

Becoming a Student-Centered College

STRATEGIC PLAN 2020-2025



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VictoriaCollege.edu/StrategicPlan

Rationale & Core Beliefs

Becoming a student-centered college is the focus of the 2020-2025 Victoria College Strategic Plan. Becoming a student-centered college means putting students first in the decisions we make. And becoming a student-centered college means doing the hard work of self-reflection: maintaining the strengths of our past while being willing to evolve, adapt, and grow.

Across Spring 2021, Victoria College actively listened to our students, alumni, employees, and community, and worked to create a strategic framework that incorporates their honest input. The College also worked to create a strategic framework that is both broad and flexible to allow us to become the institution our community needs moving forward.

Part of our commitment to being a student-centered college is helping each of us see how our work is the work of educating our students. Every VC employee has a leadership

role in educating students and enabling them to be well-supported at every step of their journey.

Committed student support requires different perspectives, and this Strategic Plan examines five such perspectives through our topics of Equity Commitment, Learning Environment, Community Enrichment, Ensuring Achievement, and Synergistic Culture.

While several of these perspectives may be self-explanatory, elaboration is required to understand our commitment to equity and our college culture that achieves synergy.

In an **equitable** education system, all individuals – without regard to race, sex, color, ethnicity, and national origin – can attain the knowledge and skills needed to pursue college and career pathways of their choice, develop a sense of self, and become active and contributing members of their communities. Victoria College

seeks to become student centered and able to support students on their learning pathways as well as employees on their professional growth.

A **synergistic** culture is one where the efforts of two or more are greater and more effective than the sum of separate, individual efforts. At Victoria College, our goal is to create a synergistic culture where we all move in a coordinated fashion, where each employee is responsible for creating a learning and working environment that connects students and employees together, and where the VC family grows stronger through effective collaboration.

The Strategic Plan is a living document and may evolve. Once this strategic framework is shared with teams, they will explore best practices, research data, share findings, and develop action plans that expand, reshape, define, and provide richness to the topics and objectives.



EQUITY COMMITMENT

Victoria College will commit to fair treatment, access, opportunity, and advancement for all students, while identifying and eliminating barriers that have prevented underserved and underrepresented groups from earning college credentials, particularly in fields of high economic value.

OBJECTIVE EC1

EQUITABLE ACHIEVEMENT

VC will attract, support, and graduate underrepresented groups from high-earning programs.

OBJECTIVE EC2

DIVERSE WORKPLACE

VC will achieve diversity through recruitment, training, compensation, and promotion.

OBJECTIVE EC3

COMPREHENSIVE EQUITY

All objectives throughout this plan will be implemented with specific consideration given to equity.

EC METRICS

- Enrolled Student Demographics Compared to Community Demographics
- Graduate Demographics Compared to Student Demographics



LEARNING ENVIRONMENT

Victoria College will meet students where they are by enhancing the learning environment and empowering students to achieve educational, career, and personal success.

OBJECTIVE LE1

COLLEGE ENVIRONMENT

VC will develop our capacity to be student-centered and innovatively ensure learning occurs through a variety of supports (e.g., technology, student collaborations, and employee professional development).

OBJECTIVE LE2

CLASSROOM ENVIRONMENT

Across instructional programs, VC faculty will utilize highly engaging best practices to improve the learning environment and increase student success.

LE1 METRIC

- Student Engagement Surveys

LE2 METRICS

- ABC Rates by Demographics, Mode of Instruction, & Courses
- Program Licensure Rates



COMMUNITY ENRICHMENT

Victoria College will positively impact our service area by providing instructional opportunities aligned with labor market needs and enhancing cultural experiences that enrich our community.

OBJECTIVE CE1

INDUSTRY PARTNERSHIPS

VC will build reciprocal relationships with industry partners and deliver high-quality programs aligned to regional needs.

CE1 METRIC

- VC Credentials Compared to Local Target & Demand Occupations

OBJECTIVE CE2

CULTURAL AFFAIRS

VC will enrich our College and service area community through the cultural experiences we provide.

CE2 METRICS

- Student Engagement Surveys
- Employee Survey
- Community Survey



ENSURING ACHIEVEMENT

Victoria College will build pathways that lead students to timely completion of a VC credential, transfer to a university, or attainment of a family-sustaining career.

OBJECTIVE EA1

TIMELY COMPLETION

VC will ensure students successfully progress from program entry to timely completion of program requirements.

EA1 METRIC

- Completion Rate

OBJECTIVE EA2

SEAMLESS TRANSFER

VC will strengthen and expand partnerships with school districts, other community colleges, and transfer universities to increase successful transition rates between our educational partners.

EA2 METRICS

- Transfer Rate
- Top Transfer Universities

OBJECTIVE EA3

SUSTAINING CAREERS

VC will provide career services that lead students to family-sustaining careers.

EA3 METRICS

- Graduate Employment Rate
- Graduate Income Averages



SYNERGISTIC CULTURE

Victoria College will create a synergistic culture that is welcoming and supportive, where all employees value how they contribute to student success.

OBJECTIVE SC1

WELCOMING ENVIRONMENT

VC will create a welcoming, collegiate environment for students, employees, and community.

SC1 METRICS

- Student Engagement
- Employee Survey

OBJECTIVE SC2

EMPLOYEE SUPPORT

VC's culture will empower employees to develop their personal leadership through mentorship, professional growth and development, and team building.

SC2 METRICS

- Employee Survey
- Annual Evaluation Data

OBJECTIVE SC3

CONNECTED COMMUNICATION

VC will provide effective communication and build connections for all employees.

SC3 METRICS

- Employee Survey
- Annual Evaluation Data

Our 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.

Our Mission

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

Associate Degrees & 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 & Intellectual Outreach

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

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