



2018-2023 Strategic Plan

Dr. Dwight J. Fennell
President



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Historic Beginnings

In the Spring of 1894, Texas College was found by a group of ministers from the Christian Methodist Episcopal Church. The founding represented the start of the educational process for a group of disenfranchised individuals in the area of east Texas, City of Tyler.

The Charter as originally issued July 1, 1907, indicates that the name of the corporation was established as "Texas College, "with the purpose of an educational institution designed to operate under the supervision care and ownership of the Christian Methodist Episcopal Church in America. The exclusive educational direction was to include the education of youths, male and female, in all branches of a literary, scientific and classical education wherein [all] shall be taught theology, normal training of teachers, music, commercial and industrial training , and agricultural and mechanical sciences.

On June 12, 1909, the name of the college was changed from Texas College to Phillips University. The noted change was associated with Bishop Henry Phillips, as a result of his leadership and educational interests for mankind. The name change was short lived and reportedly lasted until actions for a name reversal occurred in 1910 at the Third Annual Conference of the church. On May 1912 the college was officially renamed Texas College.

The subsequent years of the College were spent with refinements and enhancements of the educational enterprise. The Articles of Incorporation reflect such efforts with modifications and amendments during periods 1909 to 1966.

The College today complies with its founding principles in that she remains open to all individuals without discrimination on the grounds of national origin, race, religion, or sex ... with the right to offer instruction in the areas of Arts and Sciences, Humanities, Natural Sciences, Social Sciences preparation of teachers and the provision of instructional supports, to those in pursuit of an education.

(Note: Information provided by Secretary of State Charter - July 10, 1907; Amendment - July 24, 1909; Amendment - March 14, 1918, Amendment - November 26, 1957; Statement - September 26, 1963; Statement of Change of Registered Agent - August 15, 1966 and Amendment - August 19, 1966.)

Texas College Mission

Texas College is a historically black college founded in 1894, by a group of CME ministers. Our mission, which continues to embody the principles of the Christian Methodist Episcopal church, is *to ensure that the student body experiences balanced intellectual, psychological, social and spiritual development, aimed at enabling them to become active productive members of society where they live and work.*

Texas College Vision

The vision of Texas College is to establish within her, an environment that embraces a *culture of learning*. Such a culture addresses the teaching and learning process that under girds academics, athletics, services and supports that are beneficial to our students, the broader community, and our stakeholders at-large.

The vision embraces professionals who are: 1) integral to the academic preparation of students; 2) deliberate in teaching (and learning) that leads to content maturation and personal development of learners; and 3) passionate about the skill development and readiness of students for entry into the job market and/or graduate school.

The culture of learning also embraces the raising of standards and expectations of academic delivery, while also demonstrating values, morals and spiritual development that enhances life. The culture of learning encompasses the address of mechanisms and supports for retention, of both our students (who desire an education) and our professional family, who give of themselves.

The vision of Texas College represents a commitment to working and interacting with groups, organizations and communities. This interaction can assist with enriching the further development of our students, staff and faculty; while also contributing to the enrichment of the community. Simply stated, the vision of Texas College is to *"Enhance the Culture of Learning,"* for the benefit of a better society.

Texas College Core Values

- **Academic Excellence** - Developing a culture of curiosity and creativity that will challenge the frontiers of teaching/learning; stimulate research; raise the level of analytical reasoning and inquiry; and enable students to acquire leadership, human relations, communication, and technology skills.
- **Integrity** - Instilling the pursuit of character, honesty, and sincerity of purpose as the moral rubrics upon which the behaviors of our graduates and College family are anchored.
- **Perseverance** - Implanting diligence, enterprise, and pride in the application of skills, knowledge, and abilities developed during the course of study at Texas College, Social Responsibility - promoting in the College community a conscious awareness that we are all stewards of the resources entrusted to our care.
- **Social Responsibility** - Promoting in the College community a conscious awareness that we are all stewards of the resources entrusted to our care.
- **Tolerance** - Emphasizing openness to divergent points of view, applying an eclectic approach to rational and analytical thinking.
- **Community Service** - Encouraging self-extension in service to others as the heart and soul of our educational enterprise.



Accreditation. Institutional Approvals. Institutional Authorization. Institutional Memberships.

Accreditation

Texas College is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award Associate and Baccalaureate Degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Texas College.

Institutional Approvals

Texas College is listed with and approved by the Texas Education Agency and the Texas Higher Education Coordinating Board to offer select licensure programs for Teacher Education.

Texas College is approved for the training of veterans as prescribed by the Veterans Administration Office.

Texas College is approved by the Texas Workforce Commission as a training site.

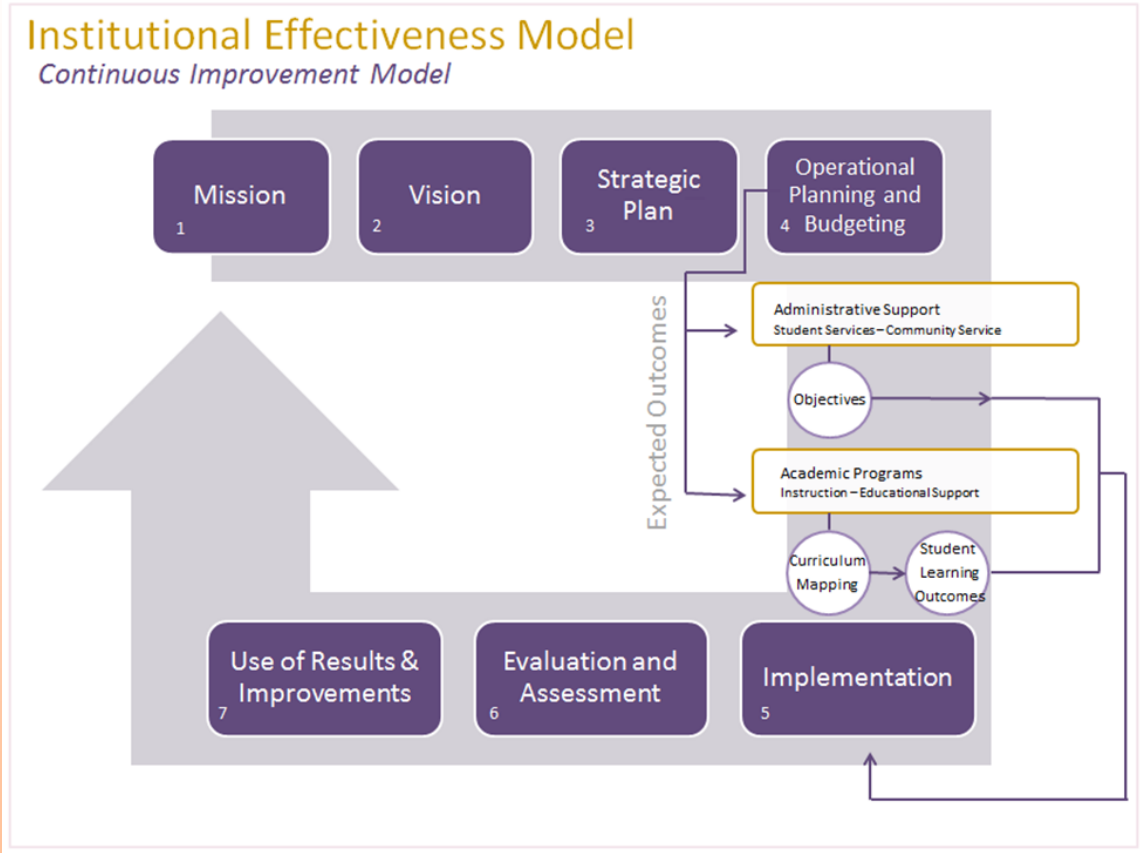
Institutional Authorization

Texas College is authorized by the U.S. Immigration and Customs Enforcement (ICE) Agency to admit non-immigrant international students.

Institutional Memberships

- American Association of Collegiate Registrars and Admission Officers
- Council for Higher Education
- Council of Independent Colleges
- Independent Colleges and Universities of Texas
- National Association of Deans, Registrars and Admission Officers
- National Association For Equal Opportunity in Higher Education
- National Association of Independent Colleges and Universities
- National Association of Intercollegiate Athletics
- Red River Athletic Conference
- Sooner Athletic Conference
- Texas Association of Developing Colleges
- UNCF

Texas College IE Model



Strategic Direction

As Texas College moves into a new season, planning it is doing so with a newly developed Plan of Strategic Direction. The modified scope and direction for the institution means that the academic and business directions remain student focused with supports that evolve from data informed processes. In this regard, the institutional Mission, Core Values and operational processes are implemented and monitored based upon planned direction, measurable processes, assessments and planned measures of follow-up.

It is critically important that the direction, scope and focus of the institution is discussed, understood and planned with and among stakeholders i.e. Board of Trustees, faculty, staff, alumni and students. The Texas College family, has *established six areas as the essential direction of institutional outcomes*. The 2018-2023 Strategic Plan was approved by the Board of Trustees at the Fall Meeting 2017.



Strategic Direction

Strategic Direction

I. Enrollment Management & Retention:

Enroll, retain and graduate students who are prepared to enter graduate school, professional school and/or the world of work.

II. Centers of Excellence:

Establish within each academic division, at least one *Center of Excellence* that exemplifies niche programs related to a major.

III. Comprehensive Technology:

Develop and maintain a comprehensive Technology Plan that addresses institutional resource management, technology infrastructure development, and contemporary best practices for advancing student learning and faculty-staff professional development.

IV. Student Learning:

Identify best academic practices that align teaching and learning with academic performance outcomes. And, establish within the academic units practices that enhance critical thinking, communications skills development and computational skills (where applicable).

V. Institutional Effectiveness:

Develop and maintain outcomes, monitoring, planning and implementation practices that align with regional accreditation criteria (SACSCOC), federal mandates and institutional sustainability.

VI. Endowment –Fiduciary Accountability:

Enhance fiduciary accountability in keeping with the best practices of accounting principles and federal mandates. And, increase the College's endowment through appropriate initiatives.

Strategic Directions

I. Enrollment Management & Retention:

Enroll, retain and graduate students who are prepared to enter graduate school, professional school and/or the world of work.

Key Initiatives:

- Development and maintain an Enrollment Master Plan
- Develop Strategic recruitment efforts
- Create partnerships with graduate and professional schools
- Enhance customer service
- Address and maintain deferred campus maintenance
- Enhance and maintain campus safety
- Assess enrollment trend analyses

II. Centers of Excellence:

Establish within each academic division, at least one *Center of Excellence* that exemplifies niche programs related to a major.

Key Initiatives:

- Conduct Program Reviews biennially
- Have academic programs that parallel graduate/professional Programs
- Enhance internship opportunities of major offerings
- Employ and retain credentialed faculty with programmatic experience

Strategic Directions

III. Comprehensive Technology:

Develop and maintain a comprehensive Technology Plan that addresses institutional resource management, technology infrastructure development, and contemporary best practices for advancing student learning and faculty-staff professional development.

Key Initiatives:

- Maintain and updated Technology Master Plan
- Provide continuous professional development for IT, faculty-staff and students
- Maintain an updated technology infrastructure on the campus
- Fully integrate technology usage into the administrative management systems and academic program offerings

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Strategic Directions

IV. Student Learning:

Identify best academic practices that align teaching and learning with academic performance outcomes. And, establish within the academic units practices that enhance critical thinking, communications skills development and computational skills (where applicable).

Key Initiatives:

- Maintain academic outcomes and assessments by program offerings
- Enhance academic support services for students
- Benchmark and monitor students' learning progress by courses and classifications
- Create on-line independent support services that assist with skill development and academic support

V. Institutional Effectiveness:

Develop and maintain outcomes, monitoring, planning and implementation practices that align with regional accreditation criteria (SACSCOC), federal mandates and institutional sustainability.

Key Initiatives:

- Plan Strategic Direction of units and programs
- Maintain reaffirmation standards with internal assessments
- Maintain federal standards and internal accountability assessments
- Maintain professional development for faculty-staff

Strategic Directions

VI. Endowment Growth and Fiduciary Accountability:

Enhance fiduciary accountability in keeping with the best practices of accounting principles and federal mandates. And, increase the College's endowment through appropriate initiatives.

Key Initiatives:

- Meet independent and federal audit standards
- Conduct capital campaign and/or major fiduciary initiatives
- Enhance and maintain internal controls
- Offer financial literacy awareness to students

Annual Objective Development Matrix (Phase I)

Means of Assessment

<u>Objectives</u>	<u>Assessment Tool(s)</u>	<u>Assessment Method</u>	<u>Criterion (Indicator of Success/Benchmark)</u>	<u>Assessment Period</u>
Describe in specific and measurable terms what you intend to accomplish during the annual period.	Name the instruments that will be used in the assessment process.	Tell how you evaluate the objective(s) to determine successful completion	State the specific indicators of success for the objective	State the timeframe for the assessment period
Each objective should be distinctive to the departmental / unit and associated with key processes and services provided by the department /unit to stakeholders i.e., students, parents, employers, Faculty members, vendors, staff , etc.	The assessment tools are used to collect evidence related to the objective.	The assessment method explains how the tool was used to provide information regarding the achievement of expected results or levels of performance.	The criteria should have a specific target number that indicates the level of accomplishment. State the criteria benchmarks in terms of percentages, percentiles, averages, or other quantitative measures.	Note that all objectives should be assessed annually.

Annual Objective Assessment Matrix (Phase II)

<u>Objectives</u>	<u>Means of Assessment</u>	<u>Results</u>	<u>Use of Results</u>	<u>Action Plan for Improvement</u>
Describe what the student will know, or be able to do as a result of matriculation.	Assessment Tool (s); Method; Criteria for success.	Actual results based on means of assessment.	State what will be done with information attained.	If, applicable, indicate the actions or steps that will be taken to bring about the needed improvements.
See Phase I	See Phase I	State if criteria was met. Also state related findings, if any.	State how information will be used to make changes to improve the program.	If criterion is not met, an Action Plan is needed that addresses improvements to be achieved. The results should be reflected in the subsequent year's report.



Texas College

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