



VICTORIA COLLEGE

Strategic Plan

2012-2015

Our Mission

Victoria College is a public, open-admission college. Our mission is to provide educational opportunities and services for our students and the communities we serve. Victoria College provides:

Associate Degrees and Certificates

Programs leading to the Associate of Arts, Associate of Science, Associate of Applied Science, and Certificates that meet the needs of the students and communities within our service area.

University Transfer

Academic courses that apply to baccalaureate degrees and meet the educational needs of students planning to transfer to a university.

Career & Technical Education

Credit courses and programs designed to satisfy local and regional employer demands and meet individuals' workforce training needs.

Academic Foundations

Compensatory education courses consistent with open-admission policies designed to prepare students effectively for success in college-level studies.

Continuing Education

Noncredit courses and programs that meet the immediate technical and occupational skills needs of employers and the individual, and fulfill the personal enrichment and cultural needs of the individual and the community.

Adult Education

Adult education, basic skills, and English as a second language instructional programs that meet the specific educational needs of our adult constituency.

Student Support

Services and activities that support student success, including academic guidance and counseling services.

Cultural and Intellectual Outreach

Educational activities and events that enhance our community's quality of life.



Our Values

Victoria College's commitment to its mission is guided by the following values:

We value integrity. Victoria College will foster an environment of respect, honesty, openness, and fairness and will promote responsible stewardship of resources and public trust.

We value respect for the unique characteristics and abilities of individuals. Victoria College will welcome and promote diversity among students, faculty, staff, and our community, while cultivating a respectful, collegial, and accessible working and learning environment.

We value student achievement and student success. Victoria College will create learning opportunities that challenge our students and help them meet their educational goals.

We value excellence. Victoria College will strive to achieve the highest standards of performance in teaching and in the services we offer students, colleagues, and our community.



In order to fulfill its mission, Victoria College has identified three priority goals and the “will” statements that describe the College’s commitment in each area:

1 Foster Student Success

Victoria College will:

- Empower students to take ownership of their learning
- Provide supports that lead to academic success (and successful completion within term)
- Improve student retention at the course and program level, term to term
- Align courses and programs with external standards and professional requirements
- Provide learning paths and career paths that foster continuous learning

2 Meet Community Needs

Victoria College will:

- Identify and respond quickly to the existing and changing needs of our regional economy
- Partner with businesses, public and higher education institutions, community groups and other agencies to leverage resources and address community needs
- Recruit students from throughout our service area
- Improve public awareness and understanding of the college
- Offer programs and events that enhance our community’s quality of life

3 Ensure Institutional Excellence

Victoria College will:

- Strive for high performance levels that ensure efficient, accurate and supportive services to internal and external customers
- Provide professional development to improve performance of employees and work groups
- Develop and use internal policies and practices that are consistent, well communicated and in keeping with our values
- Maintain our physical, equipment and technology infrastructure to meet the needs of students, employees and community

Student Success

Priority Goal #1

Foster Student Success

To accomplish this priority goal, Victoria College will implement the following action items.

Action Item 1.1

Improve student success through student engagement.

Research has shown that student engagement has a positive impact on course and program completion. Victoria College will adopt student engagement strategies that will improve student success. Strategies such as faculty advising, intervention plans for at-risk students, learning communities, enhanced opportunities for student activities, childcare assistance, and enhanced library programs and services all play important roles in improving student engagement.

Action Item 1.2

Create a Teaching and Learning Center.

Research has shown that active and collaborative learning, academic challenge, and student/faculty interaction result in improved persistence, completion, and student success. Victoria College will create a Teaching and Learning Center that promotes excellence in teaching and in the instructional environment, resulting in improved student learning outcomes.

Action Item 1.3

Create a Veteran Student Services Center.

Students who are veterans have the same needs as other students, but they also have unique needs. Victoria College will explore the benefits of implementing a Veteran Student Services Center that offers transition services to assist military personnel become successful students, that develops and implements outreach programs to provide specialized support services, and that supports the development of a Veteran Students Learning Community.

PRIORITY GOAL #1

EXPECTED OUTCOMES:

Victoria College students will demonstrate increasing student engagement and will exceed comparative college benchmarks on student performance indicators, such as completion of coursework, persistence, and student success.

Priority Goal #2

Meet Community Needs

To accomplish this priority goal, Victoria College will implement the following action items.

Action Item 2.1**Reinforce the public recognition of Victoria College as a superior academic and career training institution.**

The communities Victoria College serves should have a comprehensive understanding of VC's mission, of VC's impact on the communities it serves, and of the opportunities VC provides for students to succeed. Comprehensive marketing and recruiting efforts will ensure Victoria College is viewed as the "college of choice" for learning, academic success, and workforce skills training.

Action Item 2.2**Target recruiting to areas of high need and high impact.**

While continuing its traditional recruiting efforts, Victoria College will identify and focus recruiting on communities and populations where there is both a high need for higher education or workforce skills training and a high probability of significant benefit to the community.

Action Item 2.3**Cultivate and strengthen relationships with key stakeholders.**

Victoria College will engage stakeholders – including area school districts, business and industry, service organizations, municipalities, and economic development partners – in an effort to improve the educational and economic outcomes for our communities. A "cradle to career" approach to coordinating and aligning educational programming and workforce needs will be used to increase educational attainment and access to higher education in order to ensure a qualified, skilled workforce.

Action Item 2.4**Strengthen partnerships with regional economic development entities.**

Victoria College will play an integral part in economic development efforts in the communities it serves by showcasing the Emerging Technology Center as the region's state-of-the-art workforce training and conference facility, as well as highlighting VC's academic and transfer programs to business and industry looking to locate, re-locate, or expand in the region. By remaining well-informed of the region's economic development trends and related opportunities, the College will ensure that all programs, courses, services, and facilities meet current and future educational and workforce training needs.

PRIORITY GOAL #2**EXPECTED OUTCOMES:**

Victoria College will experience increases in student enrollment, academic transfer, and student completion in targeted programs leading to in-demand careers, as well as increases in resources, partnerships, and regional, state, and national recognition.

Priority Goal #3

Ensure Institutional Excellence

To accomplish this priority goal, Victoria College will implement the following action items.

Action Item 3.1

Create a campus climate in which employees collaborate and communicate effectively.

A collaborative institutional climate fosters mutual trust and respect and leads to more effective and efficient operations. Victoria College will develop and implement strategies to encourage greater collaboration and communication, resulting in efficient, accurate, and supportive services for internal and external customers.

Action Item 3.2

Create a unified, welcoming, and safe campus physical environment.

Students, employees, and the community value a welcoming and safe campus physical environment. Victoria College will develop and implement operational plans to ensure the campus infrastructure meets the needs of all constituents.

Action Item 3.3

Implement a comprehensive plan for improving employee job performance.

To provide the highest levels of service to students and to the community, Victoria College should continuously increase the knowledge, competency and professionalism of its faculty and staff. VC will develop and implement an effective system of performance evaluation and professional development, including a program designed to prepare employees for advancement and leadership roles.

PRIORITY GOAL #3 EXPECTED OUTCOMES:

Victoria College will exceed comparative college benchmarks on internal and external constituents' satisfaction with college infrastructure and campus climate and experience improved performance of employees and work groups.