



**Treasure
Valley** COMMUNITY
COLLEGE

Your College. Your Community. Your Future.

STRATEGIC PLAN

2025-2030

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Message from the President

Dear Friends of Treasure Valley Community College,

It is with great pride and a profound sense of responsibility that I share with you Treasure Valley Community College's new strategic plan.

This strategic plan is the product of deep listening and broad engagement. Through focus groups, surveys of our students, faculty, staff, and community partners, and a comprehensive environmental scan, we gathered invaluable insights into where we are and where we aspire to go. What we learned was both affirming and inspiring: TVCC is on the right track. We have a dedicated and forward-thinking team, a vibrant and engaged college, and a shared belief in the transformative power of education.

But we also recognize that standing still is not an option. To truly realize our mission and serve the region with even greater impact, we must move forward with focus and intention. This plan identifies the five strategic priorities that will guide our work in the coming years.

This plan is not a checklist. It is a call to action, grounded in our values, informed by our community, and driven by our belief in what is possible when we work together. Our role is more than academic, it is foundational to the future of this region.

I want to thank every individual who contributed their voice, their ideas, and their passion to this planning process. Your insights shaped a vision that is bold, responsive, and deeply rooted in who we are.

Sincerely,

Dr. Dana M. Young
President, Treasure Valley Community College



Executive Summary

Treasure Valley Community College (TVCC) occupies a unique and vital role within its community, strategically situated in Eastern Oregon near the Idaho border. With strong leadership, a dedicated team, and a commitment to the success of its students, TVCC stands at a pivotal moment in its history.

To support its growth and long-term success, TVCC partnered with a consulting agency to help the college community define its aspirations and chart a clear path forward. Insights gathered from campus visits, comprehensive surveys involving students, faculty, staff, and community/affinity groups, as well as an environmental scan of the local area, revealed both the college's current strengths and key opportunities to increase its impact. To fully realize TVCC's vision for the future, five strategic focus areas were identified to guide the work ahead:



Attracting new student populations:
Expanding access to those who may not have seen college as a part of their journey.



Streamlining the enrollment process:
Removing barriers and simplifying steps so more students can begin their college experience with confidence.



Getting students to the finish line:
Ensuring that every learner who starts with us has the support they need to succeed.



Strengthening community connections:
Deepening partnerships that support regional development and shared prosperity.



Fortifying workplace vitality:
Investing in the people and culture that power our mission.

The 2025-2030 Strategic Plan outlined later in this document reflects a collective vision for TVCC's future, aligning the College's strengths with emerging opportunities to foster growth, inclusivity, and lasting impact within the region.





Our MISSION

Treasure Valley Community College is a comprehensive community college dedicated to promoting student success.

Our VISION

Treasure Valley Community College will be an excellence-driven institution offering quality programs to ensure student success.

Our VALUES

At TVCC, we will strive to support diversity and to be an equitable, inclusive community that provides a safe environment and embraces the dignity and worth of every person. We acknowledge that a multicultural presence of faculty, staff, and students enriches dialogue, collaboration, education, and outreach. As an institution, it is vital that our faculty, staff and students have the experience, perspective, and cultural competency to operate in an ever-changing environment. Our business practices and community relations maintain a focus on connecting with communities and cultures.

TVCC supports the institution-wide commitment to create and maintain a learning, teaching, and working environment free of discrimination and barriers. This requires the effort of every member of the college community.

Our Process

The TVCC planning process provided a structured approach to evaluating goals, setting direction, and measuring results. It ensured decisions were data-informed, mission-aligned, and responsive to changing student and community needs. Moving forward, it will evolve into a continuous cycle that fosters accountability, improvement, and long-term sustainability.

O1

STEP 1

UNDERSTAND THE MISSION AND DEFINE THE VISION

Why do we exist and where do we want to be?

O2

STEP 2

PERFORM A CURRENT ANALYSIS OF THE COLLEGE

What are our strengths, weaknesses, opportunities, and threats?

O3

STEP 3

IDENTIFY STRATEGIC GOALS

Where are we now and where do we want to be?

O4

STEP 4

IDENTIFY KEY OBJECTIVES

How do we translate strategic priorities into actions?

What do we focus on first?

O5

STEP 5

DETERMINE MEASURES AND TARGETS

How do we measure and track our achievements and adjust if needed?

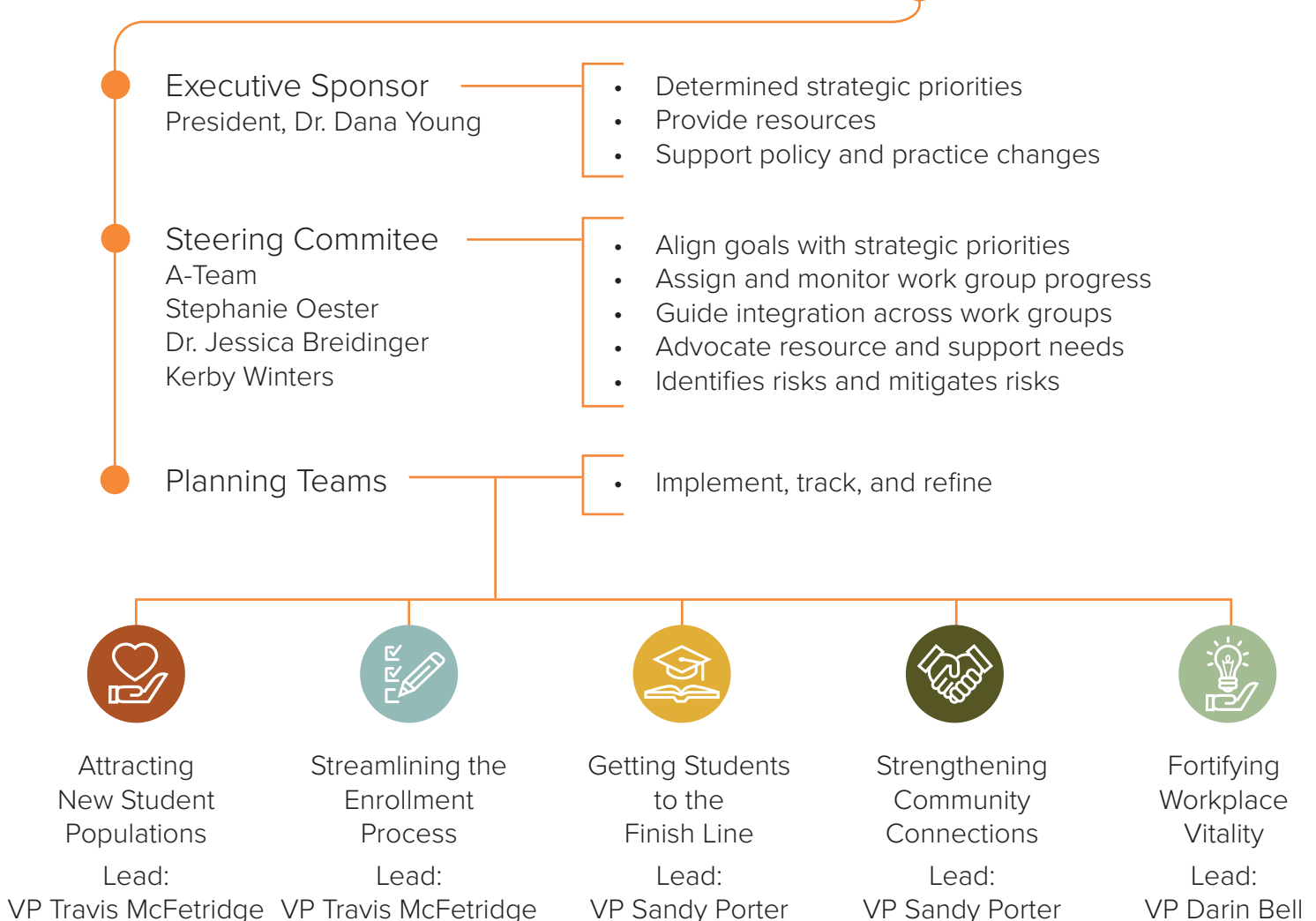


Our Plan Governance

The following governance structure was used in the planning process to ensure transparency, accountability, and broad participation across the College. It provided clear roles and decision-making processes, aligned planning with College priorities, and supported consistent, coordinated action. By involving diverse stakeholders and establishing a structured approach, the college built trust, fostered buy-in, and strengthened its ability to adapt and achieve long-term goals.

Strategic plans are more successful when they reflect the voices and needs of the entire college community. To ensure diverse perspectives, increased engagement and ownership of the plan, the planning teams included members from College leadership, faculty, staff, students, and content experts.

PLANNING STRUCTURES AND RESPONSIBILITIES



Our Planning Structure

A well-defined planning structure is essential for effective strategic planning, as it provides a clear framework for envisioning the future and translating that vision into action. By setting specific, measurable goals and outlining the steps needed to achieve them, TVCC can align its resources, anticipate challenges, and stay focused on long-term priorities. This structured approach ensures that every decision contributes to meaningful progress and helps guide the organization toward its desired future with clarity and purpose.



STRATEGIC PLAN

Builds the plan for the future.

The TVCC five-year plan will map out a strategy that best meets stakeholder needs and positions the College for the future. Specific goals and objectives will be outlined in the plan along with specific measures and targets.



GOALS

Defines how you will get there.

Broad, long-term outcomes that are reasonable to achieve within a time frame and with available resources. Open-ended goals that leave room for departments and teams to develop specific department goals to help reach these outcomes.



OBJECTIVES

Determines the specific steps you will take.

Specific and measurable steps the college will take to meet goals. Department goals are more specific and will determine how goals will be reached.



TARGETS/MEASURES

Measures how you will define success.

Measurable data that will be used to quantify success.



The Strategic Planning Timeline

DECEMBER 2024

Analysis
Review research and current related projects.

JANUARY 2025

Determine Strategic Goals
Identify 1 - 5 strategic goals.

FEBRUARY 2025

Determine Strategic Objectives
Identify key objectives for each goal.

MARCH 2025

Determine Targets/Measures
Identify performance measures.

APRIL 2025

Review Resource Needs
Budget planning and resource allocation.

JUNE 2025

Begin Implementation Phase
Plan endorsement and begin implementation.





TVCC's strategic plan is built on a strong foundation through our mission, vision, and values. These ensure every goal reflects who we are and where we're headed. Just as important, this plan was shaped by the voices of our students, employees, and community partners. Their input informed our priorities and strengthened our direction, creating a roadmap grounded in purpose and collaboration.



Consultant Assessment

ATTRACTING NEW STUDENT POPULATIONS

Flexible offerings to fit a student's busy schedule

- More online and hybrid offerings.
- More in-person offerings in the evening with wraparound services.
- Short-term and trade-focused programs and certificates (e.g. HVAC and agriculture-technology).
- Skills and learning outcome-based offerings.
- Expand apprenticeship opportunities.

Greater outreach, recruitment, and marketing

- More outreach opportunities for community involvement.
- Better partnerships with local workforce/employers.
- More marketing and advertising of programs.



Consultant Assessment

STREAMLINING THE ENROLLMENT PROCESS

Let technology and automation lead the way

- Invest in Jenzabar training to maximize automation.
- Streamline communication by fully utilizing communication programs through phone, email, and texting capabilities.
- Populate a robust online knowledge base to connect students to answers on your website, assist staff with standardized, consistent responses, and reduce the need for frontline student access.

Communicate, communicate, communicate

- Give students the information they need, when they need it, in a way they want to receive it.
 - Be mindful of overwhelming them with large “to do” lists.
 - Utilize text messaging and nudge communications to deliver needed information in easily digestible bites.



Consultant Assessment

GETTING STUDENTS TO THE FINISH LINE

If you build it, they will graduate

- Fully explore and implement scheduling software. Build course schedules based on student demand, not faculty preferences.
- Explore the feasibility of block scheduling.
- Fully implement retention campaigns in your customer relationship management programs, encouraging a student's next steps and establish academic milestones to develop retention indicators.
 - Implement stop-out campaigns and outreach to past applicants to invite students to return.
- Leverage best practices of student athlete retention by offering more co-curricular clubs and creating more appealing gathering spaces.
- Encourage faculty interaction with students via the student's preferred method (Video chat, text, etc.) and fully utilize CANVAS.



Consultant Assessment

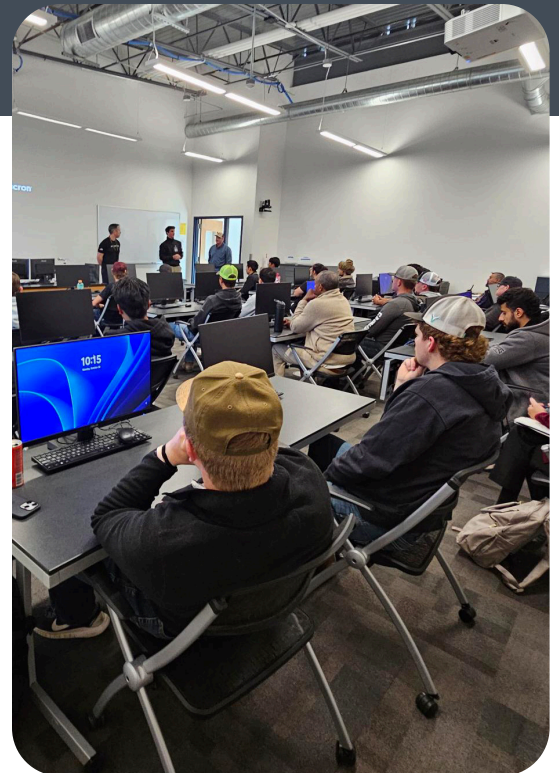
STRENGTHENING COMMUNITY CONNECTIONS

Keep “community” in community college

- Focus on forging new community connections and strengthening existing ones.
 - Attract those industries that do not have in-house training.
- Tell the TVCC story! Increase visibility and brag a little. Highlight key community employers and successful alumni in your marketing outreach.
- Utilize the connections CTE has in the community.

Prepare students for local/regional opportunities

- A need to better educate students for the workplace and connect majors to careers.
 - Invite experts/speakers to campus, host job fairs, highlight employment into marketing and curriculum.
- Look to the future and meet the needs of emerging markets (regionally and nationally).



Consultant Assessment

FORTIFYING WORKPLACE VITALITY

The true strength of TVCC is in its people

- Create a standardized onboarding module for all new staff and ensure existing staff are offered consistent cross-training and upskilling.
- Acknowledge and reward staff and faculty for taking on additional roles and responsibilities.
- Invest in lighting, cameras, and additional security to maximize and prioritize safety for the entire campus community.
- Create and maintain cross-departmental and communication sharing opportunities, perhaps via TVCC app, TEAMS, or enhanced knowledge base.



Our Strategic Goals and Alignment

Five strategic goals were developed through broad input from students, faculty, staff, College leadership, Board of Education members, community stakeholders, and business and workforce advisory boards. These goals were also shaped through input from the consultant in consideration with recent demographic trends, changes in the local and regional economy, and evolving job market demands.



ATTRACTING NEW STUDENT POPULATIONS

Provide flexible learning modalities, career-aligned offerings, and streamlined pathways to degree or certificate completion to support the access and success of non-traditional and traditional students.



STREAMLINING THE ENROLLMENT PROCESS

Implement process automation and fully leverage the customer relationship management (CRM) tool and knowledge base to ensure a clear, encouraging, consistent, and timely flow of information that recognizes and supports student engagement from initial inquiry through enrollment.



GETTING STUDENTS TO THE FINISH LINE

Develop course schedules aligned with student needs and cultivate an environment that fosters increased student-to-student, student-to-faculty, and student-to-staff interaction to positively influence retention and completion.



STRENGTHENING COMMUNITY CONNECTIONS

Create new partnerships and strengthen existing ones to prepare students for current and emerging regional opportunities, and to build meaningful connections between academic pathways and career outcomes.



FORTIFYING WORKPLACE VITALITY

Maintain a growth-oriented, positive, and safe college community through communication, recognition, and training.



Strategic Goal

01

ATTRACTING NEW STUDENT POPULATIONS

Provide flexible learning modalities, career-aligned offerings, and streamlined pathways to degree or certificate completion to support the access and success of non-traditional and traditional students.

OBJECTIVE: 1.1

EXPAND ACCESS AND SUPPORT FOR NON-TRADITIONAL AND TRADITIONAL STUDENTS

Enhance institutional resources and support services tailored to specific student populations by providing dedicated enrollment assistance, targeted marketing strategies, and multilingual support.

OBJECTIVE: 1.2

STRENGTHEN FINANCIAL AND RESOURCE SUPPORT FOR NON-TRADITIONAL STUDENTS

Assess and address the financial and basic needs of non-traditional students by expanding access to institutional waivers, family resources, housing, and dedicated study spaces.

OBJECTIVE: 1.3

STRENGTHEN ACADEMIC FLEXIBILITY AND HIGHLIGHT CAREER READINESS FOR STUDENTS

Expand academic offerings and sustainable support programs that provide flexible scheduling, tailored resources, and career development services for students.



Strategic Goal

02

STREAMLINING THE ENROLLMENT PROCESSES

Implement process automation and fully leverage the CRM and knowledge base to ensure a clear, encouraging, consistent, and timely flow of information that recognizes and supports student engagement from initial inquiry through enrollment.

OBJECTIVE: 2.1

SIMPLIFY THE ADMISSIONS AND PLACEMENT PROCESS FOR STUDENTS

Simplify and improve the admissions and placement process by implementing direct admissions, offering personal enrichment/self-improvement admissions, and providing guided self-placement options, ensuring an efficient and accessible experience for students.

OBJECTIVE: 2.2

IMPLEMENT DATA-INFORMED IMPROVEMENTS IN ADMISSIONS AND ENROLLMENT PROCESSES

Analyze the admissions and enrollment funnel by conducting intake audits, identifying key milestones, setting annual goals, and continuously improving the communication plan for prospective students.

OBJECTIVE: 2.3

IMPROVE FIRST-GENERATION STUDENT CONVERSION RATES, AMPLIFY THEIR STORIES, AND STRENGTHEN ENGAGEMENT

Increase student conversion rates and engagement by launching targeted initiatives for first-generation students, hosting events to boost various forms of engagement, and delivering content-rich communications through videos, success stories, and other tailored content.



Strategic Goal

03

GETTING STUDENTS TO THE FINISH LINE

Develop course schedules aligned with student needs and cultivate an environment that fosters increased student-to-student, student-to-faculty, and student-to-staff interaction to positively influence retention and completion.

OBJECTIVE: 3.1

ELEVATE ADVISING EXCELLENCE

Enhance advising support and activities to elevate the experience for students, faculty, and staff by establishing a centralized advising one-stop for students, providing comprehensive training for faculty and staff, and implementing targeted retention outreach.

OBJECTIVE: 3.2

ESTABLISH CHECK-IN POINTS TO GUIDE STUDENTS ALONG THEIR ACADEMIC PATH

Create a student support system with targeted retention strategies that includes early confirmation of students' intended area of study, proactive first-term check-ins, and ongoing monitoring of academic progress and financial standing.

OBJECTIVE: 3.3

KEEP STUDENTS ON TRACK

Develop, expand, and evaluate programs, resources, and support services grounded in academic and non-academic assessments, to better meet the student's personal and academic needs.



Strategic Goal

04

STRENGTHENING COMMUNITY CONNECTIONS

Create new partnerships and strengthen existing ones to prepare students for current and emerging regional opportunities, and to build meaningful connections between academic pathways and career outcomes.

OBJECTIVE: 4.1

CREATING CONNECTIONS BEYOND THE COLLEGE

Develop meaningful and sustained opportunities for students, faculty, and staff to engage with the broader community.

OBJECTIVE: 4.2

TELL THE TVCC STORY

Increase engagement by consistently sharing the TVCC story through standardized and supported communication channels that reflect the College's values, highlight institutional success, and build connections across the community.

OBJECTIVE: 4.3

WELCOME THE COMMUNITY TO THE COLLEGE

Develop and sustain opportunities that actively welcome community members to college events and open-access programs.



Strategic Goal

05

FORTIFYING WORKPLACE VITALITY

Maintain a growth-oriented, positive, and safe college community through communication, recognition, and training.

OBJECTIVE: 5.1

OPTIMIZE INTERNAL COMMUNICATION AND INFORMATION FLOW

Standardize communication and information systems across the College to enhance efficiency and improve information for decision-making.

OBJECTIVE: 5.2

ENHANCE EMPLOYEE EXPERIENCE

Elevate employee satisfaction and engagement by optimizing human resource systems, processes, and support to meet the needs of prospective, new, and current employees.

OBJECTIVE: 5.3

IMPROVE FACILITIES AND INFRASTRUCTURE

Develop and maintain safe facilities and physical/data infrastructure that enhance learning, foster collaboration, and empower students, employees, and the broader community.



Looking Ahead

This strategic plan is a living and evolving roadmap for Treasure Valley Community College's shared future. It is not meant to sit idle on our desks but to be actively impacted and enhanced by every member of the Treasure Valley Community College - faculty, staff, students, and the community. Together, we are the architects of this plan, and it will require ongoing attention, reflection, and refinement. We will revisit it regularly, ensuring it remains responsive to the needs of our students, our region, and the broader landscape of higher education.

Our ability to adapt and innovate is a testament to the strength and flexibility of our people. Change does not signal a misstep, but rather an opportunity to improve and recalibrate in response to the ever-evolving challenges and opportunities around us. By embracing these shifts, we demonstrate our commitment to being a nimble, forward-thinking institution that values growth, adaptability, and relevance.

As we look to the future, we will undoubtedly face new challenges and uncover new opportunities. But with the talent, passion, and dedication of our staff, faculty, and leadership, we are well-equipped to address them head-on - collaboratively and with purpose. We will also celebrate our successes, recognizing the collective effort and milestones achieved by every individual who contributes to our mission. In doing so, we will build a stronger, more united Treasure Valley Community College.

Your College. Your Community. Your Future.

Acknowledgements

Special thanks to the dedicated faculty, staff, and students who contributed their time, insights, and expertise to the development of this strategic plan. Their deep understanding of the college's mission, commitment to student success, and willingness to engage in thoughtful collaboration were essential in shaping a plan that truly reflects the needs and aspirations of our entire college community.

TEAM 1: ATTRACTING NEW STUDENT POPULATIONS

- Travis McFetridge (Lead)
- Drew Pearson
- Nila Stephens
- Brenda Vega-Vega
- Julie Lynch
- Mara Poynter
- Carol Buttice
- Gayle Van Weerdhuizen
- Sheryl Romans
- Daniel Liera-Huchim
- Tanisha Hunte (Student)

TEAM 2: STREAMLINING THE ENROLLMENT PROCESS

- Travis McFetridge (Lead)
- Arwyn Larson
- Jeretta Shoemaker
- Daniel Liera-Huchim
- Ben Parrish
- Tyler Gaston
- Terry Howard
- Stephanie Oester
- Chase Van Weerdhuizen
- Carol Warden
- Zach Widner
- Addison Adams (Student)

TEAM 3: GETTING STUDENTS TO THE FINISH LINE

- Sandy Porter (Lead)
- Tara Dominick
- Gary Gray
- Marlo Grimaldo
- Brody Greif
- Hope Spaugh
- Zach Widner
- Tanya Crawford
- Carol Fitzgerald
- Scott Carpenter
- Mary Jane Bagwell
- Teresa Lynch
- Kynnsington Bandy (Student)

TEAM 4: STRENGTHENING COMMUNITY CONNECTION

- Sandy Porter (Lead)
- John Hart
- Marcus Nichols
- Cathy Yasuda
- Jessica Smith
- Morgan Shira
- Jackie Koehler
- Emily Fisk
- Tom Vialpando
- Dr. Dana Young
- Bernie Weldon
- Teresa Lynch
- Carlos Arana (Student)

TEAM 5: FORTIFYING WORKPLACE VITALITY

- Darin Bell (Lead)
- Kathleen Thayer
- Janell Abston
- Aaron Strawser
- Laree McBride
- Vern Davis
- Nino Kalatozi
- Yumiyo Okuda
- Faith Salinas
- Mary Anne Verigan
- Carol Warden
- Samantha Widner
- Alondra Quezada
- Cheston Ryals
- Anne Marie Kelso
- Kendall Hiatt
- Zahra Aidelay (Student)

STEERING COMMITTEE

- Stephanie Oester (Co-Chair)
- Dr. Jessica Breidinger (Co-Chair)
- Kerby Winters (Co-Chair)
- Administrative Team



ADMINISTRATIVE TEAM

- Dr. Dana Young, President
- Travis McFetridge
- Sandy Porter
- Darin Bell
- Cathy Yasuda
- Anne Marie Kelso
- Scott Carpenter
- Dr. Nino Kalatozi
- Gina Roper





Treasure Valley

COMMUNITY COLLEGE

Treasure Valley Community College provides accessible, affordable, and high-quality education that empowers students and strengthens communities across rural Eastern Oregon, Southwest Idaho, and beyond. Since 1962, we have provided a supportive, personalized learning environment where students can reach their goals while contributing to the region's economic development. We connect students with direct career pathways, offer opportunities to build in demand skills, and partner with local employers to align education with real-world workforce needs. Everything we do is guided by the belief that education should be within reach for everyone—and that every student deserves the opportunity to thrive.



Treasure Valley Community College does not discriminate on the basis of race, color, sex, marital status, sexual orientation, gender identity, religion, national origin, age or disability in any educational programs, activities or employment. Persons having questions about non-discrimination should contact the Human Resources Director located in the Performing Arts Center, email HR@tvcc.cc or call (541) 881-5838 or TDD (541) 881-5839.