

Temple College Strategic Operational Goals

2004-2005

Learning Environment—Temple College pledges to provide a stimulating, compassionate, supportive educational environment that encompasses the entire community. The College offers a variety of opportunities through academic transfer, technical programs, continuing education, and adult education. To achieve the desired educational goals, Temple College provides a safe, comfortable learning environment.

Goal 1: Implement college-wide assessment of student learning

- Initiate “in house” assessment training activities for faculty and department chairs introducing the following critical elements: (1) classroom assessment techniques (2) Course Assessment

Results: We conducted a Strategic Conversation (an introduction to assessment) which included faculty members, instructional leadership, and members of the administration. Also, faculty members have participated in activities sponsored by the TASL project during the 2004-05 academic year which have included classroom assessment techniques and course assessment.

- Appoint assessment committee as a standing subcommittee of the Curriculum Committee

Results: Assessment committee appointed

- Draft and adopt a comprehensive assessment plan (2004-2010) aligned with all aspects of Institutional Effectiveness including program review process and core curriculum evaluation.

Results: Assessment plan adopted as part of the core curriculum evaluation

Goal 2: Formalize core curriculum evaluation procedures and continue improvement of program review process

- Appoint a Core Curriculum standing Subcommittee of the Curriculum to developed standard documentation of curriculum evaluation

Results: Core Curriculum Subcommittee appointed and standard evaluation documents adopted October 14, 2004 by curriculum committee.

- Adopt scheduled periodic review of all programs by the Curriculum committee

Results: Five year schedule adopted October 14, 2004

Goal 3: Review and/or revise instructional organizational structure.

- Identify structural and/or budgetary issues related to the review/revision of the organizational structure, present options/alternatives, and resolve outstanding concerns.

Results: The instructional organizational structure was reviewed, and meetings with each division were held in which the possible options and alternatives were identified and selected. The outcome was the purposeful separation of the department chair position from the (original) division director position in four of the six academic divisions; specifically, Fine Arts (Sarah Nell Summers), Math (Cynthia Martinez), Liberal Arts (Susan Guzman Trevino) and Nursing (Karen Robinson).

- Review changes and communicate results.

Results: Executive Staff members approved the additional stipend allocation of new chairs and division directors communicated the results to members of the faculty through division meetings, ESC, PC, and the Board of Trustees.

Quality Access—Temple College provides access to educational opportunities to create a diverse student population regardless of race, color, gender, religion, or disability. The College informs the citizens in its service area of the educational opportunities available to them at the campus, at off-campus sites, and through distance-learning methods. Operating with an Open Door admission policy, the College takes the responsibility of providing courses for the under served and for those who lack the academic skills to succeed at the college level.

Goal 4: Strengthen services to FTIC, “at risk” and/or under-served students

- Research the feasibility of the implementation of a “Master Student” course (in alignment with CB regulations) for the fall semester of 2005.

Results: Master Student class added to schedule in fall 2005. A total of 134 students completed the class of the 147 enrolled on census day

- Revise freshman orientation program for new TC students.

Results: New freshman orientation inaugurated August 2005

- Evaluate and revise attendance and involuntary drop policies

Results: Faculty and administration drafted and passed a comprehensive attendance policy which outlines attendance expectations. The policy was published in the 2005-2006 Student Handbook and the 2005-2006 Catalog. The faculty was instructed to discuss the attendance policy at the beginning of each semester.

- Implement CCSSE (Community College Survey of Student Engagement) to further illuminate development of assessment foundation work.

Results: The Community College Survey of Student engagement was administered to randomly selected classes during Spring 2005. Preliminary results were made available Fall 2005 with final results published Spring 2006.

- Train additional staff and faculty on the Developmental Education Plan, Degree audit and enrollment on *Colleague* in to order to improve advising system

Results: Admissions and records in association with the Information Services Division developed and conducted training programs prior to the Fall and spring enrollment periods. The training programs are ongoing.

Goal 5: Develop and implement a comprehensive college-wide marketing campaign (English and Spanish).

- Determine funds available for campaign.

Results: Marketing committee met and prioritized budget to support Fall enrollment marketing plan

- Identify target audience, re-evaluate and/or re-develop college slogan, create visual context for revised campaign, and identify appropriate marketing strategies.

Results: Temple College: We're Here for a Reason adopted as slogan and used in marketing efforts.

- Produce comprehensive marketing campaign (television, newspaper, and billboards).

Results: New slogan and new billboards and signs reflecting diversity were used as part of advertising campaign in English and Spanish.

- Incorporate revised campaign slogan into college materials (i.e., website, student handbook, catalog, and marketing materials).

Results: Slogan incorporated into website and marketing materials and catalog.

- Explore the feasibility of producing a view book and virtual tour of TC for inclusion in marketing campaign.

Results: View book was created during the 2005-2006 year. Virtual tour not accomplished.

Student Development—Temple College provides services to help students succeed in choosing and achieving their career and educational goals. The College also designs activities to help students develop leadership potential and pursue special interests.

Goal 6: Provide more opportunities for students to investigate career options and develop employability skills

- Explore funding necessary to add Career Center (i.e., career counseling and job placement services).

Results: The goal of creating a career center was carried forward to the

- Offer career-related presentations to technical and health career classes by the Advising Center

Results: Advising department offered the presentations but reported low attendance

- Utilize career investigation software and web resources to assist students in choosing a major/career.

Results: The Advising Center made DISCOVER, and CX Online available to students.

- Employ an advisor whose job description will include career development counseling.

Results: Not accomplished. At the time of reporting on the goal, the Director of Advising and Counseling was the only trained career counselor in the Advising Center. The current advising department does not have a trained counselor. The career center and advising issues have been taken up by the Student Services task force.

- Develop more resources to help students gain employability skills.

Results: The Advising Center has discovered used several web resources, and made job related workshops available to students. Career guidance and counseling was a component of the Student Services Task Force called to study philosophy, methodology, and logistics of advising and other student services.

Goal 7: Improve catalog development process

- Develop “working committee” of stakeholders to identify issues with catalog development, including a committee chair.

Results: Committee formed composed of the Division Director of Health Sciences, the Division Director of Enrollment Management, the Director of Institutional Effectiveness, the Office Manager of Educational Services, the Technology Division Secretary, and the Graphics Specialist.

- Identify “trouble spots” and revised timeline for production.

Results: Timeline and procedure for catalog development was successfully revised

- Implement recommendations for revised process.

Results: The work of revising and editing the catalog was distributed throughout campus to responsible divisions and coordinated by the committee. The catalog was ready for distribution for Fall enrollment.

Economic and Workforce Development—*Temple College strives to improve the prosperity of our region through partnerships with business and industry, government, and community organizations. The College strives to supply Central Texas with a skilled, educated workforce by providing programs for individuals who wish to enrich their own lives, enhance existing knowledge and skills to meet new job demands, or enter into entrepreneurial pursuits. Temple College is a critical link for promoting life-long learning.*

Goal 8: Develop a labor market driven Advanced Technology Middle College for East Bell County that will serve three levels of education representing School Districts and Temple College

- Hire a project “champion” to promote and build consensus among Belton ISD, Temple ISD, Temple College, Central Texas College, and Bell County community and school districts promoting support of the ADVANCED TECHNOLOGY MIDDLE COLLEGE FOR EAST BELL COUNTY

Results: Dr. S. Chuck was selected as the Project Champion with Temple and Belton ISD’s each funding \$25,000 per year for two years for the project operations start-up.

- Establish a working Advisory Board to assist with guidance and building of consensus among Belton ISD, Temple ISD, Temple College, Central Texas College, and Bell County community and school districts to promoting support of the ADVANCED TECHNOLOGY MIDDLE COLLEGE FOR EAST BELL COUNTY.

Results: The Advisory Board consists of individuals from Temple ISD, Belton ISD, Temple College, Temple Chamber of Commerce, Temple Economic Development Corporation and Central Texas Tech Prep Consortium.

- Identify and establish a Central Texas business/industry advisory committee that will provide up-to-the-minute instructional program advice in curriculum planning and program development or revision.

Results: This has not been accomplished as of yet.

Community Enrichment—Temple College serves as a catalyst for cultural, artistic, and intellectual activities to enrich the lives of Central Texans through its humanities and fine arts programs.

Goal 9: Insure a Role for Temple College in the Development of the Temple Health and Bioscience Economic Development District

- Participate as an active member of the Advisory Committee to the Health and Bioscience District

Results: Partnership with the Health and Bioscience District led to the award of a Department of Labor grant of \$920,495 for a Biotechnology Industry Demonstration grant.

- Continue to strengthen the partnership with Scott & White Memorial Hospital, the Texas A&M University College of Medicine, and Laerdal Medical for the development of the Temple College Health Sciences Center

Results: Partnership continues with the Simulation Center being one focal point of the partnership. The success of the partnership is evidenced by the Health Science Calendar as posted on the web site at <http://www.templejc.edu/dept/HealthScience/HealthScience.htm>

- Assess the training and educational needs of the Health and Bioscience District that can be met by Temple College

Results: Goals addressed in the grant application included increasing the pipeline of displaced workers, transitioning military, high school students, and Limited English Proficiency (LEP) students entering biotechnology occupations, and increasing the skill levels of individuals through training

An evaluation of the feasibility of a stand-alone Advanced Technical Middle College for high school students wanting a technical certification or licensure will be conducted.

Career ladders and lattices will be created and curricula developed and enhanced to create a biotechnology track designed around the career ladders and lattices in the biotechnology industry for Medical Laboratory, Biotechnology/Research, and Genomic Technicians.

- Determine the need to alter existing instructional programs or to develop new programs in support of the Bioscience District (i.e., MLT and Bio-Tech)

Results: Work on new Bio-Tech Degree programs begun for development during 2005 – 06 with start date of Fall 2007.

Technology—Temple College endeavors to offer the latest technology to help students and instructors attain their educational goals by providing modern learning resources, tools, and technology.

Goal 10: Continue to improve student services through the use of technology through the expansion and improvement of the College's web presence.

- Complete Datatel's Web Registration module and begin implementation of the reporting module

Results: Web registration piloted in the Fall 2004 semester. Spring 2005 web registration opened to returning students who were TSI compliant.

- Incorporate Web Advisor training into New Student Orientation, and other Advising Center activities and will include Web Advisor information on the Advising Center website.

Results: Information Services gave a presentation on TConnect and Webmail at New Student Orientation. Students are given a brochure explaining how to use TConnect at registration.

- Ensure that all TC academic & technical departments have a presence on the College's website

Results: 91% of academic and technical departments at Temple College have web pages on the Temple College web site.

Stewardship—*Temple College believes the most important resource of the College is its people who are an integral component of a supportive collegial work environment which rewards excellence. The College is aware that the community has entrusted it with resources and strives to return that trust by assuring maximum benefit for the community.*

Goal 11: Continue to address Community College funding issues in terms of advocacy and alternative revenue production

- Develop and evaluate alternative revenue models including grant funding and corporate contract funding.

Results: Community partnerships were increased during this period. An agreement with Scott and White hospital and other health care facilities to use the instructional technology of the new Health Science Simulation Center provided additional revenue to the College.

- Identify possible areas for savings through evaluation of cost/revenue status of instructional and support cost centers and evaluation of in-house staffing vs. contract operations.

Results: Expense reduction was generated from the elimination of the low enrollment technical program of Automotive Technology. No additional activities were identified during this period that would result in cost saving if outsourced.

- Work to pursue the Legislative Priorities established by the Texas Association of Community Colleges

Results: Legislative priorities established by TACC were succinct: 1) pursue the restoration of community college funding to 2001-2003 levels and 2) protect funding levels for benefits, vigorously opposing the state's decision to impose "proportionality" guidelines to community colleges. The first priority was only partially met; the second priority was successfully met.

Goal 12: Complete the Preparation of the New Campus Master Plan and Initiate Implementation of the Plan

- Assure completion of the Campus Master Plan during Summer 2004

Results: The new Campus Master Plan was completed on schedule by O'Connell Robertson & Associates, Inc. and presented to the Board of Trustees for approval on October 2004.

- Secure Approval of the Plan Document by the Board of Trustees in Fall 2004

Results: The Campus Master Plan was approved by the Board of Trustees in regular session on October 18, 2004. The final plan was published and is available on the Temple College web Site on the Administration web page.

- Initiate a process for the assessment of plan priorities, including the potential revision of projects (i.e., Arnold Student Union Building and Meeting Hall) by late Fall 2004

Results: Priorities for the Campus Master Plan were discussed in depth during a retreat held by the Board of Trustees on March 1, 2005. Preliminary discussion was held on the potential of constructing a Meeting Pavilion and renovating the Arnold Student Union Building as immediate priorities. An additional priority was to address significant deferred maintenance issues across campus, including replacement of the HVAC system within Watson Technical Center.

- Review Phase IV budget priorities; determine future sources of funding for implementation of the plan

Results: Funding for the Meeting Pavilion and the renovation of the Arnold Student Union Building was designated within Phase IV revenue bond proceeds, along with the renovation of the HVAC system in Watson Tech. The pursuit of a performance agreement with Johnson Controls was also approved to offset the cost of the Watson Tech project and to address deferred maintenance issues.

Goal 13: Continue facility replacement and renewal program for modern and efficient instructional and support space.

- Complete the Renovation of the Nursing Education Building

Results: The renovation of the Nursing Education Building was completed in summer 2005. The renovated facility includes a state-of-the-art nursing skills lab, as well as a large, new computer laboratory. The building has been physically reoriented and given a striking new facade and entrance, as well as complete interior renovation. The NEB is an exceptional complement to the Health Sciences and the Clinical Simulation Center.

- Develop funding strategy for deferred maintenance requirements and schedule of replacement periods.

Results: The deferred maintenance plan was reviewed and updated on the regular annual basis and completed items removed from the plan.

- Develop capital projects budget and corresponding debt schedule that provides new facilities as growth warrants and with reasonable student fee impact and taxpayer impact.

Results: A formal capital budget has not been developed at this time, although the deferred maintenance plan does incorporate portions of a capital budget program.