The Path Ahead

Strategic Plan
2022 - 2025

ACC
ALVIN COMMUNITY COLLEGE

Your College > **Right Now**

Message from the
Board of Regents

Alvin Community College (ACC), as with many other institutions of higher education, experienced significant challenges in recent years. Yet, we proved our resilience and are poised to thrive in the coming years. Our region remains one of sustained economic growth, changing student demographics, exceptional business and industry leadership, strong community leaders, and ever-evolving technological advances. Our opportunities and challenges inspire our work and energize our commitment to excellence and the fulfillment of our mission. With today's challenging climate, the College has developed this three-year strategic plan to guide the future direction for the College. The three-year duration is adopted to emphasize the importance of vigilant assessment and rapid response to the ever-changing needs of our community, our business and industry, and our students. The Board of Regents wholeheartedly endorses The Path Ahead: Alvin Community College Strategic Plan 2022-2025.

President's Introduction

Recent years have presented ACC with numerous, unprecedented challenges arising from the COVID-19 Pandemic. The College and its faculty and staff rose to the occasion many times as the nation responded to the pandemic. ACC moved instruction from traditional face-to-face classes to multiple online options. The College family of students, faculty, and staff experienced the pain of personal losses combined with extended uncertainty. The community experienced severe economic impact. Student enrollment numbers plunged with accompanying impacts on funding. And yet, ACC persevered!

Just as recovery from a natural disaster (e.g. hurricane or ice storm) requires courage, compassion, and teamwork, recovery from the pandemic demanded the very same things from each of us as we adjust to the present and look toward the future. This future will provide significant opportunity and challenges. Therefore, developing this current iteration of our strategic plan has focused our efforts and proven so very valuable. Many thanks to everyone involved throughout the process – especially to the members of the Strategic Plan Steering Committee.

We have altered the duration of the plan from five years to three years as a direct response to the continued level of uncertainty present today and the impact of such uncertainty on planning processes. Throughout society our institutions of higher education must continue to enhance our ability to quickly respond to ever-changing demands. We must become exceedingly nimble in our work and more innovative with our thinking.

I am proud of our new plan – *The Path Ahead: Alvin Community College Strategic Plan 2022-2025*. It includes four strategic goals with accompanying objectives built upon a current and comprehensive data portfolio which contains input and feedback from multiple constituency groups (internal and external), analysis of various economic outlook studies (regional, state and local), extensive review of ACC data, and careful attention to the strategic issues that surfaced through this work. Although our strategic goals and objectives evolve with each plan, ACC's Core Values remain the same – ACC C.A.R.E.S.

Respectfully,

Robert J. Exley, Ph.D.
President, Alvin Community College

Mission Statement

Alvin Community College exists to improve the lives of its students and community by providing affordable, accessible, inclusive, high quality and innovative academic, technical and cultural educational opportunities for the diverse communities it serves.

Vision Statement

Alvin Community College will provide high-quality academic, technical and cultural educational opportunities that promote student success, enhance quality of life and support economic development.

Core Values

A commitment to diversity, equity, and inclusion is infused into Alvin Community College's Core Values.

1. **Community Asset**
    Alvin Community College is a strong community Asset.

2. **Accountable**
    Alvin Community College is accountable to all its stakeholders.

3. **Responsive**
    Alvin Community College is responsive to the needs of students and the diverse population of the region.

4. **Excellence**
    Alvin Community College strives for educational excellence in programs and services.

5. **Student-Centered**
    Alvin Community College prides itself on being student-centered.

ACC ALVIN COMMUNITY COLLEGE : **CARES**

*C*ommunity Asset · *A*ccountable · *R*esponsive · *E*xcellence · *S*tudent-centered

Strategic Planning Steering Committee

Dr. Stacy Ebert - Co-Chair
Dean, Legal and Health Sciences

Dwight Rhodes – Co-Chair
Instructor & Department Chair, Biology

Mike Beck
Vice President, Instruction

Thomas Parker
Instructor & Department Chair, English

Traci Elliott
*Instructor & Department Chair, Psychology/
Sociology*

John Murray
Instructor & Department Chair, Paralegal

Robyn Ketchum
Instructor, Neurodiagnostic Technology

Tammy Giffrow
*Sr. Executive Administrative Assistant to
President/Board Manager*

Kelly Klimpt
Vice President, Information Technology

Lorrent Smith
Director, Marketing & Media

John Matula
Vice President, Student Services (Interim)

Alexander Marriott
Dean, Arts and Sciences (Interim)

Pat Sanger
Dean/Executive Director, IER (Interim)

Sarah Currie
CE Director, Business & Technology Programs

Wendy Del Bello
Vice President, Development & Outreach

Earnest Burnett
Instructor, Speech

Jessica Ranero-Ramirez
Director, College & Career Pathways

Karmen Wells
*Sr. Administrative Assistant, Professional
Technical & Human Performance*

Gabriela Leon
Director, Financial Aid

Mamie Precious Turay
Student, Ambassador

Note Taker:
Juanita Marasckin
Executive Administrative Assistant, Instruction

Executive Leadership Team

Dr. Robert J. Exley, *College President*

Dr. Michael Beck, *Vice President of Instruction*

John Matula, *Interim Vice President of Student
Services*

Karl Stager, *Vice President of Administrative Services*

Ms. Nichole Eslinger, *Vice President of Human
Resources*

Wendy Del Bello, *Vice President of Outreach &
Development*

Kelly Klimpt, *Vice President of Information
Technology*

Introduction

The *Alvin Community College Strategic Plan 2022 – 2025* was developed during the 2021 – 2022 academic Year. Because this plan was developed during the uncertain times of the COVID Pandemic, and also during the transition of ACC's Presidential leadership, the usual five-year planning period was shortened to three years to ensure relevance with contemporary times. The plan is the result of a comprehensive, data-informed process, led by the ACC Strategic Planning Steering Committee (SPSC), with oversight by the President and Executive Leadership Team (ELT).

Since ACC's last Strategic Plan, the College has also adopted a set of Core Value Statements, which are included in this document. In addition to the Strategic Goals and Strategic Objectives outlined in this plan, revisions to the ACC Mission, Vision, and Core Value statements were made to ensure currency and alignment with the new plan. These are included in this document as well.
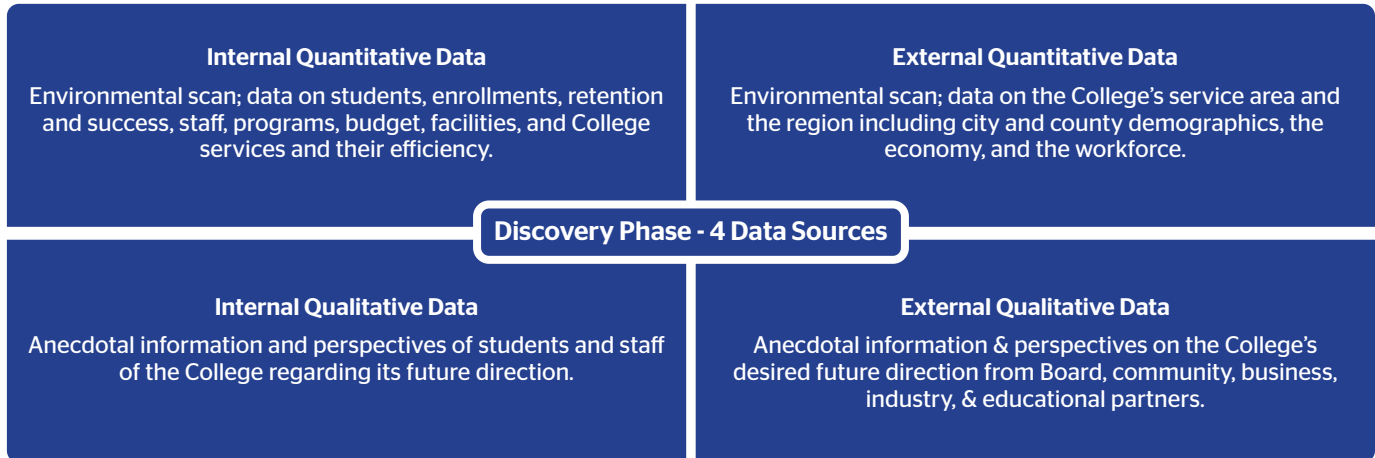
Strategic Planning Steering Committee

The Strategic Planning Steering Committee (SPSC) was formed as an internal working body comprised of representatives from Instruction, Student Services, and Administrative Services. Membership included administrators/supervisors; faculty; students; and technical support, clerical, and maintenance (TSCM) staff. The SPSC was co-chaired by an administrator and a faculty member. The SPSC served two very important functions: (1) to guide the process and provide representative voices at the table for input and feedback, and (2) to provide a vehicle for communication and transparency to internal College constituents. Additionally, several students participated in the process to provide increased student representative voices to the process.

Background and Plan Development

The strategic planning process involved a comprehensive, three-phase planning project, over a twelve-month period from April 2021 to April 2022, facilitated by the Collaborative Brain Trust (CBT). CBT is a national consulting firm that provides technical support services to community colleges. The CBT team was composed of four, highly-experienced professionals with decades of community college experience. The team provided both the knowledge of national best practices in higher education strategic planning, and the objectivity of an external, robust review process to ensure a comprehensive, authentic, unfiltered review of Alvin Community College's current status and future possibilities. The development consisted of the following three phases.

Phase One: Discovery: Data Collection, Analysis, and Synthesis

Phase I of the project was its longest phase, and critical to the project's success. In this first phase, data and information was collected, analyzed, and synthesized. A wide array of strategies was used to gather data across four data sources, as represented in the diagram below, including document review, interviews, focus groups, "listening sessions," and surveys.

Internal Quantitative Data	External Quantitative Data
Environmental scan; data on students, enrollments, retention and success, staff, programs, budget, facilities, and College services and their efficiency.	Environmental scan; data on the College's service area and the region including city and county demographics, the economy, and the workforce.

Discovery Phase - 4 Data Sources

Internal Qualitative Data	External Qualitative Data
Anecdotal information and perspectives of students and staff of the College regarding its future direction.	Anecdotal information & perspectives on the College's desired future direction from Board, community, business, industry, & educational partners.

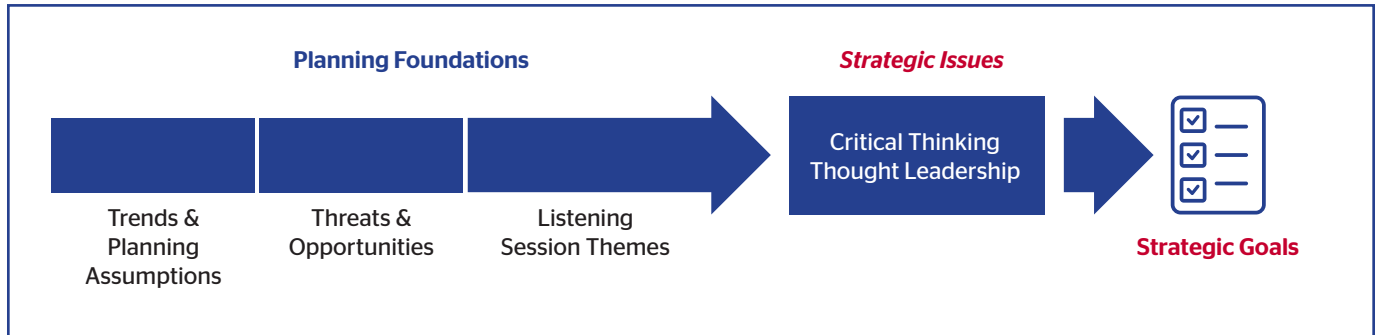# Phase Two: Portfolio Development and Planning Assumptions

In this second phase of the project, results from the Discovery Phase were used to develop the College Data Portfolio. At the conclusion of Phase Two, a comprehensive Progress Report was issued to the College. The Progress Report provided a summary of the work of the Strategic Planning Project from April to December 2021, including the College Data Portfolio, and served as a foundation for goal-setting in Phase Three. Included in the Progress Report were the following:

- Internal environmental scan;

- External environmental scan;

- Workforce data and a summary of the program demand gap analysis;

- Results of surveys conducted among college employees, students, and employer representatives serving on the college's program advisory committees;

- Data-informed trends and planning assumptions;

- Themes that emerged from over 300 participants in listening sessions held with internal and external college stakeholders;

- Threats and opportunities that exist for ACC; and

- Compelling issues facing the college over the next three to five years and beyond.

Phase Three: Goal-Setting

The third phase of the project focused on goal-setting. The President and College's Executive Leadership Team (ELT), and the Strategic Planning Steering Committee (SPSC), facilitated by the Collaborative Brain Trust (CBT) team, spent two days together for the goal-setting session. The session was highly-engaging, with robust discussion and interactive exercises designed to utilize information from the Progress Report for goal-setting. Session participants were able to examine all the data (quantitative and qualitative) gathered, analyzed, and synthesized over the past ten months of the project.

Planning Foundations   *Strategic Issues*

| Trends & Planning Assumptions | Threats & Opportunities | Listening Session Themes | Critical Thinking Thought Leadership | Strategic Goals |

As depicted above, following a review of the three planning foundations (trends and planning assumptions, listening session themes, and threats and opportunities); and strategic issues and questions that were posed in the Progress Report, a set of four Strategic Goals were identified to provide a roadmap for the college over the next three years. Several college-wide Strategic Objectives required to achieve each goal were also identified, resulting in a total of 15 Strategic Objectives to achieve the three-year plan's four goals.

Additionally, in alignment with these new goals and objectives, ACC's Mission, Vision, and Core Values statements were also reviewed, resulting in several proposed revisions. This was of particular importance given the College's possible pursuit of bachelor degree program offerings in the upcoming three-year plan.

ACC Integrated Planning Model

The ACC Integrated Planning Model is a conceptual model depicting the alignment of key systems and processes in the College, the roles of the Board of Regents and the College, and the cyclical evaluation and continuous improvement process employed, using data for decision making.

Every 3-5 years, the Board of Regents, in conjunction with the adoption of a new long-range strategic plan, reviews, refines, and redefines its role in higher education in the region, adopting new Mission and Vision statements. In addition, since 2019, the Board has also adopted a set of Core Value statements that describe the beliefs and values held by the institution in carrying out its mission.

Annual planning cycle processes, such as budget development, staffing, program changes, services, and facilities modifications are all aligned with the strategic plan, and are brought to the board for action as they occur.

The ACC Integrated Planning Model, as depicted below, provides a visual representation of how the college conducts its work as an institution of higher education, with a focus on quality and the efficient use of of public resources to effectively serve its students and the region.

Alvin Community College
Integrated Planning Model

Board of Regents

↕

Mission & Vision

↕

**College
Three-Year Strategic Plan**

↕

Operational Plan
(Establish KPIs)

Continuous
Improvement
(Reset Targets)

Data
Analysis

DATA-DRIVEN DECISION MAKING

Assessment
Analysis
Evaluation

**ACC Students
& Community**

Planning *(Set Targets)*
Educational
Master Plan
(Programs & Services)
Facilities/Techn
Plan
Staffing Plan

Plan
Implementation

DATA-DRIVEN DECISION MAKING

Budget
Development

Resource Allocation
People & $$$
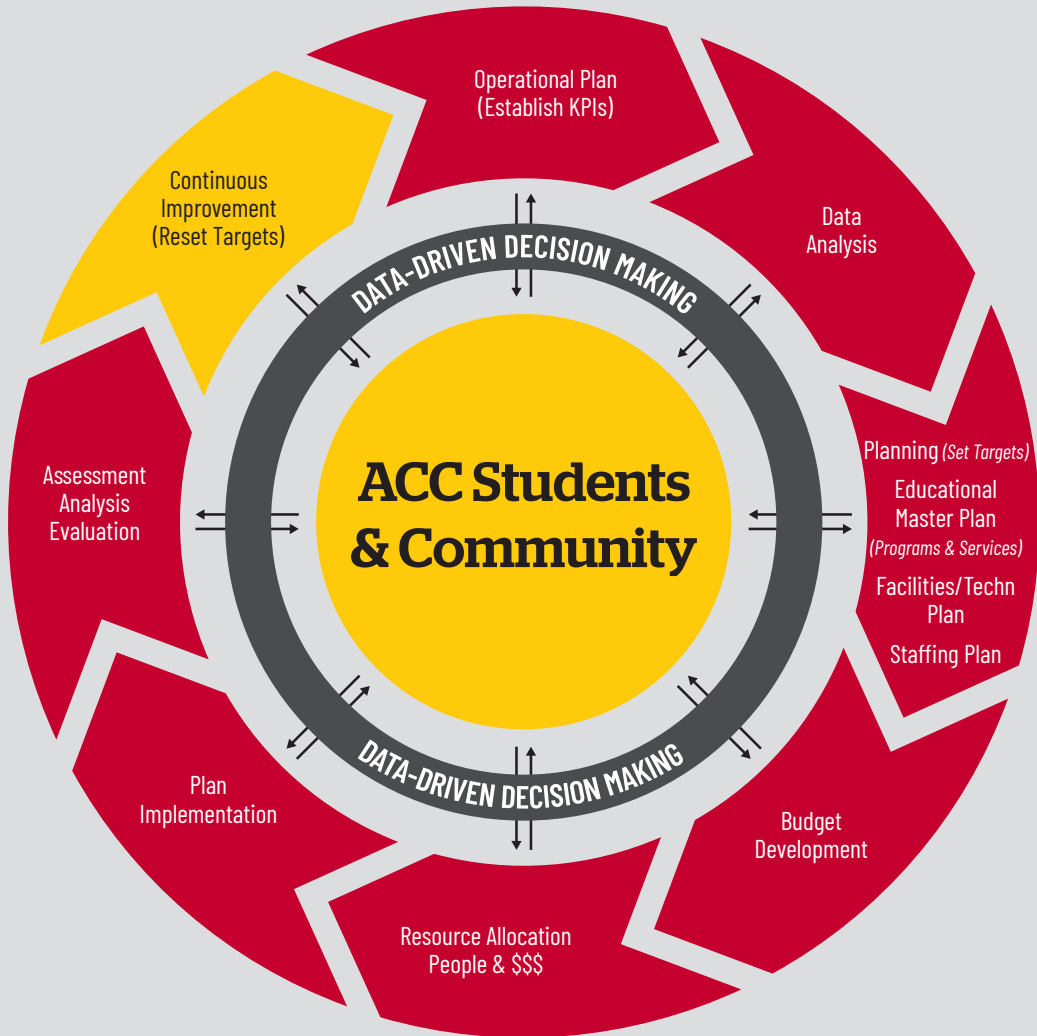
2022-25 Strategic Goals & Strategic Objectives

The 2022 –2025 Strategic Goals are depicted below. These four goals, which emerged from the rich Discovery Phase of the Strategic Planning Project, provide the framework for the ACC Strategic Plan 2022 – 2025. They align with the new ACC Mission, Vision, and Core Values and represent the College's highest priorities in addressing the challenges, opportunities, and compelling issues the College faces today and for the next several years. The Strategic Goals, and their Strategic Objectives outlined in the sections that follow, provide a roadmap for the College's work over the next three years.

Goal 1

Strengthen
Student Success

Goal 2

Cultivate a Culture of
Inclusion, Flexibility,
Innovation & Resiliency

Goal 4

Respond to
Growth within
the Region

Goal 3

Enhance ACC's
Engagement with
the Community

Timeline

Year 1	Year 2	Year 3
• Establishing baselines • Set unit goals • Begin Implementation	• Implementation and Assessment of Results	• Comprehensive Review and Revision • Consider for continuing into next strategic plan

GOAL 1: Strengthen student success

Accountable Executives: Vice President for Student Services and Vice President of Instruction

Objectives for Goal #1	Measurable Outcomes	Responsible Leader(s)
1.1 Improve retention by addressing academic and non-academic barriers.	a. Increase institutional completion rate by 5% over the 3-year period. b. Increase fall-to-fall persistence rate by 5% over the 3-year period.	• Director of Advising • Instructional Leadership Team • QEP Co-chairs
1.2 Close equity gaps in access, retention, progression, and completion.	a. Improve student progress through the four pillars of Guided Pathways by 5% over the 3-year period.	• Director of College & Career Pathways • Director of Advising • QEP Co-chairs • Instructional Leadership Team
1.3 Innovate educational options for all student populations and program types.	a. Create experiential learning options in 35% of the programs of study. b. Establish CEWD Micro-credentials. c. 25% of unique course shells will undergo Blackboard exemplary course shell certification.	• Academic Deans • Technical Deans • Technical Deans • Director of Distance Education
1.4 Cultivate broad student engagement opportunities.	a. Establish and support a Complete College Experience by a 50% increase in curricular, co-curricular and extra-curricular student activities.	• Coordinator of Student Activities • Pathways Mentorship Team • Director of Marketing & Media • Instructional Leadership Team

GOAL 2: Cultivate a culture of inclusion, flexibility, innovation, and resiliency

Accountable Executive: Vice President for Human Resources

Objectives for Goal #2	Measurable Outcomes	Responsible Leader(s)
2.1 Create strong employee acquisition and retention.	a. 70% of all full-time employee vacancies will be filled within the thresholds established in the HR Unit Plan.	• Human Resources Director • Supervisors
	b. 100% of all new hires will complete the comprehensive onboarding process including new employee orientation within one month of hire.	• Learning & Organizational Development Specialist • Supervisors
	c. The retention rate for new employees – defined as an employee in good standing one-year post-hire – will be a minimum of 90%.	• Executive Leadership Team • Sr. HR Generalist • Supervisors
2.2 Innovate professional development, organizational processes, and support structures to improve efficiency, flexibility, and adaptability.	a. 100% of supervisors will complete mandatory Leadership Development program.	• President • Executive Leadership Team • VP for Information Technology
	b. 100% of the Executive Leadership Team will complete Leadership Development / Coaching assignments.	• President
	c. Systemically review a minimum of twenty business processes and provide recommendations for improvement.	• VP for Information Technology • Business Optimization Manager

GOAL 3: Enhance ACC's engagement within the community

Accountable Executive: Vice President for Development and Outreach

Objectives for Goal #3	Measurable Outcomes	Responsible Leader(s)
3.1 Pursue community outreach to underserved and new development areas within the community.	a. Create a minimum of five (5) new partnerships with community non-profit organizations. b. Establish regular presence with a minimum of (5) master-planned community centers and other outreach sites.	• Executive Leadership Team • Deans • College Recruiter
3.2 Expand partnerships with business, industry, and educational providers across the community.	a. Establish a regional ACC Business Advisory Council with a minimum membership of ten (10) industry/business leaders and five (5) educational partners. b. Involvement in local workforce boards and chamber boards.	• President • VP of Instruction • Deans • Executive Leadership Team
3.3 Build opportunities that bolster a reputation as a resource within the community.	a. Create and implement an ongoing campaign to specifically increase community awareness of ACC. b. Create a Grants Advisory Council to effectively utilize state and federal funding for short-term workforce training.	• Director of Marketing & Media • Deans • Director of Grants • Technical Deans

GOAL 4: Respond to growth within the region

Accountable Executive: Vice President for Instruction

Objectives for Goal #4	Measurable Outcomes	Responsible Leader(s)
4.1 Expand student access across the service region.	a. Establish an ACC outreach center to provide comprehensive recruitment and admission processes as well as innovative workforce development and training.	• Instructional Leadership Team • VP of Student Services • VP of Administrative Services • SACSCOC Writing Team
	b. Increase the utilization of asynchronous and blended online instruction sections by a minimum of 50%.	• Instructional Leadership Team • Director of Distance Education
	c. Assure that a minimum of five programs of study are available via fully online instruction.	• Instructional Leadership Team • Director of Distance Education
	d. Increase enrollment from the West side of the district by 2.5%.	• Instructional Leadership Team • VP for Student Services
4.2 Develop new and existing programs to align with student, community, and industry needs.	a. Implement a minimum of one (1) Bachelor's Degree Level Program of study.	• SACSCOC Writing Team • BAS subcommittee • Instructional Leadership Team
	b. Through the program review evaluation process, identify a minimum of three (3) programs of study for further in-depth evaluation to continue.	• Instructional Leadership Team • Dean/Executive Director of Institutional Effectiveness & Research
	c. Using local data, identify/recommend a minimum of two (2) new programs of study for consideration.	• Instructional Leadership Team • Dean/Executive Director of Institutional Effectiveness & Research
4.3 Secure and maintain sustainable fiscal, physical, and technology resources.	a. Fully engage in supporting the recommendations of the Commission on Community College Finance through legislative advocacy by Board of Regents members, College Leadership, and faculty, staff & students.	• President
	b. Secure a minimum of two (2) multi-million-dollar funding sources for capital improvements (Private fund raising and/or Grants).	• VP of Administrative Services • Director of Grants • VP for Development & Outreach
	c. The number of classrooms meeting the College's minimum standards for technology shall increase by 25% per year.	• VP for Information Technology • Instructional Technology Support Specialist • VP of Administrative Services

Plan Implementation and Accountability

Unit and Departmental Plans

The success of any strategic plan is dependent upon it being effectively operationalized. As each academic year begins, ACC's Unit and departmental plans will translate into action to realize the Goals and Objectives of the ACC Strategic Plan 2022 –2025. These action plans will include the tasks, timelines, measurable outcomes, responsible individuals and groups, and resources needed in enact the plan. These detailed action plans provide individuals with a step-by-step approach for advancing the College's agenda. These action plans are also valuable for annual planning processes, such as budget development, staffing needs, and facilities planning.

Monitoring Process

An ongoing monitoring process, on a regular cycle, is critical to assess and ensure progress on unit plans, and ultimately the progress on Strategic Objectives and overall Goals in the three-year plan. The monitoring process provides an opportunity to redirect work as needed, or provide additional attention and support to achieve desired outcomes. Maintaining a dynamic document and planning process will also provide an opportunity for the College to be innovative, remain agile, and respond to internal and external issues and initiatives, changes in state and federal regulations, and educational standards and accreditation review processes.

Conclusion

This ACC Strategic Plan 2022 –2025, derived from an in-depth, comprehensive, data-informed process, provides a roadmap for the College for the next three years. The alignment of other College planning efforts with this Strategic Plan is essential for unity in purpose and direction of the institution. Such integrated planning ensures intentional, collaborative work that supports both student access and success and meets the needs of the region served by Alvin Community College.

ACC

ALVIN COMMUNITY COLLEGE

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Alvin Community College is an Equal Opportunity Institution.