

# Treasure Valley Community College Strategic Plan 2021 - 2024

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# Mission

TVCC is a comprehensive community college dedicated to promoting student success.

# Vision

TVCC will be an excellence-driven institution offering quality programs to ensure Student Success.

# Shared Values Statement

Adopted 09/18/18 by Board of Education

At TVCC, we 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 community college.

# Civility Statement

Within Treasure Valley Community College, civility is defined as a demonstration of mutual respect - for people, for their roles, for their knowledge and expertise. Civility requires cooperation, tolerance, acceptance, inclusiveness, kindness, courtesy and patience. It will be expressed not only in the words we choose, but in our tone, demeanor and actions. All members of the TVCC community are responsible for and expected to exemplify and promote civility.

TVCC is committed to creating and maintaining a positive learning and working environment. While it is understood that disagreement will, and should, occur in a collegiate setting, open communication, intellectual integrity, mutual respect for differing viewpoints, freedom from unnecessary disruption, and a climate of civility are important values that we embrace.

# Core Themes:

## **Fostering Educational Success**

The Core Theme of Fostering Educational Success provides a systematic method to measure student learning and achievement.

At TVCC, the “Institutional Indicators” are those metrics that are of primary concern and serve as proxies for the quality and sustainability of the institution: student enrollment; student retention and transfer rates; student completion rates; and student loan default rates.

## **Ensuring Access**

At TVCC, Ensuring Access means equitable access to quality education.

Reduce the achievement gap for first-generation college students, underrepresented students of color, and economically disadvantaged students.

## **Building Our Community**

At TVCC, Building Our Community means positively affecting our community on two levels. The first level is our campus community, including traditional and non-traditional students, as well as faculty and staff.

The second level is positively affecting the local communities that we serve. This core theme represents many of the other activities on campus, that complete the story of TVCC, as they are essential to understanding the holistic function and role of TVCC in our larger community.

## President's Greeting:

I am pleased to share Treasure Valley Community College's 2021-2024 Strategic Plan. The Strategic Directions of the College were initially developed during several strategic planning sessions in 2017, with input from faculty, staff, administrators, and students. The following Strategic Directions were developed to set priorities for the College:

- Advance Student Success
- Create and pursue a culture of *Intentional Inclusion*
- Support community engagement and partnerships
- Contribute to institutional sustainability
- Increase strategic communication

This plan is updated to focus efforts over the next three years, and is based on the results of institutional assessments over the past few years. This update conveys the focal points as we move out of the pandemic and back into normal operations over the next 3 to 4 years. The intent of this updated plan is to dramatically increase student learning and achievement as stated in our Mission Statement. Future assessments of these strategic focal points utilize the Mission Fulfillment metrics, and specific strategies that support these strategic goals are described in the annual department goals.

Underlying our 2021-2024 Strategic Plan is a systematic approach that identifies key priorities/indicators for the organization, faculty, and staff so that TVCC will not only continue to strengthen our approaches to teaching and learning, but also focus on goals to enhance the sustainability of the College.

As we continue to come out of a world-wide pandemic and a changed world, it is even more imperative that our students are successful and equipped to navigate an ever-changing society. I am confident that we are moving TVCC forward to:

- Make TVCC the First Choice for students;
- Focus on enrollment growth strategies;
- Increase efforts to promote a positive college public image;
- Advance internal communication and connections;
- Cultivate diversity and cultural opportunities;
- Promote safety and security across campus.

Dr. Dana Young

## Strategic Directions

*Strategic Directions are the top-level element of the Strategic Plan which were developed during several strategic planning sessions in 2017, using input from faculty, staff, administrators, and students. Strategic Directions communicate the overall direction for the institution, helping to guide institutional strategies and annual action plans by divisions and departments. Strategic Directions are medium-term objectives which remain constant over the duration of the plan. The Strategic Plan will be updated in 2023 – 2026; TVCC’s comprehensive accreditation visit from NWCCU will occur in 2025-26, providing the College feedback for future Strategic Planning goals.*



## Strategic Direction 1

### Advance Student Success

#### Goal 1A: Increase the Percent of Students Who Earn Awards at TVCC.

##### Indicators:

1. Increase Fall-to-Winter Retention rate to 76.9% and Fall-to-Fall Retention Rate to 53%, by 2024, as outlined in our Mission Fulfillment metrics.
2. Increase the Student Progression rate (students achieving 45-credits earned within first undergraduate year) to 15.9% by 2024, as outlined in our Mission Fulfillment metrics.
3. Increase Completion Rate to 29.3% by 2024, as outlined in our Mission Fulfillment metrics

#### Goal 1B: Advance Guided Pathway Initiative.

##### Indicators:

1. By 2024, 75% of full-time and 50% of part-time degree-seeking students shall have a documented academic plan in the Jenzabar system, as outlined in the Vice President of Student Services Strategic Goal.
2. By 2024, increase the number of new Associate of Science (AS) degrees by six that seamlessly transfer to 4-year Colleges or Universities as outlined in the Vice President of Academic Affairs Strategic Goal.

## Strategic Direction 2

# Create and Pursue a Culture of Intentional Inclusion

### Goal 2A: Expand Inclusive Practices at TVCC.

#### Indicators:

1. By 2024, the TVCC Diversity Committee will have implemented the cultural competency standards for TVCC and its employees, as outlined in the Multi-Cultural/Diversity Strategic Goals.
2. By 2024, the enrollment demographics of degree or certificate seeking students, will be within 5% +/- of the demographics of our service region, as measured in our Mission Fulfillment report.
3. By 2024, TVCC will improve, a) the Fall-to-Fall Retention b) Progression, and c) Completion metrics (reduce the disparity by 5% +/-) for the three student groups described in TVCC's Equity Lenses (economically disadvantaged, first-generation, underrepresented students of color), as measured by the Mission Fulfillment Assessment report.

### Strategic Direction 3

## Support community engagement and partnerships

**Goal 3A: Expand and Improve partnerships with Industry, Business and Community organizations.**

**Indicator**

1. By 2024, all CTE Industry Advisory Committees will meet at least twice per year, as outlined in the Dean of CTE's Strategic Goals.
2. By 2024, the number of clients served by Center for Business, Workforce and Community Learning (CBWCL) will increase from 312 (2019-20) to 361 clients, as measured in the Mission Fulfillment metrics.
3. By 2024, TVCC will increase the number of dual-credit students (unduplicated headcount) from 1736 (2019-20) to 2620, as measured in the Mission Fulfillment metrics.

## Strategic Direction 4

# Contribute to Institutional Sustainability

### Goal 4A: Manage the Fiscal Stability of the College.

#### Indicators

1. By 2024, TVCC will increase the FTE, RFTE, and headcount by 2%, as outlined in the President's Vision and measured in the TVCC Mission Fulfillment report.
2. By 2024, complete research and analysis to determine academic program viability, as outlined in the Vice President of Academic Affairs's Strategic Goals.

### Goal 4B. Continue to improve TVCC facilities, infrastructure and systems to ensure the highest quality and most productive learning environment for students, faculty and staff.

#### Indicators

1. By 2024, complete market research to determine academic programs related to the Nursing and Allied Health field, in preparation for the opening of a new Nursing and Allied Health Professions Center as per the Vice President of Academic Affairs's Strategic Goal.
2. By 2024, Barber Hall stabilization and renovation plan will be developed and completed, as per the Vice President of Administrative Services's Strategic Goal.
3. By 2024, complete research and implement a new data center to be installed into the new Nursing and Allied Health Professions Center, as per IT Strategic Plan Goals.
4. By 2023, the President and the Executive Director of the Foundation will raise at least 5 million dollars (the match) for the new Nursing and Allied Health Professions Center building as outlined in the President's and Foundation's Strategic Plan Goals.
5. By 2024, TVCC will have a completed and implemented a Cybersecurity Plan, as outlined in the IT Strategic Plan Goals.

## Strategic Direction 5

# Increase Strategic Communication

**Goal 5A: Institutionalize and improve Departmental Strategic Goals reporting out to faculty, staff, students, and Board members to improve the overall transparency of College actions and decisions.**

### Indicators

1. By 2024, every department's strategic goals will be shared and documented in the appropriate Council or Director's meeting minutes.
2. By 2024, the budget update will be communicated to the internal College community quarterly, to improve transparency and accuracy, as documented in the Vice President of Administrative Service's Strategic Goal.
3. By 2024, TVCC will invest in marketing initiatives as outlined in the Public Information Strategic Goals and as incorporated in the Strategic Enrollment Management (SEM) plan.

As adopted by the Administrative Team during the 08/11/21 Admin-Team Retreat.