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## GUIDING PRINCIPLES

### VISION

#### **Our Community, Our College: Improving Lives, Strengthening Communities**

- Empowering each student to achieve excellence in an environment that cultivates personal relationships among students, faculty, and staff.
- Being the catalyst for educational attainment, economic growth, and cultural enrichment in partnership with business, industry, community groups, and all levels of education.

### 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.

**Developmental Education** – 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.

## 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.

## STRATEGIC PRIORITIES 2015-2020

Victoria College's current strategic plan started in 2015 and formally concludes with the end of the 2020 academic year in May. Much as the start of a strategic planning cycle involves more discussion than action, successfully closing out a strategic plan requires a careful review of what was achieved, what is finished, what is still worth working toward, and what needs to be gracefully let go. Additionally, it makes sense to capture strengths and challenges of the planning process itself, to ensure that the next cycle of strategic planning builds on a solid foundation of effective planning strategies.

Each component of the plan below has two parts. The first is a brief summary of the achievements of the committee. The second is a final recommendation from each committee. Again, in some cases the work is complete, in some, the work is ongoing or 'institutionalized' inside regular unit planning efforts, and in others (such as Texas Guided Pathways) the work is so large it is recommended to continue through the next strategic plan. Strategic planning at Victoria College – especially over half a decade – has many employees who cycled on and off the various committees. The names listed below are not exhaustive; rather, they represent the final, most recent rosters.

There are two final items of note. The Leo J. Welder Center, VC Foundation, and Museum of the Coastal Bend each has a mission-specific strategic plan that is led by its board and director and yet is purposefully aligned with the overarching VC strategic plan. The strengths and challenges of the planning process itself are captured in the appendix to keep focus on the actions of the plan topics themselves.

## STUDENT SUCCESS

**Victoria College students will demonstrate increasing student engagement and will exceed comparative college benchmarks on student performance indicators, such as completion of coursework; attainment of educational, transfer, and career goals; marketable skills; and manageable debt.**

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### IMPROVE STUDENT SUCCESS AND COMPLETION THROUGH STUDENT ENGAGEMENT (SS-1)

*Victoria College will foster a sense of belonging and connection for students and will expand and enhance student engagement.*

Cindy Buchholz, Bobby Cubriel, Elaine Everett-Hensley, Nacona Nix, Pam Neuman, Diana Pagel, Donna Rodriguez, Kim Obsta, Karen Friedel, Edrel Stoneham, Jaime Nobles, Bill Coons, Ana Hernandez, Julie Kline, Melanie Gerdes, Monica Rubio

- SS 1.1: Create a learning commons model, as part of a comprehensive student center, to promote a culture of learning.
  - *Progress:* The model for the comprehensive student center (as part of the 2016-2025 Facilities Master Plan) included center programming (identifying which services/departments belong in the center), rough blueprint (identifying which services should be adjacent or isolated for privacy), and was turned over to the campus planning team (which is responsible for working with architects and designers). There were 68 employees, 4 students, one board member, and about 7 architects and designers in the meetings.
  - *Final Recommendation:* With the model created, the next stage is in progress. The campus planning team (led by Administrative Council) has ongoing discussions with VC's architect and design firms, resulting in draft visuals and technical sketches that will be displayed in the January 2020 convocation.
- SS 1.2: Create a community connection center, as part of a comprehensive student center, to provide student access and information to a variety of services (career, social, and other wrap-around services)
  - *Progress (complete):* Meeting VC student needs is part of our college's mission in our community. With shelter and food insecurities being significant concerns for a sizeable number of students, VC actively seeks to meet near-term, acute needs while planning and supporting students to achieve long-term stability. Wrap-around services now include food pantry, childcare assistance, transportation help, instructional supplies awards, reduced cost/free medical screening, and medication help. Advising and Counseling is also seeking to work with a community partner to split storage for donated clothing (keeping a small amount of general and career-clothing on campus to support advising's growing career placement efforts). All these activities and supports do require resources, and while funded by grants and community giving, it is important to note many VC employees give upwards of \$160 per month in payroll deduction donations. While many of these wrap-around services alleviate acute student need, VC works with students to make long-term plans for stability, including federal financial aid. At present, about 2% of VC students reach out with acute need requests, and an awareness campaign is planned to ensure all students are aware of these support-toward-completion services. Advising and Counseling has institutionalized these support services and continues to partner with community organizations to seek dedicated funding.

- *Final Recommendation:* While these efforts do not necessarily need to stay in the next strategic plan, they are of vital importance to our students and will continue to need top-level care from college leadership.

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## COMPLETE AND EXECUTE A COMPREHENSIVE PLAN TO ENHANCE AND EXPAND STUDENT LEARNING RESOURCES AND SUPPORTS (SS-2)

*Victoria College will provide a quality experience for academic and student support services.*

Jeffery Williams, Jennifer Stewart, Carol Marcengo-Stehling, Madelyne Tolliver, Lisa DeVries, Racheal Walker, Almajane Musselman

- SS 2.1: Develop schedules for student workshops.
  - *Progress (complete):* As these workshops were developed and piloted, it became clear that they presented too many challenges for students' schedules. Now as part of the [Total Learning Center](#) (TLC) activities, these workshops are being steadily created and deployed online.
  - *Final Recommendation:* TLC will continue to develop additional workshops and online content to give students on-demand access to key success skills to promote completion.
- SS 2.2: Manage the library's transition from a brick-and-mortar library to one that provides shared resources through local partnership in higher education as well as information and technology services for students, staff, and faculty in a central location on VC's campus.
  - *Progress:* With the library in its temporary physical location, and a new Memorandum of Understanding (MOU) with UHV in place with the construction of UHV's new library building, VC students are well served, and the transition is complete.
  - *Final Recommendation:* The new campus learning center will serve students' needs and be more cost efficient while delivering library services. The libraries at UHV and VC will continue to serve students at both institutions.

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## IMPLEMENT THE PATHWAYS FRAMEWORK (SS-3)

*VC Pathway will provide a clear and coherent integration of academics and all supports throughout the educational experience, beginning with engagement in EC-12 and continuing to guide students on their journey to higher thinking, employment, and transfer.*

Jaco Flores; Marylynn Fletcher (retired); Laura Crandall; Susan Foester; Sonia Herrera; Jerry Hamilton; Michelle Paulsen; Ann Kapp; Bailey Koebrick; Ceci Oldmixen; Heidi Ajrami; Vince Ortiz; Brooke Merta; Vicki Miles; Susie Jechow



### SS-3.1: Create and sustain a comprehensive college mentoring program

- *Progress:* VC recognized our students had a greater need for coaching than mentoring and therefore piloted coaching in EDUC 1300 for a semester and then realized that students on enforced withdrawal and academic probation needed these types of academic supports to succeed. Coaching has since been institutionalized as part of the **Total Learning Center**.
- *Final Recommendation:* VC should continue to support high impact practices that keep students on their path as one of the four Texas Pathways pillars.
  - SS-3.2: Redesign advising to keep students on the pathway
- *Progress:* Advising is now working to deploy a conceptually decentralized model where advisors are assigned students by specific meta-majors. Each advisor will work closely with division deans over the student's assigned meta-major(s). Additionally, students' admission letters will include information on their meta-major, their assigned advisor, and their dean(s). While the initial efforts of this committee were spent on applying for a grant to purchase Inside Track (a software service), VC was not awarded that grant.
- *Final Recommendation:* Student Services and Instructional Council will begin working in early spring 2020 to develop a roadmap, with a target implementation date of fall 2020. Additionally, the VC website is to undergo an update to make Pathways more visible to assist students in selecting their meta-majors.
  - SS-3.3: Work toward alignment among EC-12, VC, and transfer/career stakeholders
- *Progress:* The committee has mapped the top two degrees to the top five transfer universities. Additionally, VC and UHV 2+2 agreements were fully mapped for all UHV majors. The division of [Arts, Humanities, and Social Sciences](#) worked to contextualize transfer courses around meta-majors by showing the link at each course level to a student's pathway.
- *Final Recommendation:* This work should continue as part of the overall Pathways efforts. Especially as the first, internal phase of Pathways is completed, improving the connection from EC-12 to VC should be an integral part of the next phase of Pathways efforts.

### SS-3.4: Identify and recommend Pathways professional development

- *Progress:* As part of a Faculty Senate special committee, more global faculty professional development efforts, including the QEP's 12 best practices, are being institutionalized.
- *Final Recommendation:* For faculty, Faculty Senate will identify and host professional development in each long semester. For staff, Human Resources is creating additional professional development.
- SS-3.5: Critically analyze intake and connection
  - *Progress:* VC recognized the need for better integration with enrollment intake processes and initiated the Integrated Summit, a joint training of Adult Education, Workforce and Continuing Education, Admissions, and Advising and Counseling. The goal of the summit is to enhance communication and to better understand the multiple entry points to Victoria College in an effort to streamline processes for students.
  - *Final Recommendation:* The Integrated Summit should continue to be offered regularly to ensure cross-training by all intake personnel. Additionally, this purposeful cross-functional training and communication should continue to provide students a less fragmented journey throughout their VC learning experience.
- SS-3.6 Provide timely and targeted financial assistance to students
  - *Progress:* Internal policies about aid disbursement are being explored to ensure VC is not creating unnecessary obstacles. Other challenges include finding ways to help students in acute cases where a gift-card may not suffice (e.g., a need that requires cash, such as an electric bill).
  - *Final Recommendation:* Administrative Council will discuss internal financial controls and ascertain which policies are necessary and legal and which may be legacy practices.

**Note:** Unlike other sections, Texas Pathways framework is less about any single line item and much more about the purposeful change efforts to ensure optimal student experiences and achievements. Thus, Texas Pathways as a whole is highly recommended to continue as the primary student success priority of the next strategic plan, even as specific line items are expected to evolve.

**Through strategic partnerships, Victoria College will provide an appropriately trained and skilled workforce to meet growing economic demand; seamless transitions; increased educational attainment; and cultural enrichment opportunities.**

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#### REINFORCE THE PUBLIC RECOGNITION OF VICTORIA COLLEGE (CN-1)

*The communities Victoria College serves will understand VC's vision, mission, programs, services, and impact.*

Rachel Nessel, Michelle Ulbrich, Karen Bauer-Smith, Helen Dvorak, Karen Hagan, Darin Kazmir, Vicki Miles, Joe Sekul, Lawrence Wick, Vince Ortiz, James Martinez, Robert Sanchez, Sharon Stevens, Devoni Borgohain, Amber Baker

- CN-1.1: Give employees the tools to be informed and positive representatives of the college
  - *Progress (complete):* "Top 5 Things to Know at VC" email ran from 2016 – 2019. "What's your VC IQ?" game ran from January 2018 through present – reaching an average of 40 people per game. The committee planned to work with instructional design and marketing to create short videos to highlight various programs and opportunities at Victoria College. In summer 2019, following mixed reviews/feedback from faculty/staff and with the focus on the awareness campaign, Marketing discontinued the weekly email. Marketing is continuing the VC IQ game. Marketing is also working on the short videos or a variant thereof. In all cases, this specific implementation process is complete.
  - *Final Recommendation:* There is value in continuing to assess employee knowledge of VC.
- CN-1.2: Review and update strategic marketing plan
  - *Progress (complete):* Relationship Management Team (RMT), comprised of various VC staff, is moving Victoria College closer to a Strategic Marketing Plan mentality. This is a complex process, yet the RMT exists and continues to evolve.
  - *Final Recommendation:* In reality, this is an operational item and can be removed from strategic planning. The Vice President of Instruction and Dean of Student Services are on RMT, so any issues that rise to a higher level of decision making can be addressed directly.
- CN-1.3: Strategically engage former students
  - *Progress (complete):* Alumni & Friends Association, under the direction of Advancement Services Coordinator, now has an approved logo, a webpage (hosted by VC Foundation), newsletter, and Facebook group. The membership application is on the webpage, on the graduation application, and promoted at community events. New members receive a welcome packet in the mail, which includes a welcome letter and window sticker. This has been institutionalized under Advancement.
  - *Final Recommendation:* N/A

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#### TARGET RECRUITING TO REACH AREAS OF TRADITIONALLY UNDERSERVED POPULATIONS (CN-2)

*Victoria College will identify and focus recruiting on communities and populations to increase college-going rates and education attainment while continuing its traditional recruiting efforts.*

Ed Byerly, Amy Mundy, Jennifer Galvan, Monica Hamilton, Jeff Hubbard, Susie Jechow, Juan Mata, Sherrie Pall, Sabrina Romo, Tisha Sternadel, Darla Strother, Jason Valdez, Matt Weiler

- CN-2.1: Define and identify underserved populations
  - This was a complex undertaking for a committee. Institutional Effectiveness, Research, and Assessment (IERA) has the personnel and skillsets to undertake this sort of data/demographic effort. While there is no single measure that would readily allow for a precise definition, IERA uses multiple measures (including US Census) to understand the college's service area and identify underserved populations. To further this conversation, IERA now regularly shares relevant, disaggregated student performance information to departments across the college.
- CN-2.2: Establish and enhance partnerships with community organizations that work with underserved populations
  - *Progress:* VC organized a community outreach ambassador program, which is funded by the VC Foundation. The Community Outreach Specialist along with the HR Department developed procedures to ensure the success of the program. This has helped recruit trained volunteers to assist at select outreach events without an expense to the college.
  - *Final Recommendation:* VC should continue to strategically develop and strengthen partnerships.
- CN-2.3: Develop marketing and recruitment strategies to reach underserved populations and communities
  - *Progress:* The Community Outreach Specialist continues to coordinate efforts to reach underserved populations through attendance at community events, a regular presence at Workforce Solutions Golden Crescent, and participation in public relations activities and volunteer opportunities.

- *Final Recommendation:* An increase in the marketing budget is needed to target underserved populations. Victoria College marketing does a great job marketing Victoria College; however, the committee felt that the underserved populations should have a specific designation for marketing.
- CN-2.4: Identify supports necessary to increase college-going rates and educational attainment (**Pathways Achievement**)
  - *Progress (complete):* The redesign of the college web page has made financial aid opportunities more readily apparent to students. Scholarship information, including the application, is much more accessible to students. The VC Foundation reported a significant increase in the number of scholarship applications, and the number of scholarships granted for the 2018-2019 academic year increased. Victoria College and Victoria Transit teamed up to help VC students with transportation to and from campus. Passes are available in the VC Bookstore each semester and offered at discounted rate. Financial aid funds can be used to purchase the passes.
  - *Final Recommendations:* Monitoring the website should be continued to ensure ease of access for 'Ways to Pay' and continue offering bus passes at the bookstore. At the strategic level, identifying opportunities to partner with community organizations for the purpose of reaching underserved populations should also be continued. While increased support is required, this particular strategic planning item should be continued under other pathways activities.
- CN-2.5: Develop additional engagement activities within the college for the benefit of underserved students
  - *Progress:* VC organized the Black Student Union on campus in 2017 which currently has eight active students. The Latin American Student Organization was revitalized on campus, and the organization has now begun meeting again after several years of inactivity. LASO has five to eight students involved, and they are working hard to grow LASO. Expansion of intramural sports programs on campus was also explored. Participation in clubs and organizations has increased overall. Students now can sign up for clubs or organizations of their choice during new student orientation and throughout the academic year. The Division of Student Services is developing multiculturalism awareness that will highlight and celebrate various cultures throughout the academic year. The Student Life office will partner with various VC clubs and organizations to recognize and celebrate Hispanic Heritage Month, Season of Giving, Black History Month, and Women's History Month. There are plans to bring Karith Foster, who is a diversity expert, to Victoria College in spring 2020 to speak with students and employees.
  - *Final Recommendation:* VC is a Hispanic Serving Institution (HSI), and consciously supporting equity is a key part of our mission, strategic plan, and Texas Guided Pathways. Equity will need to be seriously considered as we begin the next strategic planning cycle (particularly part-time minority student completion and retention). Expansion of engagement opportunities is critical and should remain in the strategic plan.
- CN-2.6: Promote upward mobility with underserved populations
  - *Progress:* Childcare continues to be one of the biggest obstacles for students in underserved populations, and it is one of the areas that requires ongoing concern in future plans. The Child Care Access Means Parents in School (CCAMPIS) Grant supports the participation of low-income parents in higher education by providing childcare services. The grant is 100-percent federally funded.
  - *Final Recommendation:* While VC continues to be aware of childcare challenges in our service area that are beyond the college's ability to solve independently, this must continue on VC's strategic radar to identify partnerships and cooperative efforts to support our students.

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### CULTIVATE AND STRENGTHEN PARTNERSHIPS WITH KEY STAKEHOLDERS (CN-3)

*Victoria College will engage stakeholders to improve the educational and economic outcomes for our communities.*

Susan Prukop Tiffany Johnson Casey Gray Michelle Hall Susan Juckett Elizabeth Garza Vince Ortiz Kendle Patek Shannon Swor  
Angela Weaver

- CN-3.1: Define and identify key stakeholders and strengthen relationships with them.
  - *Progress:* A model for reaching the largest group of stakeholders including students (potential, current, and alumni) was developed and implemented.
  - *Final Recommendation:* Our committee recommends exploring ways to monitor effectiveness and make adjustments to the existing approaches that have been adopted. For example: establish a system to review the outreach efforts, etc. Work should continue with addressing additional stakeholders such as business and industry partners. This should be on the next strategic plan.
- CN-3.2: Implement a comprehensive stakeholder relationship management plan.
  - *Progress (complete):* Student communication plans are managed by VC's Relationship Management Coordinator in conjunction with the Relationship Management Team. The team meets regularly with the purpose of guiding campus-

wide relationship management efforts and reviewing, identifying, and streamlining internal processes that benefit students by removing barriers, improving communication, and increasing timely completion of student goals that impact enrollment and student success. VC uses Radius by Campus Management, a constituent relationship management system, to send students automated, personalized messages at pivotal points along their educational pathway. Additionally, the VC Foundation implemented Razor's Edge. This is a fundraising and donor management software solution that maximizes the Foundation's resources and allows for more efficient, donor centric operations.

- Radius and Razor's Edge are now implemented in the relevant unit plans and ongoing operations.
- *Final Recommendation:* N/A

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## PROVIDE AND FACILITATE CULTURAL ENRICHMENT (CN-4)

*Victoria College will identify opportunities designed to improve the quality of life in our communities.*

Jackie Robinson, Paul L. Janda, Sandra Drozd, Abraham Mendoza

- CN-4.1: Expand and diversify cultural enrichment programs through leveraged resources, sponsorships, and partnerships
  - *Progress:* Several surveys were conducted to assess cultural enrichment opportunities in the area and identify gaps where the College could offer new opportunities. Surveys were conducted with:
    - College cultural program providers to identify current cultural offerings, financial resources, sponsorships/partnerships and projected programs and resources
    - Community organizations and individuals in the college's service area to identify perception of the college's cultural programs and to solicit suggestions for future offerings
    - Peer community colleges in Texas to identify their current cultural offerings financial resources and current sponsorships/partnerships.
  - *Final Recommendation:* Analysis of survey results indicated a need to continue and expand existing partnerships with area organizations and businesses for diverse cultural opportunities in order to expand the College's cultural presence. A number of additional activities (e.g., dinner theatres, art shows, book fairs) were suggested. A dinner theatre was held in conjunction with the 15<sup>th</sup> annual Empty Bowls fundraiser and generated nearly \$7,000 to benefit local charities.
- CN-4.2: Expand lifelong learning concept to more diverse groups and ages
  - *Progress (complete):* The Academy of Lifelong Learning (ALL) has expanded their course offerings (in terms of variety of offerings and times offered), establishing new partnerships, increasing membership, and attracting a wider age range. ALL now has its own unit plan and budget, which will support regular, purposeful planning and growth.
  - *Final Recommendation:* N/A
- CN-4.3: Implement the Welder Center Strategic Plan
  - *Progress:* Advisory committee meetings and top-level support through VC's comprehensive and reorganized Cultural Affairs structure have made significant progress in the development of a strategic plan. Cultural Affairs has its own unit plan and a comprehensive set of venues, properties, and programming, including the Emerging Technology Complex, Museum of the Coastal Bend and the Welder Center.
  - *Final Recommendation:* N/A

## INSTITUTIONAL EXCELLENCE

**Victoria College will ensure high performance and high levels of student, employee, and community satisfaction as indicated by appropriate benchmarking.**

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## SUPPORT A CULTURE IN WHICH EMPLOYEES ARE HAPPY AND PRODUCTIVE (IE-1)

*Victoria College will ensure a high level of satisfaction and performance among its employees.*

Terri Kurtz, Mary Mayes, Angelica Alvarado, Heidi Ajrami, Dava Allen, Chris Kallus, Kim McClure, Debbie Pena, Katherine Rodriguez, Shelly Ninke, Cynthia Finch, Ana Hernandez, Carol Walters, Brooke Merta

- IE-1.1: Enhance employee communication both within departments and campus wide
  - *Progress:* The employee suggestion box was implemented and enhanced features for both in and out communication and feedback were added.



- *Final Recommendation:* Institutionalize activities since they are coordinated by either HR or Campus Connect Committee. It is recommended that we keep a communication initiative on for our next Strategic Plan but with new activities.
- IE-1.2: Expand employee recognition programs that express appreciation and cause employees to feel valued
  - *Progress:* You matter cards are being sent out by current administration and directors. Years of Service and Staff Award programs are continuing effectively.
  - *Final Recommendation:* VC should Institutionalize the activities since HR coordinates them and continue focus on employee motivation during next strategic plan.
- IE-1.3: Expand Victoria College's efforts to create a healthier workforce
  - *Progress (complete):* Approximately ¼ of full-time employees participate in planned wellness activities. The committee is going to be made permanent, in partnership with HR, and expand its mission to include students as well – thereby focusing on the entire VC community.
  - *Final Recommendation:* N/A
- IE-1.4: Develop a “New Employee” mentoring program
  - *Progress (progress):* New Employee Orientation was implemented fall 2019; a feedback session brought forward some great suggestions. This activity has been institutionalized as the new employee mentoring program will be managed by the HR staff.
  - *Final Recommendation:* N/A
- IE-1.5: Improve open dialogue and mutual respect among students and employees
  - *Progress:* Other IE 1 initiatives covers this area as well as events across campus with employees and students. This activity is driven by employee recognition activities, campus connect events, and with increased and improved continuous communication.
  - *Final Recommendation:* This activity should be removed from future strategic plans as all initiatives are addressed elsewhere in the strategic plan or are part of HR focused initiatives.
- IE-1.6: Systematically review processes for simplicity and efficiency
  - *Progress:* A lean process review is being considered.
  - *Final Recommendation:* This activity will need to be discussed with the new president as well as reviewing need/rating in pre-plan SWOT process.

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## PROVIDE A WELCOMING AND SAFE ENVIRONMENT (IE-2)

*Victoria College will ensure the physical environment is aesthetically pleasing and meets the needs of our constituents.*

Betsy Crane; Marty Deckard; Keith Blundell; Ebony Allison; Felix Appelt; Lisa DeVries; Daniel Garza; Ann Kapp; Anna Kincade; Wanda Taylor

- IE-2.1: Improve campus signage to ensure branding, ease of navigation, and safety
  - *Progress:* Electronic touch screen directories were installed to assist with navigation. Currently 10 of 15 main campus buildings have touch screen navigation directories. Campus map update is currently in draft, with the anticipation of an early spring 2020 release.
  - *Final Recommendation:* While the digital signage and internal signage improve campus wayfinding, there is still a separate large wayfinding piece of the Facility Master Plan that includes an integrated campus wide plan to name buildings, parking lots, and other pathways so that a student or other visitor will be able to more easily navigate the campus. This would also assist with emergency personnel as well when responding to an incident. The wayfinding project will be incorporated into the separate Facility Master Plan projects such as new and renovated facilities, rerouting traffic and parking, as well as pedestrian traffic.
- IE-2.2: Develop and implement a safety awareness campaign
  - *Progress:* AED and stop the bleed training is an ongoing effort. Quarterly tabletop exercises are an ongoing effort. National Incident Management System (NIMS) training has been aligned with current emergency management doctrine.
  - *Final Recommendation:* The safety and awareness campaign activities will be institutionalized and managed by the Campus Safety and Security committee. The program will focus on employee engagement and centered on safety themes and messaging. The committee will continue quarterly tabletop exercises and safety training at convocation. Implement quarterly/semester safety updates.

- IE-2.3: Develop an intentional refurbish/refresh plan for campus buildings and grounds
  - *Progress (complete)*: The plan has been put in place. Focused refurbish/refresh plan on specific buildings per month is an ongoing effort. Seventy tasks to refresh ETC, HSC, the old Science Building, and the Student Center have been completed. An additional 20 tasks have been identified to be completed. Physical Plant will continue the intentional refresh/refurbish plan to maximize safety/utilization and continue careful stewardship of public buildings.
  - *Final Recommendation*: This plan will be institutionalized, and Physical Plant will be in charge of implementation.

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## PROVIDE RELEVANT FACILITIES, TECHNOLOGY, AND PROFESSIONAL DEVELOPMENT (IE-3)

*Victoria College will align investment of resources with strategic priorities.*

Jerry Hamilton, Sophia Kameitjo, Rachel Winkenwerder, Lisa Elsik, Shari Gould, Sharon Hyak, Andy Farnior, Ledie Cheramie, Becky Barfield

- IE-3.1: *Progress*: Provide and encourage comprehensive professional development of all employees
  - This plan included exploring additional delivery modes, training topics, and process for recording employees' professional development. The departure of CAPE resulted in a notable decrease in professional development opportunities and prevented completion of these plans.
  - *Final Recommendation*: Professional development should be evaluated as part of the Employee Survey with questions for HR and Faculty Senate.
- IE-3.2: Provide employees and students an adequate technology infrastructure
  - *Progress*: This plan included recurring tech updates and self-help resources, as well as BYOD charging stations, bandwidth, non-curricular wireless, and BYOD seating.
  - *Final Recommendation*: While these plans were completed, technology infrastructure should be a priority in the next plan, but BYOD needs to be reevaluated.
- IE-3.3: Implement a comprehensive plan to ensure existing and new facilities meet student, employee, and community needs
  - *Progress*: This plan included the creation of a Facilities Master Plan standing committee, an annual report, and maintenance request guidance. Everything was completed except for the creation of a standing committee.
  - *Final Recommendation*: The Facilities Master Plan should remain a priority in the next strategic plan and it should reevaluate the need for a Facilities Master Plan standing committee.

## STRATEGIC APPENDIX

*The plan co-chairs and committee members noted strengths and challenges of the planning process itself. These are retained here to help set a successful foundation for the next strategic plan.*

- SS1
  - Strengths to Retain – Because the Director of Advising and Counseling was one of the co-chairs of this action item, it was a natural process to move from the ideas developed by the diverse members of the strategic planning committee to longer term institutionalization and fine-tuning of these efforts. Finding ways for the new strategic planning groups to keep the passionate energy of free-lance volunteers while also purposefully including key department members to ensure hand-off continuity is important.
  - Challenges to Meet – As various campus surveys – both internal and external – show us, our students and our community have needs that impede learning and student success. Finding the optimal mix of community partnerships, direct college support, and of balancing near-term versus long-term aid will continue to be important. Additionally, while external aid such as FAFSA and various community organizations do provide students important scholastic support, community college students may face unique obstacles to meeting/completing eligibility requirements.
- SS2
  - Strengths to Retain – TLC continues to do outstanding work to support student success through comprehensive resources. UHV and VC work hard to responsibly share a campus block, a community, and a community culture of education.
  - Challenges to Meet – The physical space the library currently inhabits remains costly per square foot. Additionally, it is not in a central location. As for the workshop development, while these are in progress, limited resources make it a slower process than ideal.
- SS3
  - Strengths to Retain – The Texas Pathways framework has been invaluable to VC – driving many of our recent strategic changes including coaching, complete mapping of transfer paths with University of Houston – Victoria, student equity considerations, and building a more conscious, concerted approach to the student experience with a focus on student achievement.
  - Challenges to Meet – While the early comprehensive communication efforts to bring the entire campus into Pathways was a resounding success, more recently, the Pathways core team realized that we must be more disciplined in regularly sharing the current Pathways initiatives. While each current component of our Pathways efforts is ‘on point,’ the wider campus is not always as aware of this work. At the most recent Pathways institute, a member of the core team attended a workshop focused on more purposeful communication. The core team is committed to meeting this challenge.
- CN1
  - Strengths to Retain – Brainstorming sessions all VC employees participated in during convocation in preparation for the 2016-2020 strategic plan was a great starting point. This allowed for a great organizational structure and gave everyone buy-in. We also appreciated the times that we were allowed to present our updates to Administrative Council and the other Strategic Planning Committee chairs. Not only did this give us purpose to continue making progress, but it also allowed us to understand where we might be able to partner with other committees so as not to duplicate efforts.
  - Challenges to Meet – At times, our committee felt that because we were not experts in certain areas, the suggestions/modifications/progress we made felt forced. Ensuring that both the brainstorming sessions occur again for the next strategic plan, as well as being sure leadership communicates back to all employees how their input guided/formed the next strategic plan.
- CN2
  - Strengths to Retain – The 2016-2020 Strategic Plan utilized an all-inclusive approach. The process allowed everyone to give input and for people from all departments and positions to participate. Participation was especially good during convocation week. We had a great planning team that included expertise throughout campus. Each member of the committee spoke freely in regard to their thoughts and ideas and were willing to take the time to research topics and come back with solutions for consideration. The co-chair structure of committee leadership prevented a situation in which the burden of work fell on one individual. It also offered greater assurance that one individual would not dominate the process.

- Challenges to Meet – Expanding an already large committee in the middle of the planning cycle created challenges and, in some ways, disrupted continuity and chemistry within the committee. Given the amount of change that can take place during a five-year period, a five-year planning cycle may have been too long. As an example, Pathways forced a major re-structuring of the Strategic Plan. The implementation of Pathways might have signified the beginning of a new three-year plan. While rigid focus on specific action items may help keep the committee on track, it also may limit the committee’s freedom to pursue the Action Item Goal more generally. The investment of many hours in the planning process can produce frustration for committee members when college finances prevent action on proposals.
- CN3
  - Strengths to Retain – It was good to work with a team toward a common goal from across the campus.
  - Challenges to Meet – The initial team was not familiar with the tasks nor the areas that were addressed, so we needed to regroup with members more relevant to the task given. Instead of taking volunteers, there should have been a matching/assignment process, possibly. In the future, there should be access given to previous work that had been completed. It was confusing to determine what we should do after reporting to Administrative Council, and we were unsure if action would be taking place or if we should wait for feedback.
- CN4
  - Strengths to Retain – The overall planning process allowed the committee to gain a better understanding of our current operations. In addition, it enabled us to set priorities and goals that were consistent with the mission of the college to help shape the future of the college. The planning shows how different areas of the college are inter-connected and that coordination must be achieved for the plan to be implemented and to be successful.
  - Challenges to Meet – Strategic planning requires more in-depth knowledge of what the process entails, training in the skills of planning, and experience in actually making and implementing strategic plans.
- IE1
  - Strengths to Retain – Feedback from employees reflect that the overall culture is improving due to increased communication across campus. Continued efforts of the Campus Connect Committee along with communication from the President is important as the college went through two major leadership changes during this Strategic Plan with new VPI and Dean of SS.
  - Challenges to Meet – With a new president coming on board next year, we will need to continue focusing on communication and changes across campus to maintain a stable working environment and a positive working culture.
- IE2
  - Strengths to Retain – Facility master plan. Funding for deferred maintenance projects (Johnson Hall roof, CEC exterior painting, and sewer upgrade).
  - Challenges to Meet – Individual and collective safety and emergency management training needs to get onto a regular schedule as retirement/turnover cycles. AED maintenance and service needs to be put on a cycle as well. Funding for current models and future upgrades are needed. Exterior wayfinding is part of the facility master plan which is good; identify funds to upgrade exterior signage.
- IE3
  - Strengths to Retain – Inclusive feedback opportunities provided at the beginning of the plan.
  - Challenges to Meet – Assigning action plans is easy, but having the committee be responsible for completing the assessment plans was more complicated. Having committee membership include a person for each department/unit that would be affected by the action plans would have helped facilitate carry-through or buy-in from those we assigned plans to.