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ALVIN COMMUNITY COLLEGE
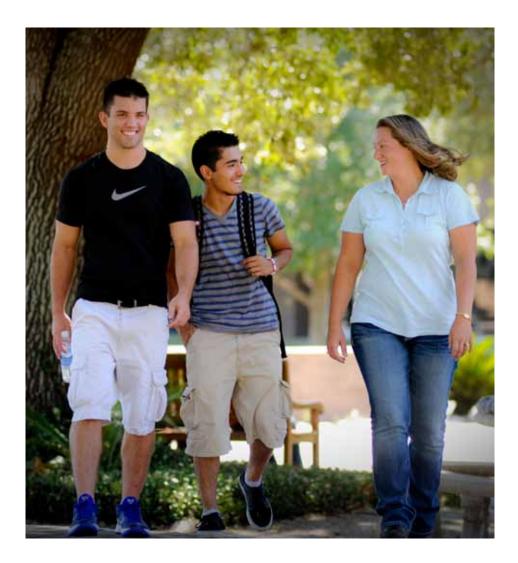
2011 - 2015
Strategic Plan

Mission Statement

The mission of Alvin Community College is to improve lives by providing affordable, accessible and innovative educational opportunities to those it serves.

Vision Statement

Alvin Community College will be recognized as a premier community college in the state of Texas.

Rev 1/12

GOAL 1:

Student Success

Alvin Community College will provide access to high quality educational opportunities to its students in an environment that encourages success.

Rev 1/12

1 *Student Success*

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1.01 Enrollment

Performance Measure

- Increase enrollment in target areas over a four year period.

Targets

Academic Education
    2012: Baseline
    2016: 15% over Baseline

Workforce Education
    2012: Baseline
    2016: 5% over Baseline

Continuing Education / Workforce Development
    2012: Baseline
    2016: 10% over Baseline

Strategies

- Extend offerings to Bailey Road Facility (PISD).
- Expand online offerings.
- Explore new programs in underserved areas.
- Improve capacity in Enrollment Services.

Assessments

- Academic Education - Increase measured by contact hour reports.
- Workforce Education - Increase measured by contact hour reports.
- Continuing Education / Workforce Development - Increase measured by contact hour reports.

1.02 Completion

Performance Measure

- Increase the number of students that fall into the target completion areas.

Targets

Academic Graduates
    2012: Baseline
    2016: 5% over Baseline

Continuing Education / Workforce Development Completers
    2012: 85% (four year average)
    2016: 90% (four year average)

Developmental Completion
    2012: Baseline
    2016: 5% over Baseline

Graduation Rates
    2012: Baseline
    2016: 10% over Baseline

Workforce Graduates
    2012: Baseline
    2016: 5% over Baseline

Strategies

Academic
1. Implement prescriptive, accelerated and intensive instruction for students which may include supplemental instruction, compressed delivery and online self-paced courses.

Continuing Education / Workforce Development
1. Implement prescriptive, accelerated and intensive instruction for students which may include supplemental instruction, compressed delivery, online self-paced courses.

Developmental Education:
1. Change our Texas Success Initiative plan to facilitate student completion of developmental courses.
2. Evaluate instruction and work to enhance quality of learning.
3. Implement prescriptive, accelerated and intensive instruction for students which may include supplemental instruction, compressed delivery, online self-paced courses.
4. Review and update the Developmental Educational Plan.
5. Students who place within 5 points of the cut scores will be offered an alternative plan.

Graduation Rates:

1. Establish a Career Planning Program targeting undeclared program students and require students with an Undeclared/Undecided Program to complete the Career Planning Program.
2. Identify number of undeclared students by term.
3. Curriculum Committee will evaluate AA and AS program requirements
4. Advising Services will run proposed General Studies program evaluations for students having more than +48 credit hours
5. Implement content mastery assessment for computer literacy
6. Explore implementation of a Late Start Semester
7. Utilize the reverse transfer degree offered for Alvin Community College students who transfer to Texas universities

Workforce

1. Implement prescriptive, accelerated and intensive instruction for students which may include supplemental instruction, compressed delivery, online self-paced courses

Assessments

- Academic Graduates - Texas Higher Education Coordinating Board graduate rates.
- CE/WT Completers - Texas Higher Education Coordinating Board enrollment report.
- Graduation Rates - Texas Higher Education Coordinating Board graduate rates.
- Workforce Graduates - Texas Higher Education Coordinating Board graduate rates.

1.03 Completer Success

Performance Measure

- Increase or maintain the number of students succeeding in the target areas.

Targets

Academic Grade Point Average Comparison
- The Grade Point Average of transfer students to University of Houston - Clear Lake will be in the top three of the Gulf Coast Consortium.

Continuing Education / Workforce Development Licensure Rates
- Achieve or maintain 90% licensure rates

Continuing Education / Workforce Development Completers
- Achieve or maintain 85% employment rate for completers within 6 months.

College Retention
    2012: Baseline
    2016: 10% increase over baseline

Core Assessment
    2012: Baseline Proficiency Demonstrated
    2016: 5% over Baseline

Quality Enhancement Plan (QEP)
    2013: Baseline
    2014: Goals as stated in plan
    2015: Goals as stated in plan
    2016: Goals as stated in plan

Technical Licensure Rates
- Achieve or maintain 90% licensure rates

Workforce Completers
- Achieve or maintain 85% (four year average) of completers are employed or continuing their education.

Strategies

Academic Grade Point Average / Core Assessment
1. Use results of Core Assessment to improve rigor of academic courses.
2. Implement an Early Alert Program for students who show signs of academic difficulty.
3. Expand and improve tutoring options.

Continuing Education / Workforce Development
1. Require program coordinators to track students.
2. Expand and improve tutoring options.

College Retention:
1. Establish a Retention committee.
2. Encourage faculty participation in professional development programming emphasizing retention and graduation strategies.
3. Implement an Early Alert Program for students who show signs of academic difficulty.
4. Monitor the effectiveness of Psyc 1300.
5. Establish online and chat advising options for students.
6. Expand and improve tutoring options.

Technical Programs
1. Require departments to track students on the Texas Higher Education Coordinating Board CB116 report follow-up.

Workforce
1. Require departments to track students.

Assessments

- Continuing Education / Workforce Development Licensure Rates - Reported by Continuing Education / Workforce Development program.
- Continuing Education / Workforce Development Completers - Reported by Continuing Education / Workforce Development program.
- College Retention - Texas Higher Education Coordinating Board data.
- Core Assessment - Number of artifacts determined proficient over total number of artifacts.
- Quality Enhancement Plan - As outlined in the Quality Enhancement Plan.
- Technical Licensure Rates - Texas Higher Education Coordinating Board CB116/Perkins Data sources.
- Workforce Completers - Texas Higher Education Coordinating Board CB116/Perkins Data sources.

1.04 Instructional Practices

Performance Measure

- Alvin Community College will exceed its peer institutions on the Community College Survey of Student Engagement (CCSSE) questions identified as addressing best instructional practices.

- Alvin Community College faculty will receive high ratings for their instructional practices.

Targets

Community College Survey of Student Engagment
    2012: Base
    2014: Next CCSSE results

Evaluation
- 85% of faculty will receive an aggregate score of 2.5 or better in instructional practices in the Student Evaluation of Instructor.

Strategies

- Change our Texas Success Initiative plan to facilitate student completion of developmental courses.
- Evaluate instruction and work to enhance quality of learning.

GOAL 2:

Partnerships & Resource Development

Alvin Community College will carry out its mission efficiently, and will engage in partnerships that bring resources to the college and community.

Rev 1/12

2 *Partnerships & Resource Development*

Alvin Community College will carry out its mission efficiently, and will engage in partnerships that bring resources to the college and community.

2.1 Articulations

Performance Measure

- Increase the number of students who participate or request Technical articulated credit.
- Increase the number of students who participate or request Dual Credit.
- Maintain or increase the number of institutional Higher Education articulations.

Targets

2012: Baseline
2016: 5% over Baseline

Strategies

- Market Alvin Community College dual credit & technical articulating courses to partnering high schools attending career fairs.
- Faculty visit technical articulating classes.
- Articulating credit staff visit articulating classes.
- Career and Technical Education Management Applications data acquired during 2011-12 to reveal numbers of high school students taking classes that articulate with college courses.
- Letters and post cards will be sent to graduating seniors and parents of graduates who have earned articulated credit.
- Embed advisors at high schools.

2.2 Grants / Private / Public Partnerships

Performance Measure

- Increase Alvin Community College's involvement in area economic development by working closely with all local economic development entities, both city and county.

Targets

- Partners will report satisfaction with college involvement.

Strategies

- Alvin Community College and Continuing Education / Workforce Development must maintain a presence in the communities we serve and show support and involvement.
- Continue to seek corporate partnerships and actively pursue these leads.
- Continue to seek out and exploit to their fullest, grants that provide both material and educational resources that lead to workforce training excellence.
- Continue to seek scholarship opportunities to support workforce training students.
- Continue to seek opportunities to collaborate and partner with industry, as well as other educational entities in an effort to share resources.

Goal 3:

Professional Development

Alvin Community College will promote lifelong learning for its employees that improves their effectiveness in serving students and the community.

3 Professional Development

Alvin Community College will promote lifelong learning for its employees that improves their effectiveness in serving students and the community.

3.1 Tracking System

Performance Measure

- Establish a tracking system to monitor and evaluate full-time faculty and staff participation in professional development activities.

Targets

2012: Tracking system will be completed and implemented
2014: 100% of employees will complete their training documentation

Strategies

- The Human Resources Department will review and recommend implementation of an online performance appraisal system which will have Professional Development tracking features.

3.2 Training Program

Performance Measure

- Offer an accessible training program for all employees to support the goals of the college.

Targets

- The Professional Development Committee will develop and offer a plan for annual training to support one or more of the goals of the college.
- Employees will complete multiple training sessions.
- College provided training sessions will receive composite scores of 3.5 (1 to 5 scale) or higher from participants.

Strategies

- Continue, on annual basis, updates of needs assessments from faculty and staff.
- Set target dates for Blackboard, Behaviour Intervention Team, and other technical training programs to be made available to Faculty and Staff.
- The Human Resources Department will send reminders to all personnel about the Employee Assistance Program online training available.

GOAL 4:

Cultural Awareness

Alvin Community College will have an educational environment that reflects a changing world and prepares its students to live and work in diverse situations.

Rev 1/12

4 *Cultural Awareness*

Alvin Community College will have an educational environment that reflects a changing world and prepares its students to live and work in diverse situations.

4.1 Student Population

Performance Measure

- The college will have a student population that reflects the community's diversity.

Targets

Current: 2012

End: 2016

Enrollment by students in the following groups will increase
- Increase Hispanic students enrollment to meet Title V requirements
- Increase dual credit enrollment by 5%
- Increase participation of senior adults by 5%
- Increase enrollment of veterans by 5%
- Increase enrollment of First Generation students by 5%

Strategies

- Develop a comprehensive program of diversity and multicultural activities
- Develop English as a Second Language (ESL) college credit program
- Develop a recruiting plan for all targeted groups

4.2 Cultural Activities

Performance Measure

- Participation will increase in cultural activities and events offered by the college.

Targets

2012: Baseline

2016: 5% over Baseline
- Membership in student organizations will increase
- Attendance at designated cultural events will increase
- Increase enrollment in non-credit college enrichment programs

Strategies

- Develop a comprehensive program of diversity and multicultural activities
- Develop English as a Second Language (ESL) college credit program

GOAL 5:

Campus Safety

Alvin Community College will ensure the safety of its
campus for students, employees and the community.

5 Campus Safety

Alvin Community College will ensure the safety of its campus for students, employees and the community.

5.1 Crime Rate

Performance Measure

- Alvin Community College will maintain a crime rate at or below state and local college averages.

Targets

2012: Crime statistics
2016: Crime statistics

Strategies

- Continuation of vehicle and foot patrol by officers
- Educate the college community with programs related to personal safety and protection of property.
- Advertise current crimes on the website and the in house TV system.

Assessments

- Yearly comparison will be documented from statistics provided in the state crime report.

5.2 Safety Training

Performance Measure

- Alvin Community College will ensure that all Campus Police officers are adequately trained to meet emergency responses.

Targets

2012: Training classes
2016: Training classes

Strategies

- Officers will be trained in the following areas: handgun qualifications, cardiopulmonary resuscitation, First aid, automated external defibrillator's, bloodborne pathogens, emergency situations.

Assessments

- Documentation of 100% participation in appropriate training classes.

5.3 Facility Safety

Performance Measure

- Alvin Community College will ensure that all building, structures, lighting, and grounds will be regularly inspected for unsafe conditions.

Targets

2012 Documentation of Inspections
2016 Documentation of Inspections

Strategies

- Annual inspections of fire alarm systems, boilers, and elevators.
- Inspections of electrical panels and transformers.
- Weekly inspection of parking lot lighting and area lighting.
- Weekly inspection of campus grounds for hazardous conditions.
- Fire drills will be conducted each semester.

Assessments

- Documentation of inspection and drills.