

CISCO COLLEGE VISION 2023 STRATEGIC PLAN



CISCO COLLEGE

The mission of Cisco College is to provide quality, affordable, educational opportunities to meet the diverse academic, technical and career needs of the students and communities we serve.

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Cisco College embraces the premise that change is inevitable and complacency hinders progress toward student, business and community success at sustainable levels. We must strive for an institutional culture of innovation, collaboration, faculty and staff empowerment and recognition, and an openness to change that underscores our commitment to a shared mission and vision. The Cisco College *Vision 2023 Strategic Plan* seeks to develop and implement large-scale change to improve the student experience.

To this end, we must be intentional in planning and embrace purposeful and transformational initiatives that shape the strategic direction of the college. We must respond to changing educational, community, economic, demographic, technological and cultural conditions of the environment we work in today. We must engage strategic enrollment management practices and financial planning for a sustainable learning environment equipped to address the needs of a diverse population.

As a comprehensive community college, Cisco College seeks to cultivate a learning environment where best practices in learning, student support, management and planning facilitate student success. We are committed to increasing the number of students earning a credential with labor market value in a timely manner.

Cisco College Vision 2023 Strategic Plan has been developed and implemented through a collaborative process, and is supported by a comprehensive Institutional Effectiveness process. The strategic goals outlined in the Plan align with the 60X30TX higher education strategic plan, as well as Cisco College's institutional goals for student success.*

MISSION STATEMENT

The mission of Cisco College is to provide quality, affordable, educational opportunities to meet the diverse academic, technical and career needs of the students and communities we serve.

The mission statement of Cisco College is consistent with the Texas Education Code 130.0011, which states that the mission of public junior colleges shall be two-year institutions primarily serving their local taxing districts and service areas in Texas and offering vocational, technical, and academic courses for certification or associate degrees, as well as continuing education, remedial and compensatory education consistent with open-admissions policies.

(The above mission statement was approved Jan. 8, 2018, by the Cisco College Board of Trustees.)

CORE VALUES

- Cisco College facilitates **student success** by ensuring open-door access to diverse educational opportunities, embracing innovation and best practices, and providing effective student support.
- Cisco College insists on **excellence** in our programs, instruction, services, management and learning environment.

STRATEGIC GOALS

STUDENT SUCCESS

Goal #1: Create a superior student experience by encouraging and promoting student success, embracing innovation, and teaching excellence.

Strategy: Implement co-requisite developmental education model.

- Outcome: Improve fall-to-fall retention rates of DE students.
- Outcome: Improve DE course completion rates.

Strategy: Implement best-practices in instruction across disciplines and course formats.

- Outcome: Improve course completion rates.

Goal #2: Develop, implement, and evaluate academic support services that prioritize advisement and career or transfer pathways.

Strategy: Implement cohort advising across campuses.

- Outcome: Achieve completion rates above the national average.
- Outcomes: Improve fall-to-fall retention rates.
- Outcome: 5% increase in Associate's Degrees awarded by 2020.*
- Outcome: 5% increase in Certificates awarded by 2020.*
- Outcome: 5% increase in core curriculum completers by 2020.*

Strategy: Develop academic program pathways with four-year university partners.

- Outcome: % of students transferring with less than 30 SCH at or above peer group average.* (Create IR report and establish percentage)
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Strategy: Align academic support services with instruction across each division.

- Outcome: Improved communication and collaboration.

STRATEGIC ENROLLMENT MANAGEMENT

Goal #3: Cultivate a Strategic Enrollment Management culture based on practices that achieve enrollment, retention, and net revenue goals.

Strategy: Develop a systematic process for recruiting prospective students. (mail stream, financial aid)

Strategy: Apply conversion yield analysis to the recruitment process.

Strategy: Develop a financial aid leveraging model.

Strategy: Utilize enrollment trend data in developing and evaluating current and future practices.

Strategy: Develop enrollment goals for each student population.

Strategy: Develop programmatic and targeted marketing plans.

- Outcome: 2% Annual Enrollment Increase.*

EMBRACE ORGANIZATIONAL EXCELLENCE

Goal #4: Demonstrate operational, educational, and service excellence by maintaining proactive processes that forecast and appropriately plan for declining state resources and changes in business/industry sectors that impact programs.

Strategy: Provide high quality academic and workforce programs that prepare students for a productive career.

- Outcome: Maintain percent of graduates working or enrolled at or above 60X30TX 80% goal.*
- Outcome: Add new programs.

Strategy: Promote and engage in data-driven decision-making processes.

- Outcome: Enhance the technological capacity of Institutional Research.
- Outcome: Develop a repository of data, reports, and dashboards online.
- Outcome: Operationalize the reporting process with the leadership team.
- Outcome: Align decision-making processes with the budget planning process.
- Outcome: Maintain and ensure sound and equitable financial practices that are accountable to stakeholders, capitalize on growth opportunities, and improve student completion rates.

ACCREDITATION AND PROGRAM ACCOUNTABILITY STANDARDS

Goal #5: Develop community connections and partnerships.

Strategy: Capitalize on program Advisory Councils to aid in continuous program improvements.

Strategy: Build trust and accountability with our local, regional, and statewide constituency groups through regular communication.

Strategy: Develop strategic networks and partnerships to advance institutional innovation, strengthen student learning, and drive workforce and economic vitality for our region.

Strategy: Collaborate with our K-20 partners to create seamless educational pathways for our students.

Strategy: Enrich our communities and enhance the quality of community life.

Goal #6: Achieve Reaffirmation of Accreditation by documenting pursuit of the Cisco College Mission.

Strategy: Develop and manage a successful reaffirmation process culminating in reaffirmation.

- Outcome: Reaffirmation of Accreditation in 2020.

Strategy: Develop and implement a sustainable Quality Enhancement Plan appropriate to the Cisco College Mission, needs and opportunities.

- Outcome: QEP accepted by SACS-COC in 2020.
- Outcome: QEP Annual Reports, 2021-2023