

End-of-Year Summary Report 2018-2019



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FORWARD

Capturing Victoria College’s achievements in support of a community officially spread across seven counties and unofficially stretching across Texas is not easy. Serving over 8,000 students a year through credit, non-credit, and adult basic education involves a lot of moving parts working together smoothly. While this report acknowledges and respects those efforts, it cannot pretend to document every action. Instead, the End of Year Report seeks to highlight the most impactful achievements of the college, with a preference for those actions and results that best guide and shape future planning. This focus allows the End of Year Report to serve as a foundation each year for Victoria College’s continuous improvement. It captures results and achievements from across the college in efforts ranging from unit planning, to metric assessment, to strategic planning, to daily activities.

Throughout the state, all 50 community colleges have joined to work on Texas Pathways. This comprehensive effort is at the heart of the Student Success Strategic priority and has been happening across VC over the last three years, and VC recently was accepted in our application to continue for another three. Throughout this document, (Pathways Achievement) will flag areas where Victoria College made progress on one of the pillars (listed below). Part of VC’s Strategic Plan, Texas Pathways is led by the Vice President of Instruction and a core team including the College President; the Vice President of College Advancement and External Affairs; the Dean of Student Services; the Faculty Senate President; the Director of Advising and Counseling; and the Director of Institutional Effectiveness, Research, and Assessment

Mapping Pathways to Student End Goals

Helping Students Choose and Enter a Program Pathway

Keeping Students on Path

Ensuring Students are Learning

Note: All four pillars incorporate equity considerations.

OUR COLLEGE, OUR COMMUNITY

VC RAMPS UP COACHING TO BOOST STUDENT RETENTION (**PATHWAYS ACHIEVEMENT**)

Increasing student success requires dedicated, continuous improvement in support strategies. Academic coaching provides students with a dedicated coach to help plan, encourage practice, and support every win at Victoria College. This value-adding initiative unlocks student learning by scaffolding life skills such as time management, mastery learning strategies, and successful communication techniques to empower learners.

VC REVAMPS TUTORING EFFORTS (**PATHWAYS ACHIEVEMENT**)

Victoria College revamped the long-standing tutoring center into a Total Learning Center (TLC) to provide students with a more comprehensive set of college success services. Now available to students in learning centers across campus, TLC offers an expanding collection of online resources (both handouts and online tutoring sessions). Online video help, a streamlined web landing page, and a more seamless connection to faculty and classrooms are in the planned second stage of this initiative.

VC FURTHER COMMITS TO CO-REQUISITE COURSES (**PATHWAYS ACHIEVEMENT**)

Supporting Texas HB 2223, Victoria College is committed to ensuring most students start their college learning at the credit level. Through curriculum realignment, embracing just-in-time teaching, and providing weekly course support, the English and Mathematics departments are creating opportunities for students to succeed in achieving vital, degree completion milestones – in their first semester. The departments won a shared grant from The Higher Education Coordinating Board (THECB) for approximately \$75K to support this extensive work.

VC BUILDS WRAP-AROUND SERVICES (**PATHWAYS ACHIEVEMENT**)

Many factors play into students' inability to complete their goals; often those factors have nothing to do with academic ability. Victoria College broadened its commitment to helping students succeed with the creation of a food pantry and clothing closet located in the Student Services Building. Nonperishable food items, toiletries, diapers, and clothing are available to any Victoria College student who needs a little extra help. Mini-pantries were deployed to high traffic sites across the campus as well as at Gonzales Center.

In addition, Victoria College's Advising and Counseling Services Department teamed with Mid-Coast Family Services to offer on-campus counseling to VC students. The services are available to students seeking advocacy and support in areas including domestic violence, sexual assault, chemical dependency, food, clothing, housing, and utilities.

VC RECOGNIZED AS GREAT COLLEGE TO WORK FOR

For the second consecutive year, Victoria College is only one of four colleges in its nationwide cohort to be on the Honor Roll of the Chronicle of Higher Education's *Great Colleges to Work For* survey. Multiple efforts related to the Institutional Excellence priority have been implemented to create a culture at VC where employees are valued and heard.

RESPIRATORY CARE PROGRAM RECEIVES RECOGNITION

Victoria College's Respiratory Care Program received the Distinguished Registered Respiratory Therapist Credentialing Success Award from the Commission on Accreditation for Respiratory Care. Candidate programs for the award must have provided three years of outcome data; hold accreditation without a progress report; document registered respiratory therapist credentialing success of 90 percent or above; and meet or exceed established Commission on Accreditation for Respiratory Care credentialing success, retention, on-time graduation rate, and overall employer and graduate satisfaction.

VC BEGINS OFFERING FOUR-WEEK COURSES (**PATHWAYS ACHIEVEMENT**)

Victoria College began offering four-week courses during the spring 2019 semester for qualifying students who want to progress quickly toward their degree. Students who enroll in the courses can focus on only one class at a time and complete all four courses during the 16-week semester.

VICTORIA COLLEGE BECOMES MEMBER OF NJCAA

Victoria College announced in October 2018 it has been accepted to join the National Junior College Athletic Association and begin competing in women's volleyball and men's basketball starting in 2019-20. The VC Pirates compete in Region XIV of the NJCAA's Division I.

SUPER SATURDAY HELD IN AUGUST 2019 (**PATHWAYS ACHIEVEMENT**)

Victoria College offered prospective and current students an opportunity to start or finalize their preparations for the fall 2019 semester with a Super Saturday event on August 3rd. Students were able to take the TSI Assessment, discuss their educational plans with an advisor, apply for admissions and financial aid, enroll in classes, make payments, and purchase books and supplies.

MUSEUM OPENS "WEIRD & WONDERFUL PREHISTORIC MAMMALS" EXHIBIT

Victoria College's Museum of the Coastal Bend unveiled its "Weird & Wonderful Prehistoric Mammals" exhibit to the public in February. The temporary exhibit provides information on the mammals' lifestyles, adaptations, and interactions with early peoples.

VICTORIA COLLEGE LAUNCHED ALUMNI & FRIENDS

Victoria College and the VC Foundation launched a new Alumni & Friends group. Membership is open to anyone whose journey included Victoria College.

VICTORIA EMPTY BOWLS RAISED \$28,000 TO FEED HUNGRY

Local agencies fighting hunger throughout the Crossroads region received a check of \$28,000 from Victoria Empty Bowls, an annual event at Victoria College that raises proceeds to benefit food banks and assistance organizations. VC students and area potters created bowls throughout the year for Victoria Empty Bowls. The funds raised were split between the Victoria Christian Assistance Ministry, Food Bank of the Golden Crescent, Christ's Kitchen, and Meals on Wheels Victoria.

JIM LEHRER VISITS VICTORIA FOR VC'S "CELEBRATE THE JOURNEY" EVENTS

Victoria College alumnus Jim Lehrer, former news anchor for PBS NewsHour and moderator of 12 presidential debates, kicked off VC's day-long "Celebrate the Journey" event on April 2 by opening the Museum of the Coastal Bend's outdoor exhibit, "The Journey: Victoria College Through the Decades." Lehrer concluded the day's events at the Leo J. Welder Center for the Performing Arts with a lecture titled "All Aboard." Lehrer spoke about his time as editor of VC's newspaper, *The Jolly Roger*, while working nights at the local bus depot as a ticket agent. VC placed a permanent plaque honoring Lehrer at the former location of the bus depot honoring.

VC FOUNDATION EXPERIENCES RECORD YEAR

The generosity of donors was significant this year, with donations to the VC Foundation exceeding \$2.6 million. Highlights include a major gift from the M.G. & Lillie A. Johnson Foundation. The Johnson Foundation, which has a long history of investing in Victoria College, announced its largest single donation ever to VC. The \$1.5 million gift from the Johnson Foundation will go toward Victoria College's comprehensive student center project, which plans to create a central facility on campus to combine learning services, student services, and student life offerings. The Rebuild Texas Fund awarded the College a \$190,000 grant to assist students struggling to overcome the effects of Hurricane Harvey. This fund is a collaborative project of the Michael & Susan Dell Foundation and the OneStar Foundation. It was launched just days after the hurricane devastated Texas communities and is dedicated to economic recovery. Additionally, VC students were awarded over \$1 million in scholarships, a record for the VC Foundation.

VISIONARY LEADERSHIP

BOARD OF TRUSTEES



Mr. V. Bland Proctor
Chair, District 3
Occupation: Attorney
Member since 2011
Term expires in 2020



Dr. Josie Rivera
Member, District 1
Occupation: Retired Educator
Member since 2018
Term expires in 2024



Mr. Luis A. Guerra
Vice Chair, District 2
Occupation: Engineer
Member since 2008
Term expires in 2024



Mr. Ronald B. Walker
Member, District 7
Occupation: Attorney
Member since 1985
Term expires in 2020



Mr. John E. Zacek
Secretary, District 4
Occupation: Banking Executive
Member since 2016
Term expires in 2022



Dr. Daniel A. Cano
Member, District 5
Occupation: Physician
Member since 2016
Term expires in 2020



Ms. Catherine R. McHaney
Member, District 6
Occupation: Newspaper
Co-owner
Member since 1985
Term expires in 2022

PRESIDENT



Dr. David Hinds
President

ADMINISTRATIVE COUNCIL

Ms. Cindy Buchholz
Dr. Edrel Stoneham
Mr. Keith Blundell
Ms. Jennifer Yancey
Ms. Terri Kurtz

Vice President of Instruction
Dean of Student Services
Vice President of Administrative Services
Vice President of College Advancement and External Affairs
Executive Director of Human Resources

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 - Cindy Buchholz & Edrel Stoneham

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.

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.

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.

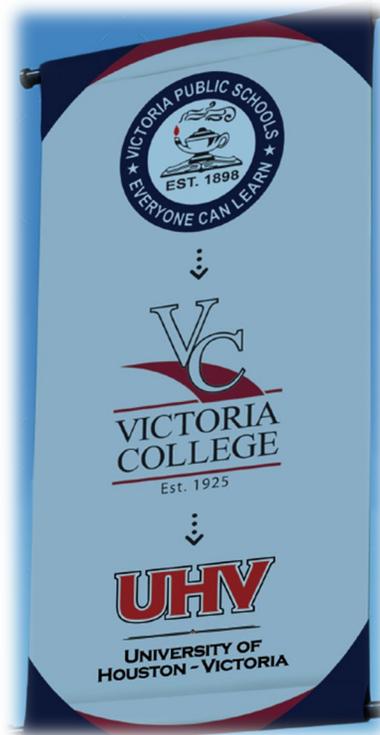
Jeffery Williams, Jennifer Stewart, Carol Marcengo-Stehling, Madelyne Tolliver, Lisa DeVries, Racheal Walker, Almajane Musselman

- 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.

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 Oldmixon; 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.

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

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.

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

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 15th 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 - Keith Blundell & Terri Kurtz

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

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.

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.

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.

OUTSTANDING OUTCOMES FROM UNIT PLANNING

As Victoria College's strategic planning cycle wound down, VC took the opportunity to re-align and strengthen the overall, college-wide planning and assessment cycles in the last half of the 2018-2019 fiscal year. This comprehensive effort involved all unit leaders, all strategic planning chairs, and Administrative Council. The goal was to provide timely information at actionable moments to encourage data-informed decision-making. With the final draft of the college's fifth year re-affirmation of accreditation report undergoing final edits, this effort connected and un-siloed planning and reporting to drive effective operations, reduce bureaucratic paperwork, promote forward-facing / results-orientated actions, and continued to fully comply with regional accreditation.



What follows is a brief, non-comprehensive selection of current metrics and qualitative achievements from VC's hard-working employees as captured in the annual unit plans.

- Administrative Services
 - Bookstore
 - Employee Opinion Survey: "Process for submitting Textbook Adoption Form." On a scale from -2 to 2, the weighted average was 1.43 which is solidly between Satisfied and Very Satisfied. This is a 7% increase in satisfaction over last year.
 - Bookstore is pro-actively reaching out to faculty for textbook adoptions.
 - Business Office
 - Uncollectible account write-offs are down 46%.
 - Through a partnership with Institutional Effectiveness, Research, and Assessment, a variety of payment reminders and collection notices are generated via a custom computer program and mail merge to more effectively reach delinquent accounts in a timely fashion.
 - Campus Police & Security
 - Calls for service decreased by 56%.
 - "Decrease in calls for service indicate a lull in crime..."
 - Physical Plant
 - Regulatory inspections are completed on time, and no fines are assessed.
 - Accumulated deferred maintenance ratio was reduced by completing more projects in-house and remains lower than the state's guidelines.
 - Purchasing
 - Target of 0 audit findings achieved.
 - Technology
 - Uptime reports continue to indicate network systems (e.g., Voice, Network, and Wireless) have over 95% uptime. Most systems have over 99% uptime.
 - Funding is needed as current infrastructure ages (e.g., classroom computers, servers). Digital security also requires resources as technology prevents and mitigates an increasing array of digital threats and complies with increasing regulations.
- Advancement & External Affairs
 - Academy of Lifelong Learning
 - ALL recruited 27 new study leaders from local organizations (including inside VC) to share their talents.
 - "ALL saw a dramatic increase of 75.6% in membership from the previous academic year."
 - CE Allied Health
 - Nurse Aid: 80% state exam pass rate
Pharm Tech: 100% state board pass rate
Vet Assist: 100% completion
Phlebotomy: 86% NHA cert exam
Medical Assist: 64% pass
Medical Coding: 100% NHA cert exam
 - "We continue to have Nurse Aide classes in Cuero High School, Nixon-Smiley High School, Gonzales and Waelder HS. We have been approached by Bloomington to resume classes in the district."
 - Cultural Affairs
 - ETC utilization was up 3%; WC utilization increased 5%; MCB attendance was up 4%
 - "The three venues within Cultural Affairs continue to demonstrate their value as avenues for fostering community support while meeting community and student needs. ETC, MCB, and WC each played a substantial role in VC Foundation awareness campaigns through hosting community events, the VC history exhibit, and playing a part in VC's public art initiative with the WC rooftop mural."
 - Grants Development
 - ROI (public grant / budget) increased from 20:1 to 65:1.
 - "[C]ore activities, including newer initiatives like Needs Assessment, are having a significant impact."
 - Industrial Programs (**Pathways Achievement**)
 - Introductory Craft Skills "Core: course registration increased 14%.
 - Industrial programs continue to provide a pathway for students to earn certifications in an industrial trade through the VC service area (incl. Victoria and Gonzales).

- Marketing
 - 4% increase in media stories featuring Victoria College.
 - “Call Center metrics are likely to change in 2019-20 as Kipsu is implemented, combining live chat and text messaging into one interface.”
- VC Foundation
 - Paid out over 1M USD in scholarships.
 - “This year we started an alumni association from scratch. To date we have 277 members. We have also attended more events and continue to engage alumni through these events. The VCF annual giving campaign was a success this year in addition to the employee campaign. Both campaigns raised more funds than the previous year.”
- Workforce & CE
 - Increased the unduplicated companies served through contract training by 32%.
 - “Workforce and CE has an opportunity to assist school districts fulfill their TEA industry-based certification requirements. We [also] feel there are opportunities for the expansion of course offerings at the VC Gonzales Center.”
- Human Resources
 - Enhancing employee communication and collaboration increased to 82.6% on the *Great Colleges to Work For* survey.
 - “The college has improved communication and employee morale over the past three years.”
- Instruction
 - Academic Support and Student Success (**Pathways Achievement**)
 - Approximately 500 students are being supported by academic coaching.
 - “A challenge for the Academic Coaching Program has been managing both the number of students within the program and the number of students assigned to each coach. The number of academic coaches is insufficient to handle the number of students.”
 - Adult Education
 - Instructional hours increased 35% from last year.
 - “In the upcoming year, we will need to be strategic in the recruitment of more second language speakers and encourage Victoria College to offer more short-term pathway certificates that will attract foreign born adult learners. Our distance learning programs have also been expanded with an additional contract. This will allow our rural sites to increase contact hours and progress towards academic goals at a faster pace.”
 - Allied Health
 - Review of the Advisory Committee minutes indicated that 100% of the Advisory members perceive AH program graduates meet or exceed the community expectations for the academic year 2019-2020.
 - “the VN program enrollment might slightly decrease due to the changing of the program’s start date from summer to spring. This change is necessary for the downward expansion into high schools. No prerequisites will be required for the program as of spring 2020.”
 - Arts, Humanities, and Social Sciences (**Pathways Achievement**)
 - A significant initiative for both AHSS and SMPE is successfully implementing the Texas Legislature’s co-requisite model for credit-level enrollment. Both divisions won a shared grant from THECB “2018 College Readiness and Success Models for 60x30 TX (CRSM-2018)” worth approximately 75K USD.
 - Career and Technical Education (**Pathways Achievement**)
 - Program graduates enjoyed a 95.5% “employed and/or enrolled in higher education still” rate. CTE received a 3.8M USD grant for Wood Building.
 - “The upcoming Wood Building renovation project will provide many challenges for the CTE unit including coordinating all of the movement necessary for this project to be successful, from relocation of the Process Technology lab to the Industrial Training Center; expansion of lab space for Instrumentation/Electronics and the development a seamless pathway between non-credit and credit welding in the new shared space in the renovated building.”
 - Distance Education and Instructional Technology
 - Online andITV courses are ranked “Above Average to Excellent” on the Class Climate scale for “quality of instruction in this course.”
 - “[DEIT] faced a challenge of [new] key employees learning their new roles. DEIT is looking forward to stability in 2019-2020 and having the opportunity to explore new facets of Canvas and other instructional technology.”
 - Gonzales Center (**Pathways Achievement**)

- The center increased unique credit level course offerings by 13%.
 - “The approval of our VCGC’s 5 Yr. Lease was hand down our greatest “win” for 2018-2019. Moving forward we will be evaluating how we can improve what we do here at VCGC.”
 - Institutional Effectiveness, Research, and Assessment
 - “Quality, accuracy, and usefulness of reports/publications” were increased by 23%.
 - Multiple, custom data streams to provide actionable, timely information to decision-makers were developed and deployed.
 - Library
 - “Two for the Price of One,” a marketing initiative to help students understand that the libraries at VC and UHV are available to them, is ongoing.
 - Science, Mathematics, and Physical Education (**Pathways Achievement**)
 - A significant initiative for both AHSS and SMPE is successfully implementing the Texas Legislature’s co-requisite model for credit-level enrollment. Both divisions won a shared grant from THECB “2018 College Readiness and Success Models for 60x30 TX (CRSM-2018)” worth approximately 75K USD.
- Student Services
 - Admission and Records (**Pathways Achievement**)
 - The number of core completers increased by 18%.
 - “While reverse transfers for completed degrees are down, this is not preventing core completion.”
 - Advising and Counseling (**Pathways Achievement**)
 - Average SCH for degree completers is down from 87 last year to 85 this year.
 - “Growing and deploying wrap around services for students – including clothing and food – is a vital part of VC’s equity efforts to provide pathways for all members of our community.”
 - Financial Aid (**Pathways Achievement**)
 - Cohort default rate is *down* almost 5%.
 - “To improve FAFSA completion rates, a *Saturday FAFSA Day* is being piloted.”
 - KEY Center
 - Participation rate of in-house end of semester surveys increased while maintaining high overall satisfaction.
 - “The KEY Center had a productive and effective year in 2018-2019. All data points were met and exceeded on the annual performance report.”
 - Pre-College Programs
 - Dual credit enrollment stayed flat from last year.
 - “UTPB and UT OnRamps opportunities at service area high school affected the percentage of Dual Enrollment Informational attendees who later enroll at VC.”
 - Sports and Athletics
 - This new unit’s metrics are in progress and will be reported next year after a full year of NJCAA participation.
 - “The purpose of the Athletics and Sports Center department at Victoria College is to support student success by providing active opportunities that encourage the physical and mental well-being of students, faculty, and staff. In addition, the department supports the College mission by providing facilities and events that enhance the community’s quality of life through cultural and community outreach.”
 - Student Activities (**Pathways Achievement**)
 - The new multicultural program was developed with VC’s student enrollment in mind – to include Hispanic Heritage, International Food, Black History Month, Women’s History Month, and Asian/Pacific Month. This will also support one of the THECB-mandated Texas Core Outcomes.
 - Testing
 - 99.99% of testing continued to have no irregularities reported.
 - “Recently increased test security by adding dividers between computers.”

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.

STUDENT ACHIEVEMENT APPENDIX

The following document is publicly available online (<http://www.victoriacollege.edu/Explore/AboutVC/InstitutionalResearch>) in compliance with VC’s accrediting agency regulations. The included key performance indicators for student achievement, along with the setting of aspirational targets and performance thresholds are chosen and set internally by VC’s administrative council after being briefed by IERA. Thus, the ‘live’ version of the document online may well have changes as measures cycle on and off the student achievement document depending on current relevancy to VC students. Finally, while the format and layout leave something to be desired, an important new feature of this document is the automated tie-in to VC’s database systems. Thus, VC employees may access up-to-date information and make data-informed decisions.

Student Achievement: Key Performance Indicators

Prepared By: Victoria College Office of Institutional Effectiveness, Research, and Assessment

06 Jan 20

As part of Victoria College's (VC's) focus on serving our students, stakeholders identified key performance indicators (KPIs) for student achievement. This document is available to the public online at the IERA Landing Page.

Each KPI has both a goal/target¹ and a threshold². These dynamic indicators are set by VC's Administrative Council³ through regular, comprehensive reviews of VC's internal and seven county external environment.

Enrollment⁴

The goal/target is a 2% annual increase in enrollment. The threshold is a 3% drop in the three year moving average⁵.

longTerm	Fall 2016	Fall 2017	Fall 2018	Fall 2019
Headcount	4039	3983	3860	3725
Indicator			Threshold	Threshold

Ethnicity	Fall 2016	Fall 2017	Fall 2018	Fall 2019
Asian	75	76	76	70
Black	201	211	199	192
Hispanic	1820	1831	1839	1848
Other	86	71	88	86
White	1857	1794	1658	1529

Gender	Fall 2016	Fall 2017	Fall 2018	Fall 2019
F	2645	2629	2599	2529
M	1389	1354	1260	1193

¹ setting the ideal, stretch, end state.

² setting the minimum expected performance level.

³ College President's Cabinet

⁴ Source: Internal Banner Data

⁵ arithmetic mean

Table 1: Fall Enrollment Data

VC does not currently disaggregate targets/thresholds.

Table 2: Fall Enrollment Disaggregate

Table 3: Fall Enrollment Disaggregate

*Retention*⁶

Cohort retention is compared between Victoria College and the peer group of medium⁷ colleges across the state of Texas from the annual, federal Data Feedback Reports [see for Education Statistics, 2019].

Goal/Target for this metric is meeting or exceeding peer group rates while the threshold is set at falling below peer group benchmark.

Type	Group	Fall 2014	Fall 2015	Fall 2016
FullTime	Peer	0.53	0.56	0.58
	VC	0.63	0.66	0.64
PartTime	Peer	0.42	0.46	0.47
	VC	0.43	0.46	0.51

⁶ Source: IPEDS

⁷ THECB assigns the 50 community colleges in Texas to small, medium, large, or very large peer groups

Table 4: IPEDS Cohort Retention Rate

*Service Area High School Graduates Enrolled in Higher Education*⁸

These data are collapsed for VC’s seven county (plus Goliad) service area. The target is a 1% annual increase in high school service area graduates in support of 60x30. The threshold is a decrease below the three year running average (see flag column for indicator).

⁸ Source: txhighereddata.org

Institution	GradsRatio	Year	Indicator
VICTORIA COLLEGE (003662)	0.219	2013	
	0.210	2014	
	0.210	2015	Threshold
	0.203	2016	Threshold
	0.189	2017	Threshold
	0.170	2018	Threshold

Table 5: Service Area High School Graduates enrolled in Higher Education the Following Fall

*Course Success Rates by Course Type*⁹

⁹ Source: Internal Banner Data

Goal/Targets: Developmental Courses have a 65% at ‘SC’ or better. Academic Courses are set at 70% at ‘C’ or better. Technical courses are set at 80% at ‘C’ or better.

Thresholds, in all cases, are set at falling below the three year moving average¹⁰.

¹⁰ arithmetic mean

Crs_Type	ABC_rate	academicYearc	Indicator
Academic/Transfer	0.70	2017	
	0.70	2018	
	0.68	2019	Threshold
Developmental	0.70	2017	
	0.72	2018	
	0.54	2019	Threshold
Technical	0.86	2017	
	0.88	2018	
	0.88	2019	

Table 6: Course Success Rate with Flag

*Academic Gateway Courses*¹¹

¹¹ Source: Internal Banner Data

VC disaggregates academic gateway courses. The high-enrollment courses are common to multiple certificates and degrees are given special attention as student success bellweathers.

Again, the goal/target is 70% ABC rate while the threshold is falling below the three year rolling average.

Course	ABC_rate	academicYear	Indicator
CHEM 1406	0.71	2016	
	0.77	2017	
	0.84	2018	
	0.69	2019	Threshold
ENGL 1301	0.71	2016	
	0.72	2017	
	0.73	2018	
	0.64	2019	Threshold
HIST 1301	0.69	2016	
	0.73	2017	
	0.66	2018	Threshold
	0.64	2019	Threshold
HIST 1302	0.74	2016	
	0.77	2017	
	0.75	2018	
	0.74	2019	Threshold
MATH 1314	0.55	2016	
	0.58	2017	
	0.58	2018	
	0.49	2019	Threshold
MATH 1332	0.55	2016	
	0.56	2017	
	0.56	2018	
	0.58	2019	
MATH 1342	0.59	2016	
	0.52	2017	
	0.62	2018	
	0.51	2019	Threshold

Table 7: Course Success Rate with Flag

*Texas Core*¹²

¹² Source: IERA Texas Core Assessment

Core Courses at Victoria College empower students with universal skillsets that connect and expand course level outcomes. These Texas Core outcomes are assessed every three long semesters through a multi-stage process via rubric scoring of sampled artefacts. Selected coursework is scored on 1-4 scale ranging from Developing through Exemplary. The scale itself is not linear. Nevertheless, there is value in understanding the average score for these six competencies.

Goal/Target: 70% of all artifacts will score at the proficient or exemplary level (a holistic 3)¹³.

¹³ This sets a mean scale score minimum goal at TBD or higher

Threshold: Increase above three year running arithmetic mean (average) at the Developing level.

Competency	2016	2018
Communication	2.19	2.11
CriticalThinking	2.26	2.11
EmpiricalQuantitative	2.50	2.71
PersonalResponsibility	2.50	2.79
SocialResponsibility	1.83	1.86
Teamwork	3.34	3.26

Table 8: Texas Core

*Community College Survey of Student Engagement*¹⁴

¹⁴ Source: CCSSE Data - IERA

Note: CCSSE is normed to a score of 50. Thus, above 50 represents performing in the top half of colleges. While the disaggregate data displayed in each question is compared to the peer group of small colleges, for this overview, above/below 50 is the target/threshold.

Target: Meet or exceed peer group benchmarks. Threshold: Institutional performance below peer group.

Benchmark	2013	2015	2017	2019
AcademicChallenge	46.7	49.4	52.3	52.6
ActiveLearning	45.6	48.3	51.2	51.3
LearnerSupport	55.7	54.9	52.1	55.6
StudentEffort	48.0	48.6	50.3	52.1
StudentFacultyInteraction	49.8	47.1	49.3	49.9

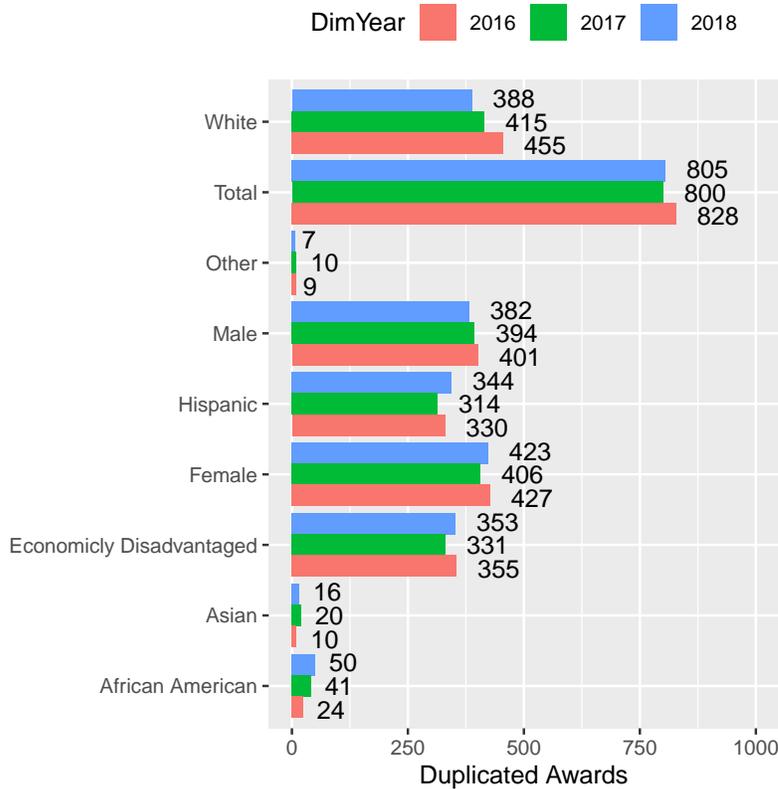
Table 9: CCSSE Results

Graduation¹⁵

¹⁵ Source:
www.txhigheredaccountability.org
 interactive data (Degrees and Certificates)

2020 Duplicated Goal/ Target	Count
Total	1062
White/Other	594
Male	496
Hispanic	438
Female	566
Economically Disadvantaged	434
African American	30

Thresholds: Decrease below three year running average.



Future Targets

2025 Duplicated Goal/Target Count Total 1285 African American 36
 Hispanic 629 White/Other 620 Male 635 Female 651 Economically
 Disadvantaged 564

2030 Duplicated Goal/Target Count Total 1554 African American
 47 Hispanic 905 White/Other 601 Male 812 Female 742 Economically

Disadvantaged 731

*Licensure*¹⁶

¹⁶ Source: www.txhigheredaccountability.org

This top-level measure comes from THECB and is the overall licensure rate. Each of VC’s programs that result in licensure track disaggregated results (most often for program-specific accreditation).

Goal/Target: Meet or exceed required licensure and/or certification rates. These are watched by the individual programs.

Thresholds: Licensure or certification rates do not meet accreditor/agency standard(s).

Year	Rate
2015	93.8%
2016	94.2%
2017	95.3%

*Working or Enrolled in Texas within One Year after Award*¹⁷

¹⁷ www.txhigheredaccountability.org Accountability Report

Goal/Target: Meet or exceed statewide benchmark. Thresholds: Institutional performance drops below benchmark

As of 2019, the statewide employed/enrolled for two year colleges is between 88.8% and 90.0% ¹⁸.

¹⁸ Source: THECB Almanac 2019

Year	Rate
2015	94.2%
2016	95.9%
2017	93.9%

*Continuing Education and Workforce Contact Hours*¹⁹

¹⁹ Source: Internal Banner Data

Goal/Target: 175,000 contact hours annually Threshold: Below 155,000 contact hours annually.

academicYeari	2017	2018	2019
ContractTrainingFundable	26211	43613	35440
ContractTrainingNONFundable	3258	3478	7056
KidsCamp	752	360	796
LifeLongLearning	2426	7075	15122
NonFundable	4758	6366	4806
NotReportable	17424	13126	14850
Reportable	107891	88158	82881
Total	162720	162177	160951

Table 13: Continuing Education and Workforce

*Workforce Training Proposals*²⁰

²⁰ Source: CE Unit Plan

Goal/Target: 75% of training proposals will be accepted
Threshold: 50% of training proposals accepted.

Year	Rate
2017	62%
2018	85%
2019	80%

*Adult Education and Literacy*²¹

²¹ Source: Texas Workforce Commission

AEL year runs July 1-June 30

Year	Goal/Target
16-17	685
17-18	651
18-19	606

Year	Actual Achievement
16-17	1062
17-18	703
18-19	862

Note: TWC and AEL set the goals/targets as requirements. .

Please direct questions about this report to IERA at extension 2515

References

National Center for Education Statistics. IpedS data feedback report, 2019. URL <https://nces.ed.gov/ipeds/datacenter/Expt/SelectComparisonInstitution.aspx>.