

Opportunity

2027

Message from the President – Strategic Plan 2021-2027

Message from Dr. Edward “Ted” Raspiller, President

We are an institution that opens doors of opportunity and helps change lives. We understand the importance of providing quality educational opportunities, supporting our communities, and envisioning a success story for every student. Every day, we strive to live into our mission and vision, and that is why our six-year strategic plan, Opportunity 2027, focuses on how we can support student success.

This work is ever evolving and to do it well, we must continually review and improve our processes; identify and address equity gaps; look for new ways to support our students; provide an environment that is welcoming to all; and grow our partnerships. Opportunity 2027 provides us with goals and strategies to help us plan, coordinate, and continue to make changes that positively impact our students and the communities we serve. At its core are four strategic focus areas: student equity; funding and finance solutions; pathways to success; and process and practice innovation.

As you read through the plan, you will see it strongly connects to our Diversity, Equity and Inclusion Plan; our Quality Enhancement Plan; and the Virginia Community College System’s six-year strategic plan. These ties build a strong foundation for departments across our college as they bring life to these important initiatives.

Mission Statement

John Tyler Community College provides quality educational opportunities that inspire student success and community vitality.

Vision Statement

A success story for every student.

Diversity, Equity & Inclusion Statement

John Tyler Community College embraces a culture of diversity, equity, and inclusion that empowers anyone from anywhere to be successful in their academic and professional pursuits. We strive to provide an environment that is enriching to all by understanding and appreciating our dimensions of diversity, becoming global citizens, and welcoming new ways of engaging the unique contributions of all people.

VCCS Code of Ethics

Tyler's faculty and staff also abide by the Virginia Community College System (VCCS) Code of Ethics:

- We are committed to learning environments that foster academic integrity.
- We will foster in all disciplines a mutual respect and openness for the freedom of responsible student thought, research, and discussion on all sides of academic issues to facilitate balanced and thorough academic analysis for all participants.
- We will be good stewards of our resources and make effective and efficient use of them, thereby ensuring accountability to the Commonwealth and to the communities we serve.
- We will maintain the confidentiality and security of information entrusted to us and share information only when authorized or required by law to do so.
- We will not accept any gift, favor, loan, service, business or professional opportunity from anyone knowing (or when it should be known) that it is offered in order to improperly influence the performance of our public duties. We will avoid even the appearance of a conflict of interest.

- We will offer good faith and fair dealings to all those we serve and to each other. Our communications will be civil and professional.
- We will offer employment opportunities in accordance with State, Federal and System policies supporting the rights and recognizing the needs of all citizens regardless of gender, race, color, religion, national origin, age, disability, veteran status, sexual orientation, or political affiliation.
- We encourage and expect all members of the community to act in good faith and bring to the attention of the appropriate official any violation or potential violation of these principles.

History and Profile

Our college began classes on October 2, 1967 with more than 1,200 students and 85 faculty members. Today, we have grown to become a large suburban community college located in central Virginia. We are a member of a state-wide system of 23 community colleges. Our service region includes Amelia, Charles City, Chesterfield, Colonial Heights, Dinwiddie, Hopewell, Petersburg, Prince George, Surry and Sussex. The college has two campuses, Chester and Midlothian, both located in Chesterfield, the largest county in the service region. The campuses are about 25 minutes apart from one another. In addition to providing on-campus classes and services, the college offers a variety of online course formats and remote student supports.

The college's programs include two-year degrees, certificates, and workforce credentials. Our transfer degree programs are designed to mirror the freshman and sophomore years of a bachelor's degree, and we have guaranteed admissions agreements with more than 35 four-year colleges and universities. We offer for-credit career technical education (CTE) programs that prepare students for in-demand jobs. In addition, we offer short-term, non-credit workforce programs through our workforce division, Community College Workforce Alliance (CCWA), a partnership with Reynolds Community College, in which students can earn industry certifications.

Our college served approximately 13,000 credit-bearing students in 2020-2021. Admission to the institution is open access with rolling enrollment. The college offers a variety of course lengths (e.g., 5, 8, 12, and 15-week) and modalities (e.g., face-to-face, online, and hybrid) throughout the academic semester.

When COVID-19 impacted our practices in spring 2020, our college mobilized quickly to continue to provide high quality instruction and supports to our students. As we look forward over the next six years, our new institutional strategic plan is reflective of our origin, our present challenges, and our future opportunities.

Planning Process Overview

Per college policy 8.11, we formed the Strategic Planning Task Force, composed of representatives from our internal affinity groups and external stakeholders, in fall 2020. The task force reviewed our institutional mission and vision statements, our previous strategic plan and outcomes related to the plan. The task force reviewed analyses from internal and external scans completed to reflect on the changing economic landscape within our service area. A couple years ago, the college hired an external partner to perform an environmental scan. In fall 2020, the college hired the partner to perform an economic scan to examine the impacts of COVID on the service region. In fall 2020, the college's Office of Institutional Effectiveness (OIE) also performed an environmental scan with data and analyses collected since the institution's previous strategic plan and shared the long-range analysis with task force members.

The task force also examined the results of collegewide feedback surveys; the Integrated Postsecondary Education Data System (IPEDS) college comparison reports; service area profiles; student achievement data; an internal COVID-response feedback survey report; the Virginia Community College System (VCCS) 2027 strategic plan; the college's Council for Diversity, Equity & Inclusion (DEI) draft plan; and an internal college climate Strengths, Weaknesses, Opportunities, and Threat (SWOT) analysis. Task force members were encouraged to communicate and update their respective groups on the task force's progress and solicit feedback.

By spring 2021, the task force reviewed and affirmed the college mission and vision and developed strategic focus areas (SFAs), updated our college goals, and developed supporting strategies. Based on feedback and analysis, the new plan contains new strategies and follow-on strategies from the college's previous strategic plan. When possible, strategies align with the VCCS 2027 strategic plan, the college DEI Plan, and the college's Quality Enhancement Plan (QEP).

Initiatives

- New Systemwide Goals and Strategies undergo development as VCCS 2027
- College Council for Diversity, Equity, and Inclusion forms a task force to evaluate and update Diversity, Equity & Inclusion (DEI) plan
- Reaffirmation cycle begins with Quality Enhancement Plan (QEP) development
- Strategic Planning (SP) task force formed to evaluate and develop updated plan

SP Task Force Reviews College Mission, Vision, and Previous Strategic Plan

- Task Force affirms to continue use of the College Mission, Vision

SP Task Force Reviews Research and Analysis

- Task Force reviews and evaluates environmental and economic scans; surveys; and research
- Task Force reviews Tyler 2021 Strategic Plan
- Task Force solicits stakeholder feedback

Plan Development with Alignment

- Task Force selects Strategic Focus Areas, and develops institutional goals, strategies, and outcomes

Plan Adoption

- Presentation to Administrative Council and College Board

Plan Operationalization

- Alignment of plan strategies to administrative units
- Annual monitoring as part of institutional effectiveness processes

Ongoing Evaluation and Planning Process

- Administrative units develop operational plans and align assessment and evaluation to our new institutional strategic plan
- Administrative Council evaluates progress and makes recommendations for improvements
- Share progress with college and College Board

2021-2027 Strategic Focus Areas (SFA), Goals, and Strategies

Strategic Focus Area 1 – Student Equity

Goal 1

Advance equity in access, inclusion, and completion by strengthening our student and academic supports, particularly for our underserved populations of students.

Strategy 1.1

Use disaggregated data to assist in identifying and supporting student needs.

Strategy 1.2

Engage faculty and staff in professional development and meaningful dialogue to broaden their understanding of being a diverse community and to address equity gaps in student success.

Strategy 1.3

Prioritize equitable outcomes for students.

Strategy 1.4

Develop a holistic and inclusive approach to student engagement and success through proactive academic advising, financial coaching, and experiential mapping.

Strategic Focus Area 2 – Funding and Finance Solutions

Goal 2

Expand and enhance our funding and finance models to include flexible financial options for students.

Strategy 2.1

Identify and pursue funding sources for the development and expansion of programs.

Strategy 2.2

Identify and communicate payment options and funding sources for students.

Strategic Focus Area 3 – Pathways to Success

Goal 3

Provide educational and career pathways through expanded partnerships and experiential learning options for students.

Strategy 3.1

Align curricular content with the expressed needs of employers, including periodic review and updates by advisory committees that ensures consistent alignment with industry changes.

Strategy 3.2

Initiate more comprehensive and aligned policies and processes to expand credit for prior learning, integrate workforce and academic instruction, accelerate time to completion for certain academic programs, and provide greater access to internship and apprenticeship opportunities.

Strategic Focus Area 4 – Process and Practice Innovation**Goal 4**

Identify and invest in innovative processes and equity practices to improve and promote a culture of professional excellence and student success.

Strategy 4.1

Review hiring practices to ensure that candidates understand the equity focus and mission of our college.

Strategy 4.2

Evaluate existing and identify new faculty recruitment and retention strategies to attract and retain qualified and diverse employees who are reflective of our college community.

Strategy 4.3

Identify potential disparities in our onboarding processes for faculty, staff, and students.

Strategy 4.4

Adopt equity-focused high impact teaching practices.

Strategic Focus Area 1 – Student Equity

Goal 1

Advance equity in access, inclusion, and completion by strengthening our student and academic supports, particularly for our underserved populations of students.

Strategy 1.1

Use disaggregated data to assist in identifying and supporting student needs.

Strategy 1.2

Engage faculty and staff in professional development and meaningful dialogue to broaden their understanding of being a diverse community and to address equity gaps in student success.

Strategy 1.3

Prioritize equitable outcomes for students.

Strategy 1.4

Develop a holistic and inclusive approach to student engagement and success through proactive academic advising, financial coaching, and experiential mapping.

Outcomes

- 100% of faculty and staff will complete annual CDEI professional development.
- Increase two-year degree and short-term credential attainment rates overall and by disaggregated groups (e.g., ethnicity, gender, Pell status).

Strategies and Alignment

Strategy Number	Strategy	Plan Alignment
1.1	Use disaggregated data to assist in identifying and supporting student needs.	VCCS 2027
1.2	Engage faculty and staff in professional development and meaningful dialogue to broaden their understanding of being a diverse community and to address equity gaps in student success.	VCCS Institutional Priorities (IP) - Teaching and Learning Diversity, Equity & Inclusion (DEI) Strategic Plan 2027
1.3	Prioritize equitable outcomes for students.	VCCS 2027
1.4	Develop a holistic and inclusive approach to student engagement and success through proactive academic advising, financial coaching, and experiential mapping.	QEP 2023 SACSCOC Reaffirmation VCCS Power of the Possible initiative VCCS 2027

Narrative

Providing a learning environment where all are welcome, have access to the resources they need to pursue their education and goals, and the opportunity to succeed is at the heart of Strategic Focus Area 1 and its overarching goal. Four strategies support this focus area.

Our first strategic focus area and overarching goal aligns to our mission to provide “quality educational opportunities that inspire student success and community vitality,” our vision statement to provide “a success story for every student,” and to our previous college goals to “enhance and promote excellence in teaching and learning; provide access to educational opportunities for persons from all segments of society; provide comprehensive academic and student support services...[and] Administer integrated and transformative institutional assessment and planning processes.”

Strategy 1.1, “Use disaggregated data to assist in identifying and supporting student needs,” is a follow-on strategy from our previous plan to “Identify and work with partners to improve access to campus or provide better wrap-around services that can mitigate identified barriers.” An overall enrollment decline due to the COVID-19 global pandemic, a decrease in traditional age students in the Commonwealth, and enrollment declines among identified groups (e.g., African American students) across the Virginia Community College System warrant the ongoing need to improve our measures, processes, and practices to continue to provide educational opportunities for our students, and whenever feasible, mitigate barriers to completion and student success.

Strategy 1.2, “Engage faculty and staff in professional development and meaningful dialogue to broaden their understanding of being a diverse community and to address equity gaps in student success,” is a follow-on strategy from our previous plan to, “Expand professional development programs to help employees carry out their individual professional development plans which emphasize methods for achieving greater student success.” Our transition to online learning in response to COVID-19 highlighted inequities among our students and compelled our faculty to engage in new and innovative ways to engage students in a distance learning environment. As we engage in continuous quality improvement, we are mindful that our faculty, as our student-facing ambassadors of learning, have a direct impact on our students’ success and their sense of belonging to our college community. By engaging in ongoing dialogues and professional development geared to exploring equity gaps, we hope to advance equity in access, inclusion, and completion.

Strategy 1.3, “Prioritize equitable outcomes for students,” aligns to the VCCS 2027 strategic plan, supporting goal, strategy 3. This strategy prioritizes our commitment to meeting our students where they are in their academic journey and providing them with the tools and opportunity to succeed. This strategy resulted from the System initiative,

Power of the Possible Task Force. The task force recommended a holistic approach to student support, and this recommendation also aligned with the Quality Enhancement Plan (QEP) Topics' Committee findings in the selection of our QEP topic.

Strategy 1.4, "Develop a holistic and inclusive approach to student engagement and success through proactive academic advising, financial coaching, and experiential mapping," aligns to our new QEP, a multi-year plan we are implementing to improve student success. The Quality Enhancement Plan is also part of our upcoming Reaffirmation with our regional accreditor, the Southern Association of Colleges and Schools, Commission on Colleges. This strategy also aligns to the Power of the Possible VCCS initiative, and the VCCS 2027 plan. This strategy, to improve student success through a three-pronged approach, is supported by findings from internal and external analysis of ongoing research, evaluation of stakeholder feedback, and findings from the VCCS.

Strategic Focus Area 2 – Funding and Finance Solutions

Goal 2

Expand and enhance our funding and finance models to include flexible financial options for students.

Strategy 2.1

Identify and pursue funding sources for the development and expansion of programs.

Strategy 2.2

Identify and communicate payment options and funding sources for students.

Outcomes

1. Increase number of proposals developed collaboratively for program development or expansion.
2. Use strategic relationship planning across the college to secure increased business support.
3. Increased communication to students about available funding sources and payment options.

Strategies and Alignment

Strategy Number	Strategy	Plan Alignment
2.1	Identify and pursue funding sources for the development and expansion of programs.	VCCS Supporting Goal 4 (related)
2.2	Identify and communicate payment options and funding sources for students.	VCCS Supporting Goal 5 (related)

Narrative

Improving access to college by working to reduce financial barriers, communicating payment options and funding sources, and pursuing new funding sources for programs that support our students' academic goals and meet workforce needs is pivotal to Strategic Focus Area 2 and its overarching goal. Two strategies support this focus area.

Our second strategic focus area and overarching goal aligns to our mission to provide “quality educational opportunities that inspire student success and community vitality,” our vision statement to provide “a success story for every student,” and to our previous college goals to provide “access to educational opportunities for persons from all segments of society...[and] maximize external funding to support the mission of the college.”

Strategy 2.1, “Identify and pursue funding sources for the development and expansion of programs,” relates to VCCS supporting goal 4, strategy 2, to ensure “all colleges develop and leverage strong partnerships with business and industry so that every program prepares well-qualified workers for current and emerging workforce demands.” Through seeking new funding sources, our college strives to provide “all students with the knowledge, skills, credentials, and degrees that enable them to thrive in dynamic and emerging 21st century careers shaped by the future of work” (VCCS 2027, Supporting Goal 4).

Strategy 2.2, “Identify and communicate flexible payment options and funding sources for students,” relates to VCCS supporting goal 5, and our commitment to working with students to improve access, show transparency in course and program costs, and develop more flexible payment options. This strategy is also a follow-on to our previous plan’s strategic focus area, Comprehensive Access, and strategies to promote “the availability of financial aid and assist students with financial aid applications...[and] expand scholarship opportunities to assist in making college more affordable for students and to reduce student debt.”

Strategic Focus Area 3 – Pathways to Success

Goal 3

Provide educational and career pathways through expanded partnerships and experiential learning options for students.

Strategy 3.1

Align curricular content with the expressed needs of employers, including periodic review and updates by advisory committees that ensures consistent alignment with industry changes.

Strategy 3.2

Initiate more comprehensive and aligned policies and processes to expand credit for prior learning, integrate workforce and academic instruction, accelerate time to completion for certain academic programs, and provide greater access to internship and apprenticeship opportunities.

Outcomes

- Increase participation of advisory board members in curriculum discussions, as appropriate.
- Expand credit-for-prior learning (CPL) pathways in degree programs, as appropriate.
- Increase number of internship and apprenticeship opportunities each year.
- Increase number of credentials awarded each year.

Strategies and Alignment

Strategy Number	Strategy	Plan Alignment
3.1	Align curricular content with the expressed needs of employers, including periodic review and updates by advisory committees that ensures consistent alignment with industry changes.	VCCS 2027 VCCS Institutional Priorities - The Future of Work
3.2	Initiate more comprehensive and aligned policies and processes to expand credit for prior learning, integrate workforce and academic instruction, accelerate time to completion for certain academic programs, and provide greater access to internship and apprenticeship opportunities.	VCCS 2027 VCCS Institutional Priorities - The Future of Work

Narrative

Supporting student success through expansion and development of pathways to educational and career opportunities through engagement with local industry, colleges, and our K-12 partners is the aim of Strategic Focus Area 3. Two strategies support this goal.

Our third strategic focus area and overarching goal aligns to our mission to provide “quality educational opportunities that inspire student success and community vitality,” our vision statement to provide “a success story for every student,” and to our previous college goals to develop “and foster mutually beneficial relationships with external constituencies to meet the educational and economic needs of the region...[and strengthen] a positive image of the college and effectively promote services and programs to our community.”

Strategy 3.1, “Align curricular content with the expressed needs of employers, including periodic review and updates by advisory committees that ensures consistent alignment with industry changes,” aligns to VCCS 2027 supporting goal 5, under subheading, The Future of Work, and is also one of our VCCS institutional priorities. VCCS 2027 supporting goal 5 is to provide “all students with access to affordable college educations

that support their need for financial flexibility while also supporting the vitality and sustainability of our colleges.” This strategy aligns to a goal from our previous plan to, “Achieve a broader reach into the community that increases for more students.” Through a detailed follow-on strategy, we strive to focus our efforts, fine-tune measures used to evaluate the impacts of our initiatives, and to show that we reflect on our prior work and outcomes to improve student outcomes.

Strategy 3.2, “Initiate more comprehensive and aligned policies and processes to accelerate time to completion by expanding credit for prior learning, integrating workforce and academic instruction, accelerating time to completion for certain academic programs, and providing greater access to internship and apprenticeship opportunities,” also aligns to VCCS supporting goal 5, under subheading, The Future of Work, and is also one of our VCCS institutional priorities. This strategy is a follow-on strategy from our previous plan to expand “links with business and industry, future employers, K-12, and four-year universities to increase pathways for students.

While this strategy had areas of great success from our previous plan, we acknowledge that our work in this area is not finished, and that we can expand “quality educational opportunities that inspire student success and community vitality” (College Mission Statement) to provide “a success story for every student” (College Vision Statement). We also recognize that we should continue to, “Increase credit and non-credit partnerships with business and industry...Increase opportunities for students to earn academic credit for prior learning...Assist students in obtaining credentials leading to success transfer or employment” (Tyler 2021 Strategic Plan, Strategic Focus Area 3, Student Success and Workforce Development).

Strategic Focus Area 4 – Process and Practice Innovation

Goal 4

Identify and invest in innovative processes and equity practices to improve and promote a culture of professional excellence and student success.

Strategy 4.1

Review hiring practices to ensure that candidates understand the equity focus and mission of our college.

Strategy 4.2

Evaluate existing and identify new faculty recruitment and retention strategies to attract and retain qualified and diverse employees who are reflective of our college community.

Strategy 4.3

Identify potential disparities in our onboarding processes for faculty, staff, and students.

Strategy 4.4

Adopt equity-focused high impact teaching practices.

Outcomes

- 100% of candidates will be given information about the College's equity focus and college mission. All members of hiring committees will receive training on best practices in equity-minded hiring.
- Improve our employee retention rate and expand our recruitment efforts.

Strategies and Alignment

Strategy Number	Strategy	Plan Alignment
4.1	Review hiring practices to ensure that candidates understand the equity focus and mission of our college.	VCCS Institutional Priorities – Employee Diversity VCCS 2027 (related) DEI Strategic Plan
4.2	Evaluate existing and identify new faculty recruitment and retention strategies to attract and retain qualified and diverse employees who are reflective of our college community.	VCCS Institutional Priorities – Employee Diversity DEI Strategic Plan
4.3	Identify potential disparities in our onboarding processes for faculty, staff, and students.	VCCS 2027 Strategic Enrollment Management Plan 2021
4.4	Adopt equity-focused high impact teaching practices.	VCCS 2027 DEI Strategic Plan

Investing in innovative and equity-minded practices in support of a culture of professional excellence and student success is pivotal to Strategic Focus Area 4. Four strategies support this goal.

Our fourth strategic focus area and overarching goal aligns to our mission to provide “quality educational opportunities that inspire student success and community vitality,” our vision statement to provide “a success story for every student,” and to our previous college goals to provide ‘excellent administrative services, fostering accountability and efficiency...[and] Encourage a positive organization which attracts and retains a diverse and highly competent workforce.’ As part of our strategic planning process, we updated the collegewide goals for 2021-2027; the previous plan goals are located in the Appendix.

Strategy 4.1, “Review hiring practices to ensure that candidates understand the equity focus and mission of our college,” aligns to VCCS Institutional Priorities – Employee Diversity, and is related to VCCS supporting goal 2, “Provide all students with access to high impact practices that support educational excellence and equity in student success through the development of a world-class cadre of diverse employees focused on equity-minded principles and practices.” This strategy supports the work of our Council of Diversity, Equity & Inclusion (CDEI) and is a follow-on strategy to develop “processes to ensure high quality of instruction, effective student support services, and efficient operations” with the understanding that no two students are alike and, therefore, require flexible and responsive services and high-quality and equity-minded faculty and staff. By ensuring that candidates understand the equity focus and mission of our college, we seek to attract and retain high-quality faculty and staff who embrace community colleges as open access institutions and our college as equity-minded in meeting our students where they are.

Strategy 4.2, “Evaluate existing and identify new faculty recruitment and retention strategies to attract and retain qualified and diverse employees who are reflective of our college community,” is related to our new DEI Strategic Plan goals to, “Broaden the recruitment process to encourage a world-class cadre of diverse full-time and adjunct faculty who are focused on equity-minded principles and practices in teaching and learning and committed to student success.” This strategy also aligns to VCCS Institutional Priorities – Employee Diversity, and is related to supporting goal 2, strategy 1, “Invest in development of a world-class cadre of diverse full-time and adjunct faculty who are focused on equity-minded principles and practices in teaching and learning and committed to student success.” This strategy is also a follow-on strategy from two goals in our previous DEI Strategic Plan, “Increase the recruitment and hiring of a diverse workforce that reflects the JTCC service areas within the next 5 years,” and “Increase retention, advancement, and job satisfaction among the College’s diverse workforce over the next two years.” By investing in our faculty, we affirm our commitment to attracting and retaining a diverse faculty who embrace high-quality and equity-minded instruction.

Strategy 4.3, “Identify potential disparities in our onboarding processes for faculty, staff, and students,” aligns to the VCCS 2027 supporting goal 3, strategy 4, “Identify specific barriers that lead to equity disparities in application and enrollment processes and develop plans to reduce equity gaps in onboarding processes across all student groups.” This strategy aligns to our strategic enrollment management plan, Goal Area 1: Enrollment, Recruiting & Outreach, is a follow-on strategy from our previous institutional strategic plan, “Identify those communities or subpopulations where participation levels are low and target recruitment efforts to these areas appropriately,” and “Focus on specific barriers that might be contributing to low participation by selected communities and fine-tune programs and schedules to improve flexibility,” and is a follow-on strategy from our previous DEI Strategic Plan, “Ensure that recruitment, retention, graduation, and transfer of underserved and minority student populations at JTCC meet (or exceed by 10%) representation of the service area in five years.” Promoting comprehensive access is our commitment to our students and the community.

Strategy 4.4, “Adopt equity-focused high impact teaching practices,” aligns to Systemwide and internal plans: VCCS 2027 and DEI Strategic Plan. DEI Strategic Plan Goal 5, “Ensure full-time faculty and staff are professionally developed and that college constituents are provided with opportunities to engage with diversity, equity, and inclusion (DEI) initiatives,” relates to this strategy in that the goal encompasses strategies covering professional development (learning) and pedagogy (practice).

Next Steps

A plan requires action to be effective. Now that we have set the direction, we need to coordinate the action. Our next step is to implement the plan by operationalizing its strategies across the college. This is a collegewide effort, as part of our institutional effectiveness processes. Human, financial, and physical resources may be needed to support this effort. To measure the effectiveness of our work, annual administrative unit assessment and evaluation planning and student achievement reporting will be updated to reflect the our new strategic plan, and we will measure performance internally in compliance with regional accreditation and System-wide requirements. Plan outcomes will be measured and reported annually and during the new cycle of institutional planning; adjustments to the plan will be made, as needed, throughout the plan lifecycle. Our team will review data and keep the college community informed of progress.

Appendix

College Goals 2015-2021

Through our campuses and sites, programs, and services, our college fulfills its charge to –

1. Enhance and promote excellence in teaching and learning;
2. Provide access to educational opportunities for persons from all segments of society;
3. Provide comprehensive academic and student support services;
4. Develop and foster mutually beneficial relationships with external constituencies to meet the educational and economic needs of the region;
5. Provide excellent administrative services, fostering accountability and efficiency;
6. Administer integrated and transformative institutional assessment and planning processes;
7. Maximize external funding to support the mission of the college;
8. Strengthen a positive image of the college and effectively promote services and programs to our community; and
9. Encourage a positive organization which attracts and retains a diverse and highly competent workforce.