

# Temple College Strategic Operational Goals

2005-2006

## Temple College Purpose Statement

Temple College is a public community college, founded in 1926 through the joint efforts of civic, business, and educational leaders. The mission of Temple College is to serve the founders' vision by meeting the needs of individual students and area communities and businesses through quality educational programs and services that prepare our diverse population to enter an ever-changing global society.

## VALUE STATEMENTS

Temple College continuously assesses its programs and services and utilizes the results for ongoing excellence in education, leadership, and innovation.

**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: Continue implementation of college-wide assessment of student learning

- Analyze information on learning-centered indicators of quality measured by the Community College Survey of Student Engagement for diagnosing, benchmarking performance; and monitoring progress of improvement efforts

*Coordinator of effort: Institutional Effectiveness, Retention and Recruiting, Educational Services*

**Results:** Summary of findings of CCSSE survey posted on Institutional Effectiveness (IERP) web page with areas of statistical significance shown and results benchmarked in five areas

[http://www.templejc.edu/admin/IERP/pdf/CCSSE\\_Results.pdf](http://www.templejc.edu/admin/IERP/pdf/CCSSE_Results.pdf)

Benchmark Scores (50 = National Average)

Active and Collaborative Score – 45.74

Student Effort Score – 46.78

Academic Challenge Score – 46.42

Student Faculty Interaction – 47.96

Support for Learners – 46.06

- Provide results from CCSSE surveys to staff through a Strategic Conversation

*Coordinator of effort: Educational Services*

**Results:** Strategic conversation was held in April 2006 after delay of CCSSE providing survey results. Copies of results provided to participants for analysis and strategizing on possible improvements.

- Provide benchmark results to appropriate standing and ad hoc committees, including but not limited to Curriculum Committee, Student Services Task Force,

Assessment of Student Learning Team, and Educational Services Council

*Coordinator of effort: Institutional Effectiveness*

**Results:** Benchmark results were provided to appropriate ad hoc and standing committees and results were posted on the IERP web page.

- Provide professional development opportunities for Assessment of Student Learning Team

*Coordinator of effort: Education Services*

**Results:** Institutional Researcher attended the Student Learning Outcomes and Institutional Researchers' Certification, October 13, 2005. Institutional Researcher attended CCSSE breakout sessions at the Texas Association of Institutional Research in February 2006. Professional development opportunities were researched and will be made available to Assessment of Student Learning Team.

*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 2: Strengthen services to off-site campuses**

- Develop institutional strategies for the future development of the Taylor Center

*Coordinator of effort: President's Office*

**Results:** The dramatic population growth being experienced in the Taylor/Hutto area presents significant challenges for Temple College. To address these challenges, the Board of Trustees has 1) encouraged ongoing assessment of population and enrollment trends in the Taylor/Hutto area, 2) authorized evaluation of the requirements to achieve Branch Campus designation from the Coordinating Board for the Taylor Center, 3) authorized evaluation of the requirements for an election to approve a Branch Campus Maintenance Tax, 4) endorsed the development of a multi-institutional higher education center in East Williamson County, and 5) agreed to evaluate proposed sites for the center.

- Improve enrollment management services and testing opportunities to off site centers

*Coordinator of effort: Admissions and Records*

**Results:** Student surveys result revealed that the Taylor Center could no longer function without student services personnel and part-time advisor. Two positions have been approved and will be funded Spring 2007.

- Develop and implement a plan for promoting library resources available for use by Taylor Center students and faculty

*Coordinator of effort: Library*

**Results:** Ongoing. A new library use agreement with the Taylor Public Library was approved by all parties. The Taylor Public Library building project is nearly completed. Once the library moves to its new facility more action in this area can be attempted.

- Coordinate marketing plans for off-site centers through the marketing committee

*Coordinator of effort: Marketing Committee, Taylor Center, Cameron Center*

**Results:** The current marketing plan includes marketing efforts for the Taylor and Cameron locations. TCAT ads are approved by the Temple College public relations representative.

- Continue to expand course offerings in Cameron and Taylor

*Coordinator of effort: Communications, Social and Behavioral Sciences, Visual Arts, e.g.*

**Results:** The total number of sections offered decreased in both Cameron and Taylor. The number of contact hours increased in Taylor and decreased in Cameron but resulted in an overall increase of 11,232 contact hours.

### **Goal 3: Expand opportunities for distance education**

- Evaluate the distance education program and develop a feasibility study for expansion of the program

*Coordinator of effort: Educational Services*

**Results:** The Educational Services office conducted a study of Distance education and as a result recommended the hiring of an Associate Vice President for Distance Learning to lead an expansion of Distance Learning. AVP hired Spring 2006. The Office of Institutional Effectiveness and Office of Distance Learning coordinated a substantive change for SACS in concert with the statewide VCT Sacs compliance.

- Create a system for evaluation of current, ongoing distance education courses

*Coordinator of effort: Distance Education Office*

**Results:** A course evaluation policy was developed December 2005.

- Promote and continue to add courses to distance learning schedule

*Coordinator of effort: CIS department, Communications Department, Social and Behavioral Sciences, e.g.*

**Results:** Distance Education semester credit hours increased from 1,505 in Fall 2004 to 1,749 in Fall 2005 to 2,085 in Spring 2006.

*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 4: Evaluate organizational structure and delivery system for student services**

- Appoint a Student Services Task Force study current student services and recommend directions for improvement

*Coordinator of effort: Educational Services*

**Results:** Student services Task Force was assigned and met in the Fall 2005. The Enrollment Management Division was merged with the Special Support Services Division. Co-location of services began in Spring and Summer 2006.

**Goal 5: Provide more opportunities for students to investigate career options and develop employability skills**

- Explore the requirements of providing a career center

*Coordinator of effort: Educational Services. Student Services Task Force, Advising*

**Results:** Funding and other priorities have prevented the creation of a Career Center. Career Explorer is available to all students through the internet and members of the advising and adult basic education staff have attended training offered through the Central Texas Tech Prep consortium. Student Services has explored the possibility of purchasing another software program to complement the existing program.

**Goal 6: Strengthen Academic Integrity**

- Continue the implementation of Academic Integrity Task Force.

*Coordinator of effort: Education Services, Academic Integrity Task Force*

**Results:** The newly drafted academic integrity policy was included in the 2005-2006 Student Handbook. The Temple College purpose statement was revised to reflect the importance of integrity for students and staff. The new purpose statement will be published in the 2006-2007 catalog. Innovation Abstracts Vol 27, No. 16 *Questions of Academic Integrity* by committee chair Sarah Nell Summers was distributed to staff and archived on the intranet in Fall 2005.

[http://tc-intranet/faculty/Innovation/pdf/Vol\\_XXVII\\_No\\_16.pdf](http://tc-intranet/faculty/Innovation/pdf/Vol_XXVII_No_16.pdf)

*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 7: Strengthen Partnerships with the Health and Bioscience District**

- Create a new AAS Biotechnology Program in partnership with the Bioscience district

*Coordinator of effort: Health Sciences Division*

**Results:** An AAS and an ATC in Biotechnology and an ESC in Genomics/Proteomics were developed and approved by the Texas Higher Education Coordinating Board in July 2006.

<http://www.templejc.edu/dept/Biotech/Biotech.htm>

**Goal 8: Continue efforts to begin a “stand-alone” facility for Advanced Technology Middle College for East Bell County.**

- Find and secure a facility/training space, on the Health and Bioscience Campus

*Coordinator of effort: Advancement, Business and Community Education*

**Results:** The Advanced Technology Middle College, part of the Texas Bioscience Institute is located on Scott and White’s West Campus alongside world-class medical research and bioscience commercial laboratories. State-of-the-art classrooms and laboratories will provide vast educational opportunities for high school students, traditional college students, and nontraditional college students in the same facility.

Temple College was able to secure all necessary funding and programmatic support for the creation of the Texas Bioscience Institute to be built on the Scott & White West Campus and to house a Middle College program, as well as collegiate level programs from associate through baccalaureate levels.

With assistance from the Temple Health and Bioscience Economic Development District, Temple College received formal approval for the use of more than 25,000 square feet of space at the Scott & White West Campus.

Funding in excess of \$4M was secured through the Temple Industrial Foundation and the Tax Re-investment zone, as well as through Scott & White Hospital.

The DOL grant was not only used to develop an exemplary A.A.S. degree program in Biotechnology, but advanced certifications and apprenticeships as well. Staffing for all programs was also secured through the grant.

- Formulate the programs of study to be implemented in the ATMC

*Coordinator of effort: Advancement, Business and Community Education*

**Results:** Programs of study implemented at ATMC are Associate of Applied Science Degree in Biotechnology, Advanced Technical Certificate in Biotechnology, Enhanced Skills Certificate in Genomics/Proteomics, and an apprenticeship in Laboratory Animal Technician I.

*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: Forge a new relationship with Temple Civic Theatre for a fresh start for our drama program**

- Develop long range course offering plan for students and faculty covering minimum of four semesters

*Coordinator of effort: Performing Arts*

**Results:** Temple College and the Temple Civic Theater developed a partnership with the two courses scheduled for introduction of DRAM 1330 and Drama 1351 in the Fall 2006 schedule to be followed by DRAM 1352 and DRAM 2331. One student drama major was successfully recruited from off campus. A successful collaborative production of “The King and I” took place at Temple College during the summer of 06 which included students enrolled for credit at TC.

*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: Improve student services through the use of technology through the expansion and improvement of the College’s web presence**

- Increase use of Web Registration by the student body

*Coordinator of effort: Admissions and Records*

**Results:** The use of web registration has been increased by 50% through the advertisement and training of student assistant in the Advising and Retention Center of Temple College. Many barriers, including the rules that require students who are TSI incomplete to see an advisor before registration, need to be streamlined before additional increase use of web can be realized.

- Implement electronic transcripts (SPEEDE) and the electronic Texas Common Application

*Coordinator of effort: Admissions and Records*

**Results:** Electronic transcripts made available through TConnect. Temple College Information and Technology Services department worked with

Apply Texas to implement the Texas Common Application for utilization during the 2006-2007 school year.

- Implement online payment through e-cashier

*Coordinator of effort: Information and Technology Services*

**Results:** On-line payment through e-cashier instituted with *Facts Management Company*.

**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: Complete Phase IV Campus Improvement Projects**

- Performance Contract with Johnson Controls for Deferred Maintenance Projects

*Coordinator of effort: President's Office, Business Services*

**Results:** Project completed October 2006.

- Construction of Meeting Pavilion

*Coordinator of effort: President's Office, Business Services, Maintenance*

**Results:** Project completed January 2006 with 80% of the construction completed with in-house" labor.

- Renovation of the Arnold Student Union Building

*Coordinator of effort: President's Office, Business Services*

**Results:** Funding for the renovation of the Arnold Student Union Building was enhanced by the assessment of a \$2/hr General Fee approved by the students; however, construction was delayed until Summer 2007.

**Goal 12: Achieve Significant Contact Hour Growth at Temple College within the 2006-2007 Base Year**

- Assess programmatic capability for stimulating growth

*Coordinator of effort: Executive Council*

**Results:** Although Temple College did not reach the 10% target, it did achieve contact hour growth in excess of 7%, placing it fifth among the eighteen public community colleges in the state that documented growth during the base year. Thirty-two colleges were either flat or declined in enrollment during that period.

- Assess geographic and demographic potential for growth

*Coordinator of effort: Executive Council*

**Results:** Special attention was given to both the Cameron and Taylor centers,

with new initiatives planned for each. Taylor/Hutto growth potential was determined to be the highest priority for future emphasis.

- Assess the capability of distance learning efforts to support growth

*Coordinator of effort: Executive Council*

**Results:** Appointment of a new Associate Vice President of Distance Learning produced dramatic improvement in distance education capability and exponential growth in distance learning enrollment.

- Assess the potential for stimulating growth through “incentives” (i.e., scholarships, reduced tuition for dual enrolled students, tech-prep enrollments, etc.)

*Coordinator of effort: Executive Council*

**Results:** Scholarship expansion was pursued through the Temple College Foundation, and a thorough assessment was made of Financial Aid capability by the College. The latter resulted in substantial growth in the distribution of financial aid, including student loans. In addition, tuition for dual credit classes was reduced with notable impact on dual credit enrollment.

- Coordinate marketing and recruiting efforts within the base year period to target areas of highest growth potential

*Coordinator of effort: Executive Council, Marketing Committee, Off-site Centers*

**Results:** Though a variety of marketing and recruiting techniques were employed during the base year, the College Connection program, which provided direct services to selected high schools within the college service area, was by far the most successful. It was implemented by the Division of Student Support Services, and is being expanded to all service area high schools.

### **Goal 13: Provide professional development opportunities supporting college initiatives**

- Continue to provide “in-house” leadership training opportunities for Temple College department chairs, division directors, campus committee members, and faculty and staff for the purpose of developing current leadership and preparing new leaders for the future.

*Coordinator of effort: Educational Services*

**Results:** Temple Colleges participate in the STARLINK satellite on on-line professional development program. The 2005-2006 schedule included: *Orientation for SACS Statewide Review of the Virtual college of Texas, Pedagogy 201 for Distance Learning: Enhancing Interactivity, Coping with Classroom Incivilities; Nanny 911 for the Professor, Texas Demographics and Their Effects Upon Public and Higher Education: 2005 Report, Pedagogy 202 for Distance Learning: Measuring What*

*Matters, Teaching Adults: A Practical Guide fro Educators, Motivating Students from Day One to Graduation, and Developmental Education Teaching Strategies.* Temple College provides travel funds for faculty and staff to attend appropriate conferences. Among the conferences and workshops attended were TCCTA Convention, Texas Conference for Women, Texas Higher Education Datatel Users Group

- Provide specific training for department heads through nationally recognized expert

*Coordinator of effort: Educational Services, community Education*

**Results:** Educational Services provided a workshop for Division Directors and Department Heads prior to the start of the Fall 2005 term.

- Increase the number of faculty and staff members participating in NISOD

*Coordinator of effort: Educational Services*

**Results:** Temple College provided travel and release time for faculty and staff to attend the Annual NISOD Convention.

- Provide professional development opportunities for faculty and staff to promote targeted initiatives, e.g. Assessment, Student Services

*Coordinator of effort: Department Chairs*

**Results:** Strategic Conversations were held on incorporating integrity into the TC mission statement, SACS quality enhancement plan, and the Community College Survey of Student Engagement results. The Central Texas Tech Prep sponsored a workshop on Temple College campus on Bridges' Choice Explorer On-line. Bridges is the leader in on-line education planning and career exploration. *STARLINK* internet streamed professional development programs included *Connecting CATs and CoLTs: Techniques to Improve Student Learning, Using Electronic Portfolios in Workforce Education, and Student Services, Assessment, Advising, and Transfer, Teaching for Strategic Learning.*

Temple College is committed to excellence in helping students reach their full potential by developing their academic competencies, critical thinking skills, communication proficiency, civic responsibility, and global awareness. As a leader in education, the College is proud of its mission of challenging the human mind to explore new ideas and seek new opportunities.