

# VICTORIA COLLEGE Strategic Plan

2015-2020



## Vision

### **Our Community, Our College: Improving Lives, Strengthening Communities**

- Empowering each student to achieve excellence in an environment that cultivates personal relationships among students, faculty, and staff
- Being the catalyst for educational attainment, economic growth, and cultural enrichment in partnership with business, industry, community groups, and all levels of education

## Values

Victoria College's commitment to its vision and mission is guided by the following values:

### **We value integrity.**

Victoria College will foster an environment of respect, honesty, openness, and fairness and will promote responsible stewardship of resources and public trust.

### **We value respect for the unique characteristics and abilities of individuals.**

Victoria College will welcome and promote diversity among students, faculty, staff, and our community, while cultivating a respectful, collegial, and accessible working and learning environment.

### **We value student achievement and student success.**

Victoria College will create learning opportunities that challenge our students and help them meet their educational goals.

### **We value excellence.**

Victoria College will strive to achieve the highest standards of performance in teaching and in the services we offer students, colleagues, and our community.

## Mission

Victoria College is a public, open-admission college. Our mission is to provide educational opportunities and services for our students and the communities we serve.

Victoria College provides:

**Associate Degrees and Certificates** – Programs leading to the Associate of Arts, Associate of Science, Associate of Applied Science, and certificates that meet the needs of the students and communities within our service area.

**University Transfer** – Academic courses that apply to baccalaureate degrees and meet the educational needs of students planning to transfer to a university.

**Career & Technical Education** – Credit courses and programs designed to satisfy local and regional employer demands and meet individuals' workforce training needs.

**Developmental Education** – Compensatory education courses consistent with open-admission policies designed to prepare students effectively for success in college-level studies.

**Continuing Education** – Noncredit courses and programs that meet the immediate technical and occupational skills needs of employers and the individual and that fulfill the personal enrichment and cultural needs of the individual and the community.

**Adult Education** – Adult education, basic skills, and English as a second language instructional programs that meet the specific educational needs of our adult constituency.

**Student Support** – Services and activities that support student success, including academic guidance and counseling services.

**Cultural and Intellectual Outreach** – Educational activities and events that enhance our community's quality of life.

Victoria College planning teams and administration are committed to implementing well-researched practices to inform our discussions, decision making, and investment of resources. Inquiry, innovation, and improvement will be encouraged in an environment that tolerates risk and failure. These disciplined practices are applied throughout the entire plan to ensure that the plan maintains rigor and relevance and has adequate resources.

# Strategic Priorities



## Student Success

To realize Student Success (SS), Victoria College will implement the following action items:

### **Improve student success and completion through student engagement (SS-1)**

Victoria College will foster a sense of belonging and connection for students and will expand and enhance student engagement.

#### **Activities:**

- SS 1.1: Create a learning commons model, as part of a comprehensive student center, to promote a culture of learning.
- SS 1.2: Create a community connection center, as part of a comprehensive student center, to provide student access and information to a variety of services (career, social, and other wrap-around services)

### **Complete and execute a comprehensive plan to enhance and expand student learning resources and supports (SS-2)**

Victoria College will provide a quality experience for academic and student support services.

#### **Activities:**

- SS 2.1: Develop schedules for student workshops
- SS 2.2: Manage the library's transition from a brick-and-mortar library to one that provides shared resources through local partnership in higher education as well as information and technology services for students, staff, and faculty in a central location on VC's campus

### **Implement the Pathways Framework (SS-3)**

VC Pathway will provide a clear and coherent integration of academics and all supports throughout the educational experience, beginning with engagement in EC-12 and continuing to guide students on their journey to higher thinking, employment, and transfer.

#### **Activities:**

- SS-3.1: Create and sustain a comprehensive college mentoring program
- SS-3.2: Redesign advising to keep students on the pathway
- SS-3.3: Work toward alignment among EC-12, VC, and transfer/career stakeholders
- SS-3.4: Identify and recommend Pathways professional development
- SS-3.5: Critically analyze intake and connection
- SS-3.6: Provide timely and targeted financial assistance to students

### **Expected Outcomes:**

Victoria College students will demonstrate increasing student engagement and will exceed comparative college benchmarks on student performance indicators, such as completion of coursework; attainment of educational, transfer, and career goals; marketable skills; and manageable debt.

# Community Needs

To meet Community Needs (CN), Victoria College will implement the following action items:

## **Reinforce the public recognition of Victoria College (CN-1)**

The communities Victoria College serves will understand VC's vision, mission, programs, services, and impact.

### **Activities:**

CN-1.1: Give employees the tools to be informed and positive representatives of the college

CN-1.2: Review and update strategic marketing plan

CN-1.3: Strategically engage former students

## **Target recruiting to reach areas of traditionally underserved populations (CN-2)**

Victoria College will identify and focus recruiting on communities and populations to increase college -going rates and education attainment while continuing its traditional recruiting efforts.

### **Activities:**

CN-2.1: Define and identify underserved populations

CN-2.2: Establish and enhance partnerships with community organizations that work with underserved populations

CN-2.3: Develop marketing and recruitment strategies to reach underserved populations and communities

CN-2.4: Identify supports necessary to increase college-going rates and educational attainment

CN-2.5: Develop additional engagement activities within the college for the benefit of underserved students

CN-2.6: Promote upward mobility with underserved populations

## **Cultivate and strengthen partnerships with key stakeholders (CN-3)**

Victoria College will engage stakeholders to improve the educational and economic outcomes for our communities.

### **Activities:**

CN-3.1: Define and identify key stakeholders and strengthen relationships with them

CN-3.2: Implement a comprehensive stakeholder relationship management plan

## **Provide and facilitate cultural enrichment (CN-4)**

Victoria College will identify opportunities designed to improve the quality of life in our communities.

### **Activities:**

CN-4.1: Expand and diversify cultural enrichment programs through leveraged resources, sponsorships, and partnerships

CN-4.2: Expand lifelong concept to more diverse groups and ages

CN-4.3: Implement the Welder Center Strategic Plan

## **Expected Outcomes:**

Through strategic partnerships, Victoria College will provide an appropriately trained and skilled workforce to meet growing economic demand; seamless transitions; increased educational attainment; and cultural enrichment opportunities.



# Institutional Excellence

To achieve Institutional Excellence (IE), Victoria College will implement the following action items:

## **Support a culture in which employees are happy and productive (IE-1)**

Victoria College will ensure a high level of satisfaction and performance among its employees.

### **Activities:**

- IE-1.1: Enhance employee communication both within departments and campus wide
- IE-1.2: Expand employee recognition programs that express appreciation and cause employees to feel valued
- IE-1.3: Expand Victoria College's efforts to create a healthier workforce
- IE-1.4: Develop a "New Employee" mentoring program
- IE-1.5: Improve open dialogue and mutual respect among students and employees
- IE-1.6: Systematically review processes for simplicity and efficiency

## **Provide a welcoming and safe environment (IE-2)**

Victoria College will ensure the physical environment is aesthetically pleasing and meets the needs of our constituents.

### **Activities:**

- IE-2.1: Improve campus signage to ensure branding, ease of navigation, and safety
- IE-2.2: Develop and implement a safety awareness campaign
- IE-2.3: Develop an intentional refurbish/refresh plan for campus buildings and grounds

## **Provide relevant facilities, technology, and professional development (IE-3)**

Victoria College will align investment of resources with strategic priorities.

### **Activities:**

- IE-3.1: Provide and encourage comprehensive professional development of all employees
- IE-3.2: Provide employees and students an adequate technology infrastructure
- IE-3.3: Implement a comprehensive plan to ensure existing and new facilities meet student, employee, and community needs

## **Expected Outcomes:**

Victoria College will ensure high performance and high levels of student, employee, and community satisfaction as indicated by appropriate benchmarking.

