

## ANGELINA COLLEGE 2021-2026 STRATEGIC PLAN

### STRATEGY: DELIVER THE MOST RELEVANT AND EFFICIENT CREDIT AND NONCREDIT PROGRAMS IN EAST TEXAS

#### **Goal One: Grow the Institution's Capacity and Effectiveness at Delivery Online Education**

Objective 1.1 - Strengthen training and orientation programs for instructors in general, especially for those instructors assigned to teach and otherwise interact with students online

- Collaborate with director of HR and develop and implement an online orientation program in Blackboard for all new faculty with specific training modules for online teaching and pedagogy by Spring 2022 for completion by new faculty within 6 months of hire date.
- Develop Blackboard training for current faculty at various skill levels to ensure increased LMS engagement by Fall 2021 to be completed by 100% of faculty within 2 years

Objective 1.2 – Invest in necessary equipment and infrastructure to ensure students and instructors have the tools necessary to effectively learn and teach online

- Equip a media center for faculty to record high quality professional video/audio lectures with recording camera, microphone, studio lighting and backdrops, and video/audio editing software by end of Spring 2021 (using Cares Act funds).
- Provide necessary equipment for instructors to interact with students in an engaging virtual learning environment with digital writing capacity using tablets, software to provide live feedback, and software to embed audio comments in pdfs, etc. by end of Spring 2021 (using Cares Act funds).

#### **Goal Two: Monitor the Changing Higher Education Environment and Adopt Best Practices to Improve the Curriculum, Pedagogy, Delivery, Modality, and Institutional Efficiency and Effectiveness**

Objective 2.1 – Monitor current trends including stackable credentials, erosion of the Carnegie Unit, open badges, new entrants, etc.

- By Fall 2021, all certificates will be stackable to degrees; specifically, in machine tool, child and family, computer information systems, EMT- Electrician, and Electronics-Networking
- By Fall 2022, 80% of all course sections taught will be delivered in 8-week formats
- By Fall 2022, plans will be finalized and written into Memorandum of Understanding (MOU) for 8-week delivery of courses with individual high schools
- By Fall 2024, High Impact Practices, such as, active learning techniques, projects, service learning, goal-setting, supplemental instruction, etc. will be identified and incorporated into all courses

**STRATEGY: POSITION THE COLLEGE TO RECRUIT, DEVELOP, SUPERVISE, AND RETAIN FULL-TIME AND ADJUNCT INSTRUCTORS WHO ARE HIGHLY QUALIFIED, FOCUSED ON TEACHING EXCELLENCE, TECHNOLOGICALLY PROFICIENT, AND STUDENT-ORIENTED**

**Goal Three: Invest in the Professional Development of Full-time and Adjunct Instructors by Developing a Calculus for Instructional Efficacy at the Individual Instructor Level and Deploying In-House Training to Grow the Proficiency of Each Instructor.**

Objective 3.1 - Invest in providing in-house Quality Matters (QM) professional development for full-time and adjunct faculty Invest in 2-3 faculty/staff to complete QM Trainer by end of spring 2022

Objective 3.2 - Develop in-house QM training for current full-time and adjunct faculty to increase adoption and skills of online best practices by end of fall 2022. 40% of all full-time faculty teaching online will complete the training by end of spring 2023 and increase number of faculty trained by 20% each subsequent academic year.

Objective 3.3 - Develop an incentive program to encourage attendance and/or presentation to national/international professional development conferences, workshops, and training programs for faculty to increase online teaching proficiency as travel restrictions are lifted.

- Institute program by Fall 2022, depending on travel restrictions.

**Goal Four: Develop and Update as Necessary Instructional Technology Standards for Instructors as well as Internal Training and Support Programming to Help Instructors Meet the Standards.**

Objective 4.1 - Develop and update, as necessary, instructional technology standards for instructors as well as internal training and support programming to help instructors meet the standards.

Objective 4.2 - Provide training on required accessibility standards to all faculty as embedded in the Blackboard training and QM training beginning in fall 2021. 100% of online faculty will complete training by Fall 2023.

Objective 4.3 - Annually provide and update a comprehensive list of available instructional technology for use by instructors in online teaching environments by the end of Spring 2021.

Objective 4.4 - Provide training and support on vetted instructional technology for all online faculty with 50% of faculty completing at least one “tech” training by end of Spring 2022.

**STRATEGY: IMPROVE STUDENT RETENTION AND COMPLETION RATES TO EXCEED THE NATIONAL AVERAGES FOR THOSE RATES AMONG PUBLIC, TWO-YEAR COLLEGES IN THE UNITED STATES.**

**Goal Five: Develop the Institution's Capacity to Collect and Use Initiative Performance Data and to Engage in Continuous Improvement of Retention and Completion Initiatives.**

Objective 5.1 - By Fall 2021, identify and develop data collection for retention and completion rates in each pathway.

Objective 5.2 - By Fall 2022, develop and implement strategies to improve retention and completion in each pathway.

Objective 5.3 - By the end of 2024, improve retention and completion rates in each pathway by 5%.

Objective 5.4 – Continue setting KPIs to collect data and create centralized place for measuring effectiveness of our campaigns.

- Cost of acquisition per student
- Yield Rate
- Call to action conversion rates
- Know traffic sources to website and build upon them
- Social engagement

**STRATEGY: GROW THE COLLEGE'S MARKET SHARE OF RECENT HIGH SCHOOL GRADUATES FROM SCHOOLS IN THE SERVICE AREA WHO PURSUE POSTSECONDARY EDUCATION TO AT LEAST 30 PERCENT**

**Goal Six: Develop an Approach to Dual Credit Offerings that Leverages Pathways Identified by the College to Facilitate Certificate or Degree Completion and/or Results in Enrollment in AC after High School Graduation**

Objective 6.1 - By Fall 2021, develop a tracking system to determine which dual credit students come to AC after graduation and what are their success rates at AC.

Objective 6.2 - By Fall 2023, develop specific dual credit pathways with each of the high schools served by AC.

**STRATEGY: MAINTAIN A STRONG FINANCIAL POSITION WHILE GROWING INSTITUTIONAL CAPACITY TO INVEST IN PROGRAMS, SERVICES, TECHNOLOGY, AND FACILITIES THAT MEET STUDENT AND COMMUNITY EXPECTATIONS**

**Goal Seven: Manage Resources in a Prudent Manner While Investing to Enhance Educational Offerings and the Physical Environment to Meet Student and Community Needs and Expectations**

Objective 7.1 - Adopt a facilities master plan that identifies and prioritizes the current and anticipated needs of the college, identify, and select approaches to fund renovation or construction projects, and execute the facilities master plan.

- Develop master plan narrative and renderings

- Develop a prioritized list of projects within the master plan.
- Analyze and prepare and, if requested, assist with developing a bond initiative.

Objective 7.2 - Stay current with the College's deferred maintenance plan.

- Replace one roof per year.
- Renovate one bathroom every 1-2 years.
- Replace one HVAC controller or control system per year.
- Replace one high voltage transformer or retrofit an existing switch per year.

Objective 7.3 – Improve IT infrastructure and security.

- Move all servers to the AWS cloud, except those not legally, regulatory, or contractual allowed.
- Implement Forge Rock's single sign on solution that is backed by director

Objective 7.4 - Achieve an overall online/electronic (AC Portal) payment rate of 50% of total payments.

Objective 7.5 - Implement and transition to Chrome River Travel reimbursement system.

Objective 7.6 - Work with Local Boys & Girls Club to develop a Mentoring program for at risk teenagers with the AC police department.

Objective 7.7 - Implement and participate in a radio communications system which will allow cross communication with other agencies during emergency event response.

Objective 7.8 - Increase online apparel offerings to include all in-store items and increase sales by 50%.

Objective 7.9 - Begin measuring and achieve an, non-textbook, inventory turnover ratio of less than 6 months.

Objective 7.10 - Increase grant awards by \$1.5 million annually.

Objective 7.11 - Maintain or decrease utility consumption, net of new square footage, over the five years.

Objective 7.12 - Achieve a 90% completion rate, yearly, for safety and compliance training for all staff and Faculty.

Objective 7.13 - Maintain a strong financial position while growing institutional capacity to invest in.

- Remain all “green” financial indicators on State of Texas/THECB report.
- Maintain an Unrestricted + Net Expendable reserve ratio of 5+ months.

**STRATEGY: INCREASE BRAND AWARENESS AND THE PARTICIPATION RATES OF WORKING ADULTS; STUDENTS IN POVERTY; SENIOR CITIZENS; INTERNATIONAL**

## STUDENTS; AND AFRICAN-AMERICAN, AMERICAN INDIAN, AND LATINO/A STUDENTS

### **Goal 8: Develop Expertise and Programming to Recruit, Serve and Support Students in Poverty, International Students, African-American Males, and Latino/a Students**

Objective 8.1 - By 2021, develop orientation specifically designed for international students to ensure a seamless transition and student success.

Objective 8.2 - By 2022, identify, develop, and execute programs to promote student engagement, service learning, and job-related opportunities.

Objective 8.3 - By 2022, develop, collaborate, and implement a detailed communication plan highlighting student services, programs, events, and activities to increase student participation.

Objective 8.4 - Increase the number and types of recruitment efforts to target nontraditional student recruitment.

Objective 8.5 - Create a new Lineman course by the end of 2021.

Objective 8.6 - Increase enrollment of students receiving Integrated Education and Training (IET) scholarships through Adult Education and Literacy.

Objective 8.7 - Increase the number of students receiving Workforce Innovation and Opportunity Act (WIOA) scholarships through Workforce Solutions.

Objective 8.8 - Increase the number of shared recruiting events with Workforce Solutions.

Objective 8.9 - Implement Spanish translation on website by Spring 2021.

### **Goal Nine: Provide Programs and Services to Support Learners' Career and Personal Enrichment Goals, to Meet the Human Capital Needs of Employers, to Contribute to the Social and Cultural Environment of the Region, and to Support Economic Development in the College's Service Area.**

Objective 9.1 - For each year, 2021-2025, increase by 10% the enrollment of students in courses offered through the Nonprofit Leadership Center.

- Conduct marketing effort for a new noncredit certificate program.
- Create a portal page for advisory committee members to obtain student access and receive information about target programs.
- Market courses to corporate sector.
- Increase partnerships with local nonprofits willing to provide services to students on campus.

Objective 9.2 - For each year, 2021-2025, increase by 10% the number of new clients served by the Small Business Development Center.

- Conduct outreach to Polk County residents
- Create marketing plan for SBDC

Objective 9.3 - For each year, 2021-2025, increase by 10% the enrollment of students in continuing education through local employer partners.

- Increase enrollment of students through existing partners.
- Establish partnerships with three new employer partners.

Objective 9.4 - For each year, 2021-2025, increase by 5% the enrollment of students enrolling in classes through Adult Education and Literacy.

- Establish partnerships with three new employer partners to deliver workplace literacy classes.
- Formalize one new pathway from noncredit to credit programs for Integrated Education and Training.
- Publicize enrollment outcomes and other KPIs to campus community and stakeholders for each site where courses are delivered.