

Goal One: Develop responsive new programs and training to meet documented community needs

- Strategy 1.1 Adapt degree and workforce programs (academic and continuing education) to take advantage of web technology
- Strategy 1.2 Align workforce development training with projected local demands
- Strategy 1.3 Expand access to Amarillo College courses and offerings

Board Update:

Progress includes release of the eCatalog (Feb), a web site dedicated to AC's online degrees/certificates, new online CE programs, and a major "repurposing" of academic advising to focus on career pathways. The new "Transitions" program for those 50+ was introduced Spring 2008.

Discussions were held with ASCO and Amarillo Gear (among others) about new/expanded opportunities to support their industries.

Items of Note:

- National attention to AC's "anytime, anywhere" service model continues. Most recently, the head of Information Technology for Western Oklahoma State University stopped in Amarillo specifically to tour AskAC. Presentations were made to the Strategic Enrollment Management Conference (Dale Longbine and Bob Austin) and the Association for Communications Technology Professionals in Higher Education (Linda Hendrick). [1.1.3]
- The conversion from WebCT to Blackboard has further highlighted our need for a clear, concise strategic plan for eLearning. This is being addressed as part of the EduServ project and should be completed by May. [1.1.1.1]
- We are seeking universities interested in being a part of the University Center. A letter from the President will go out late this month to area and state universities. [1.3.1]
- An AC taskforce has been formed to develop programs for seamless transfer between AC and WT. Reverse transfer, concurrent admission, and other "pipeline" processes will be implemented as soon as possible. This is in response to WT's initiative and is a welcome opportunity. [1.3.3]

Goal Two: Increase enrollment of recent high school graduates, especially first-generation students, as well as adult students

- Strategy 2.1 Identify and remove institutional barriers to college enrollment
- Strategy 2.2 Expand student life and other programs which appeal to students
- Strategy 2.3 Cultivate a "college-going culture" among the region's communities

Board Update:

Our recent efforts to increase enrollment of targeted students have not worked satisfactorily. We are making significant adjustments in hopes of affecting base year enrollment Summer 2008 through Spring 2009.

Items of Note:

- Adjustments to boost enrollment include:
 - Career-focused marketing campaign
 - New recruitment team
 - First year experience program
- Early College pilot last year showed promise. Exploratory work is being done to expand these efforts [2.1.1]
- GEAR UP grant, a 6-year project with Amarillo ISD, Dumas ISD, and Hereford ISD, is getting started. This project is intended to raise the college-going rates of students from several high-risk middle schools. [2.1.1]
- Clarendon College has successfully launched a student ID card program that offers significant improvements for cash transfers related to financial aid, student accounts, etc. We are watching to see if there are opportunities for Amarillo College. [2.1.2]
- AC has replaced a strong intramural coordinator with a new person who brings fresh energy and new ideas. Student participation is up significantly over 2 years ago. [2.2.1]
- The recommendations of Panhandle Twenty/20 which directly depend on AC include [2.3.2]:
 - University Center – search for partners now underway
 - Call Center support – AC now answers the phone for InspireMe, the marketing effort of P2020.
 - P-16 Council – AC has already begun participating. First-year leadership will come from Anette Carlisle.

Goal Three: Emphasize an institutional climate that encourages student success

- Strategy 3.1 Identify and promote student goal attainment
- Strategy 3.2 Increase the retention of first-time college students
- Strategy 3.3 Use assessment to drive improvement

Board Update:

Institutional Research dept. is preparing a comprehensive report that will reveal some critical needs for persistence, graduation, and transfer of AC students. This report will be presented to the Board and to groups of faculty and staff across the College. It is anticipated the report will boost the urgency of this goal.

Items of Note:

- To prepare for intensive and broad-based efforts supporting Goal Three, AC is committed to the following priorities:
 - Career-focus (student's ultimate goals)
 - Completion-focus (success vs. access)
 - Individualized advising plans
 - Increased resources - the entire approach to academic advising has been reviewed and reorganized around the above priorities. The reorganization was announced before Christmas and is well underway with a new director, new assignments for divisional advisors, and new tools such as the eCatalog for staff use. [3.1.1]
- Student Success department did an extensive review of three major programs. The conclusion led to closure of two of the programs (Learning Communities and Supplemental Instruction) and renewed commitment to other First Year Experience initiatives (Freshman Orientation Course, Common Reader Program). [3.2.1]
- Jeff Seybert, national expert on student learning outcomes assessment, returned to AC in January to evaluate progress and encourage persistence. He reported the College is making rapid progress but the change to an outcomes-based culture is one that takes a number of years. [3.3]

Goal Four: Impact economic and community development in the Texas Panhandle

- Strategy 4.1 Leverage partnerships to expand opportunities
- Strategy 4.2 Document AC's impact on the regional economy
- Strategy 4.3 Demonstrate AC's community impact

Board Update:

Significant partnerships and alliances have begun over the past 2 years. We now must transfer promises into realities – the hardest part of any collaboration. Progress continues but is often slower than staff would like to see. Hindrances so far have only included legal limitations and busy schedules.

Items of Note:

- Clinical Simulation Center project is still on track with all three Alliance partners persisting. A business model has been developed and is being translated into a legal agreement for review by the board. A temporary facility should be in place by Fall 2008 to assist the Nursing program in expanding enrollment.
- "Nursing the Numbers" program is about to graduate 19 nurse educators by Fall 2008. The program has been a huge success. The College plans to hire 6 of the best students by May to become faculty in the ADN Nursing program.
- University Center project is seeking partners to verify there would be needed programs. The College has learned there is space already constructed for training and available downtown. This could be used temporarily as the UC programs begin.
- Leadership is more actively engaged in the community. President Steven Jones is incoming Chamber of Commerce board chair, and other college staff are serving on local and state committees addressing educational issues including:
 - Panhandle educational attainment – Panhandle Twenty/20 board
 - Curricular alignment (K-16) – state taskforce
 - Numerous other committees, councils

Goal Five: Deliver instruction and services using technology to improve effectiveness, efficiency, and convenience for students, faculty and staff

- Strategy 5.1 College will make funding of the IT tactical plan a fundamental budget priority
- Strategy 5.2 Infrastructure will be sufficient to support the mission
- Strategy 5.3 Principles of technological best practice will be followed to the extent possible
- Strategy 5.4 Management of information technology resources (equipment, manpower, development, etc.) will be an effective, open, participatory process
- Strategy 5.5 The College will seek positive ways to encourage technological adoption by employees and students

Board Update:

The Tactical Plan, authorized by the Board to deliver a roadmap to achievement of Goal 5, is on schedule to be presented at the February board meeting. It will identify five priorities and make recommendations for how best to address each one. The plan will set forth efficiencies which can be gained in present operations and identify several areas that need further investment.

Transition to Blackboard learning management system has begun with appointment of a transition team, placement of a project leader (Sherry Hendrix, EduServ).

Items of Note:

- EduServ has provided AC with expertise from a total of four specialists so far. Two additional specialists are on campus this week – one who has completed 60+ LMS conversions and another to assist with the Tactical Plan.
- In last 2 months a computer equipment inventory has shown:
 - \$7.3 million (original equipment cost) in inventory
 - 3,140 pieces of computer equipment
 - 90 pieces of AV equipment
 - 217 projectors
 - 220 printers
 - 148 pieces of network equipment
- Network Services & Programming Services lost key employees in the last 6 mos. We are seeking ways to reduce turnover in IT.

Goal Six: Obtain new and expanded revenue opportunities

- Strategy 6.1 Develop collaborative ventures that generate new revenues and/or reduce operating costs
- Strategy 6.2 Enhance existing revenue sources
- Strategy 6.3 Secure new sources of revenue
- Strategy 6.4 Modify support systems to enhance revenue production

Board Update:

Progress continues on the Clinical Simulation Center. We hope to be in a temporary facility by September of this year.

Passage of the \$68 million bond issue was a milestone for the College. Planning is proceeding well. First construction project (parking) could be underway by June.

We received a major setback in our Title V grant project as a result of another Department of Education error – 3rd year in a row. Senator Cornyn’s office is pursuing this on our behalf.

Items of Note:

- “Grant compliance” was added to the responsibilities of the Assessment & Development department this year. This is to provide assurance our grant programs meet the expectations of grantors. Grant-related staff are now working more closely on:
 - Time & effort reporting
 - Grant reporting
 - Grant accounting
- GEAR UP project is now underway, with Director hired and offices furnished. Cooperation from the ISDs, especially AISD, has been excellent. Seven staff members from the schools will accompany the Director for training in February.
- National Association of Community College Entrepreneurship (NACCE) addressed challenges facing for-profit initiatives in non-profit organizations (Jan '08). Bottom line – few colleges are finding ways of producing significant new revenue for the same reasons we have already identified.

Goal Seven: Enhance employee productivity

- Strategy 7.1 Recruit and retain faculty/staff who demonstrate and deliver targeted skills and productivity
- Strategy 7.2 Provide training to meet needs identified by staff professional development plans
- Strategy 7.3 Research and implement best practices in community college education

Board Update:

The most pressing challenges in this area lie with recruitment of nursing faculty, preparation for the LMS transition, and responding to the IT issues identified in the EduServ and CampusWorks assessments. The first two areas are progressing nicely. The third should be addressed as soon as possible.

Cabinet is becoming more aware of specific challenges arising from inadequate compensation. No practical solutions have yet been identified.

Items of Note:

- A plan to aggressively recruit the graduates of the "Nursing the Numbers" grant for nursing faculty positions is now underway. We expect to have commitments from the top candidates by May.
- A "career ladder" is under development to accompany the College's transition from faculty advisors to classified advisors. The format will resemble the faculty rank process but will be specific to the skills and achievements of career-focused advising.
- Advising training appropriate for all faculty, as well as specific training for professional advisors, will begin Fall 2008.
- Blackboard Training for online faculty will be developed and delivered over the next several months. The EduServ consultant with Blackboard expertise will assist POD (Patsy Lemaster) and eLearning staff in its development.
- "Me, Inc." – an informal career development initiative – will begin in February. Its purpose is to prepare midlevel managers, and those aspiring to such positions, for the people management aspects of such jobs.