reflects both our current strengths and our aspirations for continued growth and innovation through 2030.

Elevate 2030 challenges us to thoughtfully examine who we are as an institution and to boldly define who we aspire to become. Building on our durable foundation as a comprehensive community college, Alvin College is expanding academic and workforce pathways to meet the needs of our growing region. This includes the introduction and expansion of bachelor's degree programs, increased workforce-aligned credentials, and flexible learning options that support students at every stage of their educational journey.

Undertaking a strategic plan is both challenging and energizing. As we implement Elevate 2030, we do so with a shared sense of responsibility and purpose. It now serves as a living framework, continuously assessed and adjusted as needed to ensure Alvin College stays student-centered, responsive, and forward-looking through 2030.

This is an exciting time for Alvin College. Together, we will elevate our institution, expand opportunity, and empower our students and communities to thrive through 2030 and beyond.

Respectfully,

A handwritten signature in black ink that reads "Robert J. Exley". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Robert J. Exley, Ph.D.
President, Alvin College

Mission Statement

Alvin College improves lives by offering affordable, accessible, innovative, high-quality academic, career and technical education to meet the needs of students, workforce and the community.

Vision Statement

Alvin College envisions a college that inspires lifelong learning, cultivates innovation, and serves as a vital partner in strengthening the economic and cultural vitality of our region - empowering students and communities to thrive in a rapidly changing world.

Core Values - ASPIRE

1. **Achievement**
Commitment to student success and academic excellence
2. **Stewardship**
Responsible use of resources and trust in service to our mission
3. **Partnership**
Collaboration that strengthens learning, service, and institutional progress
4. **Innovation**
Embracing change and continuous improvement in education and services
5. **Respect**
Professionalism, courtesy, and integrity in every interaction
6. **Empathy**
Understanding and responsiveness in support of every student, colleague and community

At Alvin College, we ASPIRE to deliver excellence in higher education by combining quality with outstanding service. These six values shape how we teach, serve, and support.

We foster achievement by prioritizing student outcomes and academic excellence. Through strong stewardship, we manage resources and relationships with care and accountability. We build strong partnerships across departments and with the community to advance shared goals. Our culture of innovation allows us to adapt and improve in response to evolving needs. We treat all individuals with respect, ensuring that every interaction reflects professionalism and integrity. And we lead with empathy, delivering education and service with understanding and care.

These values guide us daily as educators, as service providers, and as a college committed to empowering every learner we serve.

Strategic Planning Steering Committee

Wendy Del Bello: Co-Chair

Vice President, Development and Outreach

Dr. Stacy Ebert: Co-Chair

Provost and Vice President, Workforce and Strategy

John Matula: Co-Chair

Vice President, Student Services

Amanda Smithson

Director, Recruitment and Enrollment

Dr. Estevan Vasquez

Director, Athletics

Kim Taliaferro

Supervisor, Admissions and Retention

Misty Abraham

College Recruiter

Roxie Patton

Social Worker

Anais Duran

Advisor, Financial Aid

Leigh Ann Moore

Associate Provost

Dr. Linet George

Dean, Arts and Sciences

Dr. Harold Griffin

Dean, Career and Technical Programs

John J. Murray

Executive Director, Center of Excellence, Legal Studies and Public Service

Michael Smith

Department Chair, Computer Technology

Dr. Haley Lovell

Dean, General Education and Academic Support

Marby McKinney

Dean, Health Sciences

Ron Smith

Faculty, Sociology

Charley Bevill

Department Chair, English

President, Faculty Senate

Huff Mann

Director, Distance Education

Cara Hogan

Director, Institutional Research

Scott Turnbough

Director, Marketing and Media

Kelly Klimpt

Vice President, Information Technology

Billy Allen

Director, IT Operations

Steve Cabrera

Network Manager

Dr. Kelley Peatross

Vice President, Human Resources

Henry Johnson

Executive Administrative Assistant, Human Resources

Lily Galindo

Manager, Talent Acquisition and Workforce Development

Laurel Joseph

Controller

Bryan Hinshaw

Director, Physical Plant

Jessica Trevino

Sergeant, Campus Police

Executive Leadership Team

Robert J. Exley, Ph.D

President

Wendy Del Bello

Vice President, Development and Outreach

Dr. Stacy Ebert

Provost and Vice President, Workforce and Strategy

Kelly Klimpt

Vice President, Information Technology

John Matula

Vice President, Student Services

Beth Nelson

Vice President, Administrative Services and CFO

Dr. Kelley Peatross

Vice President, Human Resources

Felicia Jimenez

Senior Executive Administrative Assistant to the President and Board Manager

Introduction

Alvin College's 2026–2030 Strategic Plan, Elevate 2030, was developed during the 2024–2025 academic year using feedback from the Alvin College Community Advisory Group, Alvin College Strategic Planning Steering Committee, and Alvin College Executive Leadership Team. This feedback provided critical data and aligned the College's updated mission, vision, and core values with regional and economic priorities. This plan reflects Alvin College's commitment to expanding access and responding to the ever-changing needs of students, employers, and the community.

Elevate 2030 emphasizes intentional pathways that support students from entry through completion and successful transition to further education or employment. Guided Pathways principles anchor this work and organize the plan around four strategic goals:

Goal 1: Advance student access, success, and completion

Goal 2: Strengthen workforce and economic development alignment

Goal 3: Modernize facilities and infrastructure to support learning and growth

Goal 4: Ensure institutional excellence and fiscal sustainability

Each goal includes defined objectives and measurable Key Performance Indicators (KPIs) that establish accountability, support continuous improvement, and guide planning, budgeting, and resource allocation. Progress toward these targets will be monitored regularly and used to inform institutional decision-making.

This strategic plan serves as a living framework to guide action and ensure the College remains student-centered and financially sustainable through 2030.

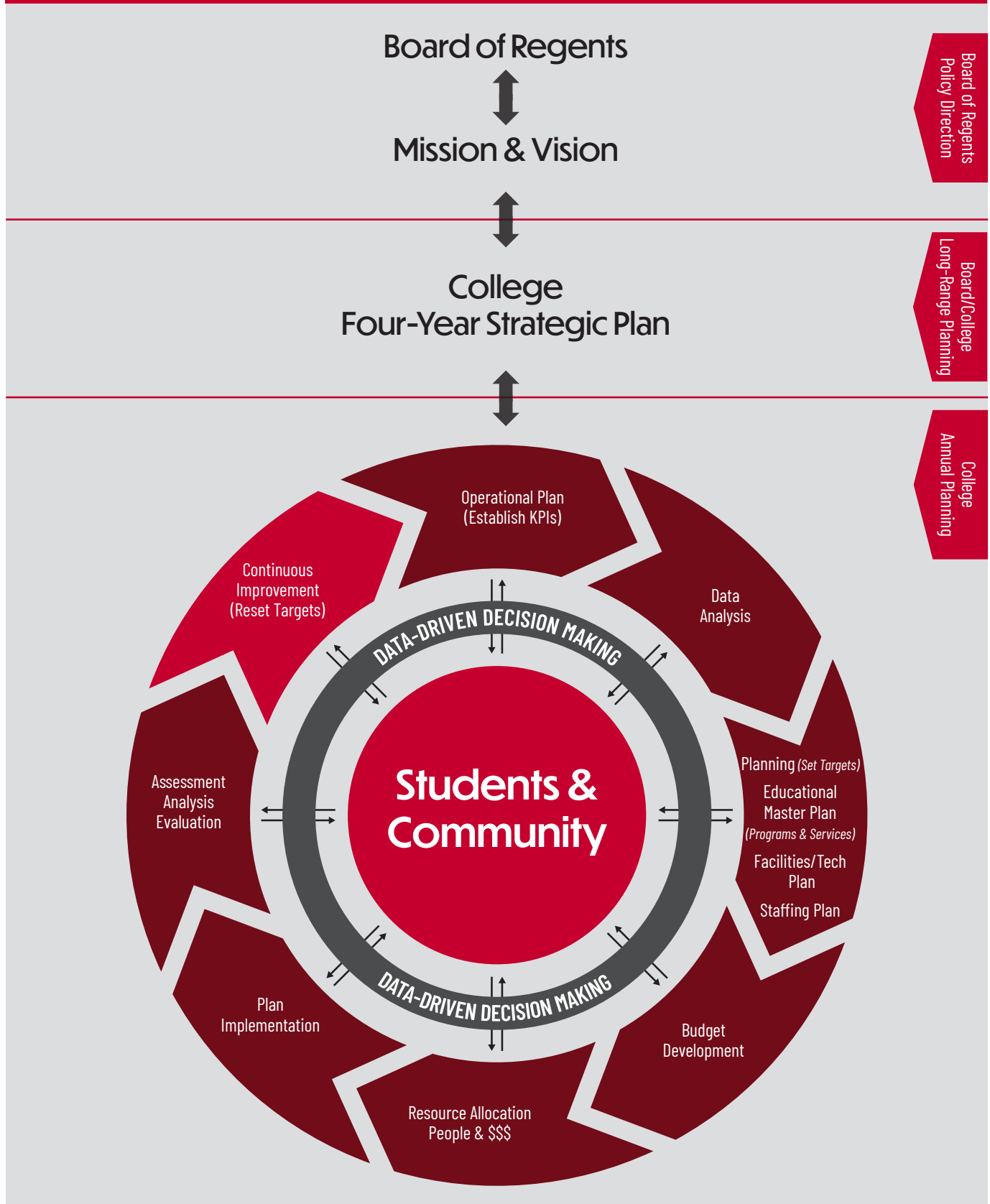
Alvin College Integrated Planning Model

The Alvin College Integrated Planning Model is a conceptual model depicting the alignment of key systems and processes in the College, the roles of the Board of Regents and the College, and the cyclical evaluation and continuous improvement process employed, using data for decision making.

Elevate 2030 is driven by the College's mission, vision, and core values. The plan is integrated throughout all divisions and departments. Each area of the College is responsible for planning, conducting, documenting, and assessing their processes that support the College's four strategic goals. The primary components of the annual process include data analysis, planning, budget development, resource allocation, plan implementation, assessment analysis, and evaluation.

In addition, each department participates in budget planning. During the College's integrated Strategic Planning process data is used to affirm unit plan designs, assessments, and improvement. All unit plan goals are aligned to strategic plan goals. Budget requests from all units are reviewed to support strategic plan goals. The Alvin College Integrated Planning Model is below.

Alvin College Integrated Planning Model



Timeline

Year 1	Year 2	Year 3	Year 4
<ul style="list-style-type: none"> Establishing Baselines Set Unit Goals Begin Implementation 	<ul style="list-style-type: none"> Implementation and Assessment of Results Adjust unit goals based on assessment results Adjust strategic plan objectives and KPIs (if needed) 	<ul style="list-style-type: none"> Implementation and assessment of results Adjust unit goals based on assessment results 	<ul style="list-style-type: none"> Implementation and assessment of results Comprehensive review of results Planning for next strategic plan

Elevate 2030: Strategic Plan 2026-2030

Goal 1: Advance student access, success, and completion

Objective 1.1 – Increase institutional enrollment

- KPI 1.1.1: Achieve 8,000 student enrollment (unduplicated) by 2030
- KPI 1.1.2: Implement enrollment management strategies to achieve annual goals for each of the 4 pillars of Guided Pathways

Objective 1.2 – Increase student completion and persistence

- KPI 1.2.1: Increase total credential (AA, AS, AAS, BAS, certs, ICLCs, and OSAs) completion by 2030 from 1,570 to 1,650
- KPI 1.2.2: Achieve a 65% fall-to-fall persistence rate by 2030

Objective 1.3 – Expand experiential and work-based learning to 100% of programs

- KPI 1.3.1: By 2030, ensure 100% of academic and workforce programs include a documented experiential learning component
- KPI 1.3.2: Track annual student participation in internships, apprenticeships, and service learning, with a target of 25% growth in new programs every 2 years
- KPI 1.3.3: Achieve an 80% satisfaction rate in student surveys on relevance of real-world learning

Objective 1.4 – Broaden flexible pathways (online, hybrid, microcredentials)

- KPI 1.4.1: By 2030, increase unduplicated enrollment in fully online and hybrid programs from 4,623 to 7,000
- KPI 1.4.2: Add 20 new microcredentials/short-term workforce certificates by 2030
- KPI 1.4.3: Achieve and maintain at least 85% course success rate across all flexible (online, hybrid, and hy-flex) learning formats

Goal 2: Strengthen workforce and economic development alignment

Objective 2.1 – Develop new credentials in alignment with industry needs

- KPI 2.1.1: Develop and launch three Bachelor's degree programs by 2030 in high-demand sectors
- KPI 2.1.2: Conduct annual labor market alignment reviews for 100% of programs
- KPI 2.1.3: Implement post-completion transfer/employment strategies

Objective 2.2 – Develop pathways to gainful employment

- KPI 2.2.1: Track annual employer satisfaction, achieving a net promoter score of 70
- KPI 2.2.2: Grow business development partnerships by 20%
- KPI 2.2.3: Establish a Career Services Center

Objective 2.3 – Expand continuing education and non-credit offerings by 25%

- KPI 2.3.1: Increase CEWD unduplicated enrollment by 2030 from 1,425 to 1,800
- KPI 2.3.2: Confer at least 500 occupational skills awards (OSAs)/institutional credential leading to licensure or certification (ICLCs) annually by 2030
- KPI 2.3.3: Achieve 80% course completion rate in CEWD and non-credit programs

Goal 3: Modernize facilities and infrastructure to support learning and growth

Objective 3.1 – Implementation and completion of capital improvement projects

- KPI 3.1.1: Maintain a 90% completion rate of annual deferred maintenance projects
- KPI 3.1.2: Achieve 90% completion of Campus Refresh projects by 2030
- KPI 3.1.3: Complete 90% of maintenance tax note projects delivered on schedule and within budget

Objective 3.2 – Develop a College utilization plan to achieve an unduplicated enrollment of 8,000 students

- KPI 3.2.1: Complete class cap analysis and establish baselines
- KPI 3.2.2: Complete institutional space utilization analysis
- KPI 3.2.3: Establish a utilization rate for all room and virtual spaces

Objective 3.3 – Development and implementation of comprehensive maintenance plan

- KPI 3.3.1: Maintain a $\leq 15\%$ FCI (Facilities Condition Index) for 50% of all buildings
- KPI 3.3.2: Achieve an annual, critical technology infrastructure reliability rate of $\geq 95\%$
- KPI 3.3.3: Achieve an annual preventative maintenance completion rate of $\geq 75\%$

Goal 4: Ensure institutional excellence and fiscal sustainability

Objective 4.1 – Diversify revenue streams

- KPI 4.1.1: Increase external grant funding by 2030 from \$4,158,757 to \$5,000,000
- KPI 4.1.2: Grow Alvin College Foundation fundraising by 2030 from \$632,498 (unaudited) to \$1,000,000 (unaudited)
- KPI 4.1.3: Secure at least one new multi-million-dollar capital investment by 2030

Objective 4.2 – Align employee development, retention, and recruitment strategies with institutional needs to sustain excellence and operational efficiency

- KPI 4.2.1: Achieve an 85% one-year retention rate for new, full-time hires
- KPI 4.2.2: Ensure 100% of supervisors complete leadership training within their first year of hire or promotion
- KPI 4.2.3: Develop and maintain a Human Resources Forecast Model that aligns staffing levels with enrollment trends, program expansion, and fiscal capacity

Objective 4.3 – Strengthen institutional effectiveness

- KPI 4.3.1: Identify and improve 5 critical business processes in need of improvement
- KPI 4.3.2: Maintain regional accreditation with zero compliance findings
- KPI 4.3.3: Achieve an institutional net promoter score of 70 by 2030

Conclusion

Elevate 2030 establishes a clear direction for the institution's work over the next four years and affirms a shared responsibility for advancing student success. The aspirational goals, objectives, and KPIs outlined in this plan provide a structured framework to guide decision-making, prioritize resources, and evaluate progress.

Progress will be reviewed regularly using established metrics, and strategies will be adjusted as needed. This commitment to continuous improvement ensures that the plan remains responsive and actionable rather than static.

Elevate 2030 strengthens Alvin College's commitment to students, ensuring the College remains a trusted educational partner and an engine of opportunity for the communities it serves through 2030 and beyond.



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Alvin College is an Equal Opportunity Institution.