

EXPANDING STUDENT ACCESS

GOAL 1: Develop responsive programs and courses to meet documented community needs.

	Accountable Unit	Success Indicator	Timeline
Strategy 1.1: Target degree and workforce programs for online delivery.	Instruction/ SADD	<ul style="list-style-type: none"> • Offer 3 online degree programs • Double online enrollment 	Sp 07 Sp 09
Action 1.1.1: Offer complete degree programs for online delivery.	Instruction	<ul style="list-style-type: none"> • Adopt e-Learning Committee recommendations • Offer General Studies degree online • MedLab Tech offered online/off-site labs • Offer AAT degree online 	Jan 06 Sep 07 Fa 07 Sep 08
Tactic 1.1.1.1: Implement an e-Learning Strategic Plan.	Instruction	<ul style="list-style-type: none"> • Develop strategic plan for e-Learning 	Sp 06
Tactic 1.1.1.2: Develop and operate e-Learning Center.	Instruction	<ul style="list-style-type: none"> • Hire staff • Develop 10 new online courses 	Sp 06 Sp 06 Fa 07
Action 1.1.2: Offer workforce programs online.	Instruction/ Workforce	<ul style="list-style-type: none"> • Offer Microsoft Office Specialist Certification online • Develop one new online workforce course per year 	Fa 06 Sp 06
Action 1.1.3: Deliver complete “student services at-a-distance” for all students.	Instruction / SADD	<ul style="list-style-type: none"> • Complete array of online enrollment services • Complete array of online academic support services 	Sep 06 Sep 08
Tactic 1.1.3.1: Implement a Web Portal.	IST	<ul style="list-style-type: none"> • Deliver fully functional web portal • Integrate all existing web services into portal 	Sep 06 Sep 08
Tactic 1.1.3.2: Create a knowledge base.	SADD	<ul style="list-style-type: none"> • Establish knowledge base. • Satisfactorily process 95% of all inquiries to knowledge base 	Sp 06 Fa 08
Tactic 1.1.3.3: Establish an Online Bookstore.	FAS	<ul style="list-style-type: none"> • Make POS operational • Implement e-commerce process • 30% of sales will be online 	Aug 06 May 07 Aug 07

	Accountable Unit	Success Indicator	Timeline
Tactic 1.1.3.4: Create a Contact Center.	SADD/CA/IST	<ul style="list-style-type: none"> All enrollment services available All support services available 50% of enrollment & support services accessed via web or phone 	Sep 06 Sep 08 Sep 10
Tactic 1.1.3.5: Utilize and develop a Content Management System to manage web content.	IST/CA	<ul style="list-style-type: none"> All static content will be maintained by "content owners" 	Dec 06
Strategy 1.2: Align workforce development efforts with projected local demands.	Instruction/Workforce		
Action 1.2.1: Conduct training needs assessment.	Instruction/Workforce	<ul style="list-style-type: none"> Distribute assessments and analyze results during odd numbered years Deliver new programs based on identified local needs Discontinue training programs that have no validated local needs 	Sp 07 Sp 08 Sp 08
Action 1.2.2: Expand training capacity on West Campus for Allied Health, Nursing and other healthcare training programs.	Instruction/Workforce	<ul style="list-style-type: none"> Double the number of nursing student admissions Conduct needs analysis for new Allied Health programs and add needed program(s) Assess professional development requirements for rural hospitals and local healthcare professionals from foreign countries Double the size of entering Nursing class over class of 2004 	Fa 10 Sp 07 Fa 06 Fa 10
Action 1.2.3: Expand technical training on East Campus.	Instruction/Workforce	<ul style="list-style-type: none"> Adjust NDTE & robotics programs based on student success and employer satisfaction Investigate other appropriate program opportunities Offer 4-6 general education courses on East Campus 	Fa 06 Fa 06 Fa 09
Strategy 1.3: Offer instruction on a flexible year-round schedule.	Instruction	<ul style="list-style-type: none"> 40% of 1st Year students will enroll in three successive terms 	Su 09
Action 1.3.1: Implement new course schedule for Fall, Spring, and Summer.	Instruction	<ul style="list-style-type: none"> Align course offerings to new format Assess efficiency & ramifications of new class schedule format 	Apr 06 Nov 06
Action 1.3.2: Encourage new academic student attendance pattern that sets summer enrollment as the norm.	Instruction/SADD	<ul style="list-style-type: none"> Revise curriculum offerings to encourage summer enrollment Train advisors on new schedule format and attendance pattern 	Fa 05 Sp 06
Strategy 1.4: Expand regional access to higher education.	President/Instruction	<ul style="list-style-type: none"> Increase transfer rate by 10% 	Su 08

	Accountable Unit	Success Indicator	Timeline
Action 1.4.1 Establish a joint educational council of regional education institutions.	President	<ul style="list-style-type: none"> 80% of Panhandle higher education institutions and 50% of Panhandle ISDs will join 	Fa 08
Action 1.4.2 Provide additional options for baccalaureate degree seekers.	Instruction	<ul style="list-style-type: none"> Provide access to baccalaureate programs on AC's campus 	Sep 10
Action 1.4.3 Develop an "Early College" dual credit program for area ISDs.	Instruction	<ul style="list-style-type: none"> Assure the possibility for top students to graduate high school with 30 hours college credit 	HISD – Sp 06 AISD – Fa 08 Other area ISDs – Fa 10
Action 1.4.4: Open and operate Hereford Campus.	Instruction/ SADD	<ul style="list-style-type: none"> Offer courses from each of the General Education categories on the Hereford campus Offer 50% of the Child Development curriculum on the Hereford campus Grow enrollment (Fall term academic headcount) to 350 	Fa 06 Fa 07 Dec 08

GOAL 2: Increase enrollment of recent high school graduates, especially first-generation students.

	Accountable Unit	Success Indicator	Timeline
Strategy 2.1: Identify and remove institutional barriers to college enrollment.	CA	<ul style="list-style-type: none"> Grow AC academic credit enrollment (Fall term) to 12,000 students 	Fa 09
Action 2.1.1: Dialog with ethnic communities to identify barriers to enrollment.	CA	<ul style="list-style-type: none"> Hold conversation with representatives of the Hispanic community Hold conversation with representatives of the African American community Hold conversation with representatives of the Asian community 	Sp 06 Fa 06 Sp 07
Strategy 2.2: Expand student life and other programs which appeal to students.	SADD		
Action 2.2.1: Increase access of economically disadvantaged students to financial aid.	SADD	<ul style="list-style-type: none"> Increased percentage of students receiving any kind of financial aid 	Fa 07
Action 2.2.2: Assure financial aid resources keep pace with increasing tuition/fee costs.	SADD	<ul style="list-style-type: none"> Increase amount of awards to match tuition/fees increases, as regulations allow Align aid allocations with college attendance pattern (refer to Strategy 1.3) 	Sp 06 Fa 06

	Accountable Unit	Success Indicator	Timeline
Action 2.2.3: Investigate options to enhance student life.	SADD	• Survey students to determine targeted areas for expansion	Fa 05
		• Determine the interest in, and cost of, student life programs: dorms, intramurals, club sports, other possibilities	Sp 06
		• Present report w/ recommendations to BOR for consideration	May 06

ENHANCING STUDENT SUCCESS

GOAL 3: Emphasize an institutional climate that promotes student success.

	Accountable Unit	Success Indicator	Timeline
Strategy 3.1: Identify and promote student goal attainment.	SADD/CA	• 60% of students will complete their goals w/in 3 yrs of initial enrollment	Aug 10
Action 3.1.1: Identify student goals and expectations.	SADD	• Advisor will determine students' goal(s) in initial advising session	Sep 06
		• Faculty will have access to student profiles (testing, goals & expectations)	Fa 06
Tactic 3.1.1.1: Disseminate research findings to advisors for follow-up interventions.	SADD	• Advisors will have access to current advisee information	Sep 07
Tactic 3.1.1.2: Design Early Alert System to identify at-risk students.	SADD/CA	• IR will identify at-risk characteristics	Su 07
		• SADD will implement early-alert system based on IR study	Fa 07
Strategy 3.2: Modify and expand educational programs to address changing student demographics.	Instruction/ Workforce		
Action 3.2.1: Align instructional methodologies with student learning styles.	Instruction/ SADD/CA	• Offer professional development workshops for faculty and staff on the "millennial generation" culture, learning styles, etc	Fa 05
		• 50% of FT faculty will participate in professional development on this topic	Su 08
		• Modify instructional methodologies to include Supplemental Instruction and Learning Communities	Fa 08
Action 3.2.2: Adapt programs to meet the needs of senior citizens.	Workforce	• Show an overall annual increase in senior citizen enrollment over prior year	Annual

	Accountable Unit	Success Indicator	Timeline
Action 3.2.3: Establish the Center for Academic Development on East Campus.	SADD	<ul style="list-style-type: none"> Grow GED preparation, ESL, and basic skills instruction to reach target headcount enrollment of 300 on East Campus 	Fa 09
Action 3.2.4: Increase the completion rate of ESL students and expand ESL program.	SADD	<ul style="list-style-type: none"> Expand ESL offerings to East Campus Increase completion rate to 20% 	Fa 06 Fa 06
Action 3.2.5: Increase the retention of first-time in college students.	SADD	<ul style="list-style-type: none"> Increase retention rate by 35% for students completing Freshman Orientation course 	Fa 07
Tactic 3.2.5.1: Research and design Freshman Orientation Program	SADD	<ul style="list-style-type: none"> Complete planning process 	Su 06
Tactic 3.2.5.2: All 1 st time, full-time students will participate in Freshman Orientation (Traditional or online mode).	SADD	<ul style="list-style-type: none"> Pilot Freshman Orientation Program w/ General Studies majors Complete 	Fa 06 Fa 07

GOAL 4: Evaluate student success.

	Accountable Unit	Success Indicator	Timeline
Strategy 4.1: Define and measure success for each program or service.	CA	<ul style="list-style-type: none"> Implement Assessment Committee recommendations 	Fa 06
Action 4.1.1: Determine whether students are learning and adjust accordingly.	CA/ Instruction	<ul style="list-style-type: none"> Assess all General Education Competencies Develop student outcome assessments for: <ul style="list-style-type: none"> General education programs (Assessment Committee); recommend revisions to Academic Affairs Committee All discipline programs (Assessment Committee); recommend revisions to Academic Affairs Committee 	Fa 05 Sp 06 Fa 07
Action 4.1.2: Identify and implement best practices.	CA/ Instruction	<ul style="list-style-type: none"> Develop student outcomes assessment for all non-instructional programs and services (Assessment Committee); recommend revisions to IE Committee Improvements made for all recommendations 	Sp 07 Fa 08

ENERGIZING COMMUNITY

GOAL 5: Expand impact on economic development in the Texas Panhandle.

	Accountable Unit	Success Indicator	Timeline
Strategy 5.1: Broaden impact on regional economic development.	President/ Workforce	<ul style="list-style-type: none"> Increase participation of senior AC leadership in community development 	Annual
Action 5.1.1: Strengthen partnerships with AEDC, PRPC, and chambers of commerce.	President/ Workforce	<ul style="list-style-type: none"> Target future leadership positions and set strategies for attainment 	Annual
Action 5.1.2: Participate in the High Ground of Texas.	President/ Workforce.	<ul style="list-style-type: none"> Become an educational partner and hold a position of leadership 	Sp 06
Strategy 5.2: Provide a clearinghouse for coordination of external development (economic development proposals, projects and workforce training).	CA/ Workforce	<ul style="list-style-type: none"> President’s Cabinet will be briefed on all external development efforts at AC. Prioritize and coordinate college-wide external efforts. 	Sp 06 Fa 06
Action 5.2.1: Implement web-based tracking system.	CA	<ul style="list-style-type: none"> Confirm that tracking system is operational and procedures are in place Confirm that tracking system is being used effectively throughout the College Use reports from tracking system to identify initiatives within 1 month of inception 	Fa 06 Fa 06 Sp 07
Action 5.2.2: Heighten communication between all fund-raising employees.	CA	<ul style="list-style-type: none"> Implement web-based communication tool to track increased levels of collaboration and communication College-wide Conduct quarterly group meetings with the President and others to share goals, strategies, and information 	Fa 06 Fa 05

GOAL 6: Enhance quality of life.

	Accountable Unit	Success Indicator	Timeline
Strategy 6.1: Leverage partnerships to expand opportunities.	Instruction/ IST		
Action 6.1.1: Broaden partnerships with community arts groups (symphony/ballet/opera/Performing Arts Center).	Instruction	<ul style="list-style-type: none"> Offer dual credit Theatre Practicum Class for Boys Ranch students in cooperation with the Globe News Center for Performing Arts Discuss other partnership opportunities with GNC Education Director Determine specific ways to expand community awareness of AC’s support and partnership with Amarillo Opera Determine specific opportunities to partner with Amarillo Symphony 	Sp 06 Fa 06 Fa 07 Fa 07

	Accountable Unit	Success Indicator	Timeline
Action 6.1.2: Partner with UT and Texas A&M to expand learning opportunities.	IST	<ul style="list-style-type: none"> Connect to the LEARN Network 	Su 06
Strategy 6.2: Increase awareness of cultural and intellectual opportunities.	CA	<ul style="list-style-type: none"> Develop & implement communication strategies for Distinguished Lecture series, Fine Arts programs, Museum, KACV, Creative Minds Series, and other college-related enrichment opportunities 	Dec 06

GOAL 7: Encourage community support.

	Accountable Unit	Success Indicator	Timeline
Strategy 7.1: Demonstrate community impact.	Instruction/CA	<ul style="list-style-type: none"> Increase community investment, both public and private, in AC 	Annual
Tactic 7.1.1.1: Conduct an economic impact study.	CA	<ul style="list-style-type: none"> Commission CC Benefits, Inc., to update 2002 study. 	Mar 07
Tactic 7.1.1.2: Conduct an education impact study.	CA	<ul style="list-style-type: none"> Commission CC Benefits, Inc to update 2002 study. 	Mar 07
Action 7.1.2: Advocate programs and services that build community.	CA	<ul style="list-style-type: none"> AC Communication Plan AC Service Area will have awareness of AC's programs and services 	Sp 06 Sp 09

OPTIMIZING TECHNOLOGY

GOAL 8: Embrace technology to improve operating efficiency and student learning.

	Accountable Unit	Success Indicator	Timeline
Strategy 8.1: Expand learning through technological innovation and delivery.	Instruction/Workforce/IST		
Action 8.1.1: Make the web portal the hub of the students' educational experience.	IST/ Instruction/ Workforce	<ul style="list-style-type: none"> College will deliver a full array of services and linkages through the Web Portal 80% of academic students will use the portal monthly. 25% of continuing education students will use portal annually 	Sep 08 Sep 08 Sep 08
Action 8.1.2: Provide real-time interaction with all media (video, audio, white board, etc.).	IST	<ul style="list-style-type: none"> College network will have sufficient capacity to allow use of streaming video, audio, and other applications at the level requested by instructional and student services applications 	Su 06

	Accountable Unit	Success Indicator	Timeline
Action 8.1.3: Assure products and services are compatible with emerging mobile technology.	IST/ Instruction	<ul style="list-style-type: none"> Insist newly acquired technology meets industry standards including mobile technology Reconfigure web services to assure compatibility w/ mobile technology 	Sep 08 Sep 08
Strategy 8.2: Create a comprehensive technology plan which includes fiscal sustainability.	CA/ IST/ FAS	<ul style="list-style-type: none"> Create & implement technology plan 	Fa 06
Action 8.2.1: Develop plan in conjunction with stakeholders.	IST/ FAS/ CA	<ul style="list-style-type: none"> Publish revised Technology Plan 	Sp 07
Action 8.2.2: Effectively research technology options and implement appropriate practices.	IST/ KACV	<ul style="list-style-type: none"> Engage and dialogue with potential collaborators 	Fa 08
Tactic 8.2.2.1: Research ways to maximize potential of KACV's digital pipeline.	IST/ KACV/ CA	<ul style="list-style-type: none"> Propose priorities for use of digital pipeline 	Sp 07
Tactic 8.2.2.2: Better use and coordinate existing technologies following best practices	IST/KACV	<ul style="list-style-type: none"> Determine usage demands and availability of existing equipment Map best practices, evaluate current compliance, and identify areas of need 	Annual Fa 05
Tactic 8.2.2.3: Assess network performance and capability.	IST/KACV	<ul style="list-style-type: none"> Continue monitoring network usage with NetTracker and CA monitoring software Assess network performance using external technicians and provide recommendations to college 	Annual Fa 05
Strategy 8.3: Design a technology infrastructure for optimal performance.	FAS/IST		
Action 8.3.1: Assess space and equipment usage for efficiency; reallocate resources accordingly.	IST/ FAS/ CA	<ul style="list-style-type: none"> Configure computer labs to increase student access, reduce physical space demands, and maximize lab personnel Create Master Plan for space and equipment utilization 	Sp 08 Jan,08
Action 8.3.2: Bring all staff equipment up to a standard of compatibility.	IST/ FAS	<ul style="list-style-type: none"> Establish college PC standards and determine areas of shortfall Bring all college equipment up to standards 	Sp 06 Sp 10
Action 8.3.3: Assure classrooms meet industry standards of technological capabilities.	IST/ FAS	<ul style="list-style-type: none"> Provide wireless internet access to college resources in instructional & student areas on all campuses 	Sp 09

STRENGTHENING RESOURCES

GOAL 9: Shift dependence from State funding to new revenue alternatives.

	Accountable Unit	Success Indicator	Timeline
Strategy 9.1: Develop collaborative ventures that generate new revenues and/or reduce operating costs.	FAS/ IST/ CA	<ul style="list-style-type: none"> Gain recognition by collegial community for innovations 	Sp 09
Action 9.1.1: Seek consortia opportunities that reduce the cost of technology initiatives.	IST/FAS	<ul style="list-style-type: none"> Identify potential partners and seek collaborations 	Sep 07
Action 9.1.2: Reallocate existing resources and apply new funds to priority projects.	CA/FAS	<ul style="list-style-type: none"> Identify reallocation targets in each division Follow Strategic Plan priorities for budget process 	Apr 06 Annual
Tactic 9.1.2.1: Conduct cost/benefit analysis of existing programs and services.	CA/FAS	<ul style="list-style-type: none"> Complete Report 	Dec 05
Tactic 9.1.2.2: Use results of cost/benefit analysis to guide decisions.	CA/FAS	<ul style="list-style-type: none"> Review cost analysis for areas of reduction 	June 06
Action 9.1.3: Capture efficiency savings through reallocation	President/ Cabinet	<ul style="list-style-type: none"> Shift 2% of budget from low yield to high yield areas 	Annual
Strategy 9.2: Secure new sources of revenue.	Cabinet	<ul style="list-style-type: none"> Increase institution's annual revenue from new sources by 3% over FY05. 	Annual
Action 9.2.1: Develop model entrepreneurial programs and services that are marketable (KACV digital capabilities, Contact Center and intellectual property)	CA	<ul style="list-style-type: none"> Evaluate the business viability of two entrepreneurial possibilities Seek revenue-producing partnerships with faculty 	Sep 07 Annual
Action 9.2.2: Identify new grant opportunities and increase external funding for strategic plan initiatives.	CA	<ul style="list-style-type: none"> Increase annual federal/state/ private grant funding by 20% over FY,'05 	Aug 07
Tactic 9.2.2.1: Coordinate AC development efforts across the College and with the AC Foundation.	CA	<ul style="list-style-type: none"> See Action 5.2.2 	Fa 05

	Accountable Unit	Success Indicator	Timeline
Tactic 9.2.2.2: Develop a trained team of grant writers and project managers.	CA	<ul style="list-style-type: none"> • Train 3 grant writers • Submit 1 major grant championed by a writer trained the prior year 	Annual Annual
Action 9.2.3: Align the College's tuition and fee structure to be comparable to other institutions within the State.	FAS	<ul style="list-style-type: none"> • Establish tuition & fee structure within +/- 10% of average for Texas community colleges 	Aug 10
Action 9.2.4: Restructure East Campus operations (see attached East Campus plan)	Instruction	<ul style="list-style-type: none"> • Present East Campus Plan to Board and the community. • Develop timeline to implement East Campus Plan • Investigate the feasibility of moving "appropriate" programs and services to the East Campus 	Sp 06 Fa 05 Annual
Tactic 9.2.4.1: Generate revenues by employing excess capacity at East Campus.	Instruction	<ul style="list-style-type: none"> • Increase annual revenue from all East Campus sources by 10% over FY'05 • Brainstorm ideas to develop new revenue streams by employing excess capacity at East Campus • Continue conversations with groups potentially interested in leasing space on East Campus 	Fa 08

GOAL 10: Recruit and retain faculty/staff who facilitate learning and strengthen programs/services.

	Accountable Unit	Success Indicator	Timeline
Strategy 10.1: Seek bilingual ethnically diverse employees.	Instruction/ FAS	<ul style="list-style-type: none"> • Demographics of AC employees will match the demographics of our service area 	Aug 10
		<ul style="list-style-type: none"> • Begin discussions among faculty and chairs concerning the importance and advantages of hiring ethnically bilingual and diverse faculty who can serve as role models for our minority students 	Fa 06
		<ul style="list-style-type: none"> • Seek assistance from HR to determine effective ways to find, recruit and hire well-qualified ethnically diverse faculty 	
Strategy 10.2: Recruit and retain faculty and staff who demonstrate and deliver targeted skills and productivity.	Instruction/ CA	<ul style="list-style-type: none"> • Determine which disciplines are most difficult to recruit and hire faculty on current salary schedule • Determine innovative ways to attract faculty in high need areas 	Fa 07

	Accountable Unit	Success Indicator	Timeline
Action 10.2.1: Investigate the feasibility of recruiting well-qualified adjunct faculty to teach online courses	Instruction	<ul style="list-style-type: none"> Determine the most effective way to find and hire well-qualified part-time faculty to teach online courses Present proposal to chairs to employ well-qualified part-time faculty to teach online courses 	Sp 06 Fa 06
Action 10.2.2: Implement a part-time faculty certification program.	Instruction/CA	<ul style="list-style-type: none"> Enroll second class of part-time faculty certification program 50% of part-time faculty who have taught for more than one year will be certified Evaluate and improve part-time faculty certification program 	Fa 05 May 08 Annual
Action 10.2.3: Reward employees who take risks, innovate and produce positive results.	FAS	<ul style="list-style-type: none"> Establish criteria and determine rewards 	Sep 06
Tactic 10.2.3.1: Provide awards for travel and training opportunities.	FAS	<ul style="list-style-type: none"> One of the rewards in 10.2.3 will be to send employees to job related training/seminars/conventions that they would not otherwise be able to attend 	Sep 06
Tactic 10.2.3.2: Provide compensation for projects/grant development	FAS	<ul style="list-style-type: none"> Define criteria and establish a pay scale based on size and scope of the project/grant 	Sep 06
Tactic 10.2.3.3: Recognition (other than monetary) for high performance.	FAS	<ul style="list-style-type: none"> Establish criteria and determine recognition approaches 	May 06
Strategy 10.3: Educate employees about their role in customer service, student access and success.	CA/SADD	<ul style="list-style-type: none"> 50% of FT employees will participate in customer service, student access and/or student success training during any 2-yr period 	Aug 07

GOAL 11: Enhance employee productivity.

	Accountable Unit	Success Indicator	Timeline
Strategy 11.1: Research and implement best practices in community college education.	Cabinet	<ul style="list-style-type: none"> Define criteria and establish grants based on increases in effectiveness or efficiency 	Sep 06
Action 11.1.1: Mini-grant opportunities for investment toward best practices.	FAS	<ul style="list-style-type: none"> Fund mini-grant program Establish committee to review grant requests based on proven practice 	Aug 07 Sep 07

	Accountable Unit	Success Indicator	Timeline
Strategy 11.2: Train employees to be technologically proficient.	CA/FAS/IST	<ul style="list-style-type: none"> Assure 100% of employee training needs will be met w/in 1 yr of identification 	Aug 07
Action 11.2.1: Identify the technology skill set necessary for individual positions.	FAS/IST	<ul style="list-style-type: none"> Identify technological skill-levels required for each position 	Sp 07

Note:

Amarillo College is doing many things well and these must continue with all diligence. The purpose of the AC Strategic Plan is not to list everything the College is doing, but rather highlight those areas which must change because of an evolving environment. Goals and strategies are included in the plan only if they are new initiatives, new priorities, or intensified efforts in existing programs.