

Master and Strategic Plans 2020-2025



Guiding Principles

The overarching principles that guide Collin College's Master and Strategic Planning processes include:

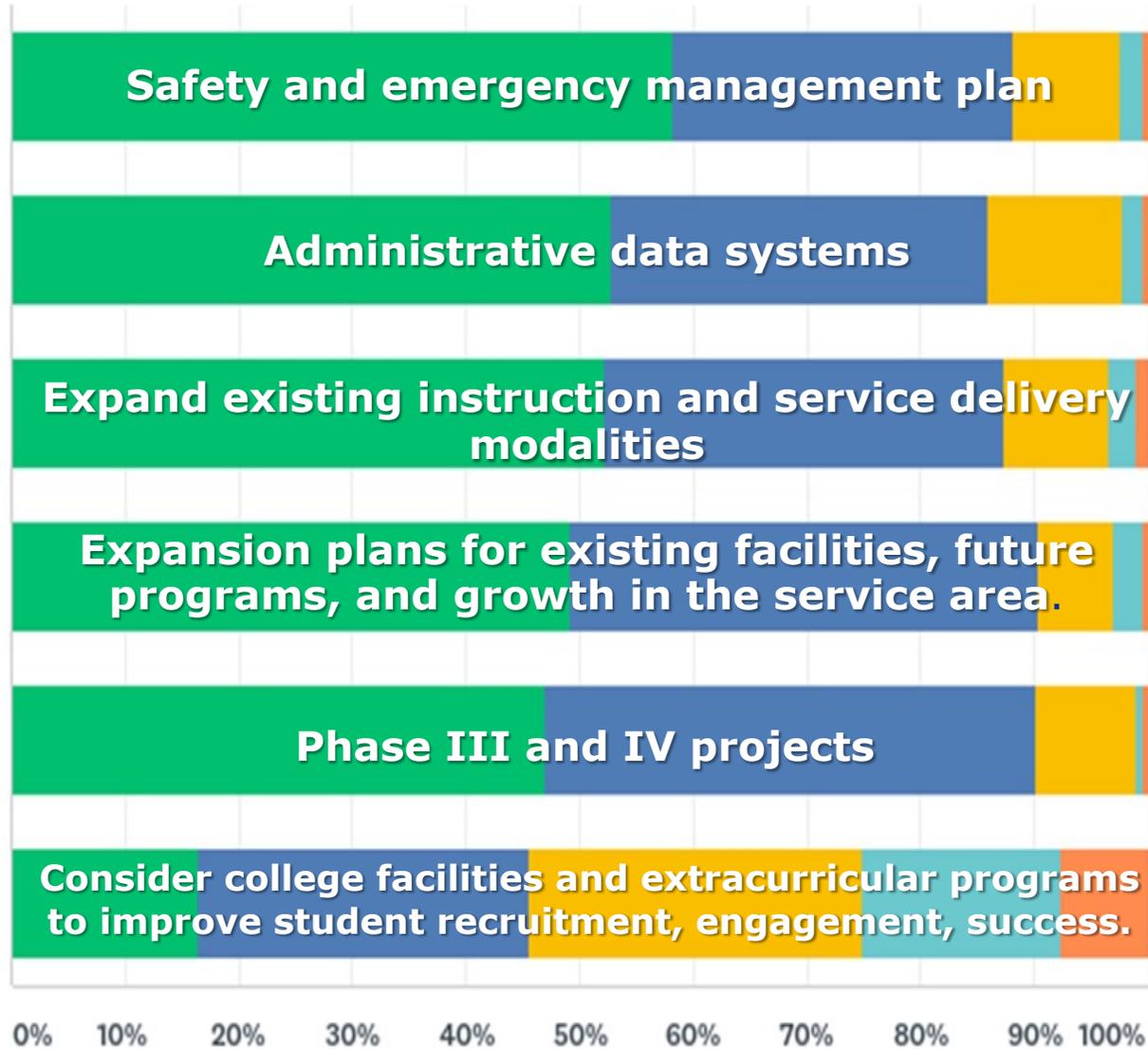
- **Passion for the college's Core Values** of Learning, Service and Involvement, Creativity and Innovation, Academic Excellence, Dignity and Respect, and Integrity;
- **Aligning Collin's academic and technical offerings** with the service area's and state's highest needs;
- **Maximizing** the use of Collin's **unique resources and talents** for the benefit of students and the communities served by the college; and
- Using **clear and easily understood metrics** to measure and track success.

Key Milestones in the Planning Process

- October 4, 2019 Provided an overview of the Master and Strategic Planning process to the **Board of Trustees**
- Nov 2019 – Feb 2020 Conducted **meetings with stakeholders** to flesh out details within the major plan components that included a survey to faculty and staff requesting feedback.
- December 2019 Announced the planning process to the community in the **December 2019 Connections** newsletter.
- February 2020 Contracted with N2 Architecture to update the 2015 Master Planning Study.

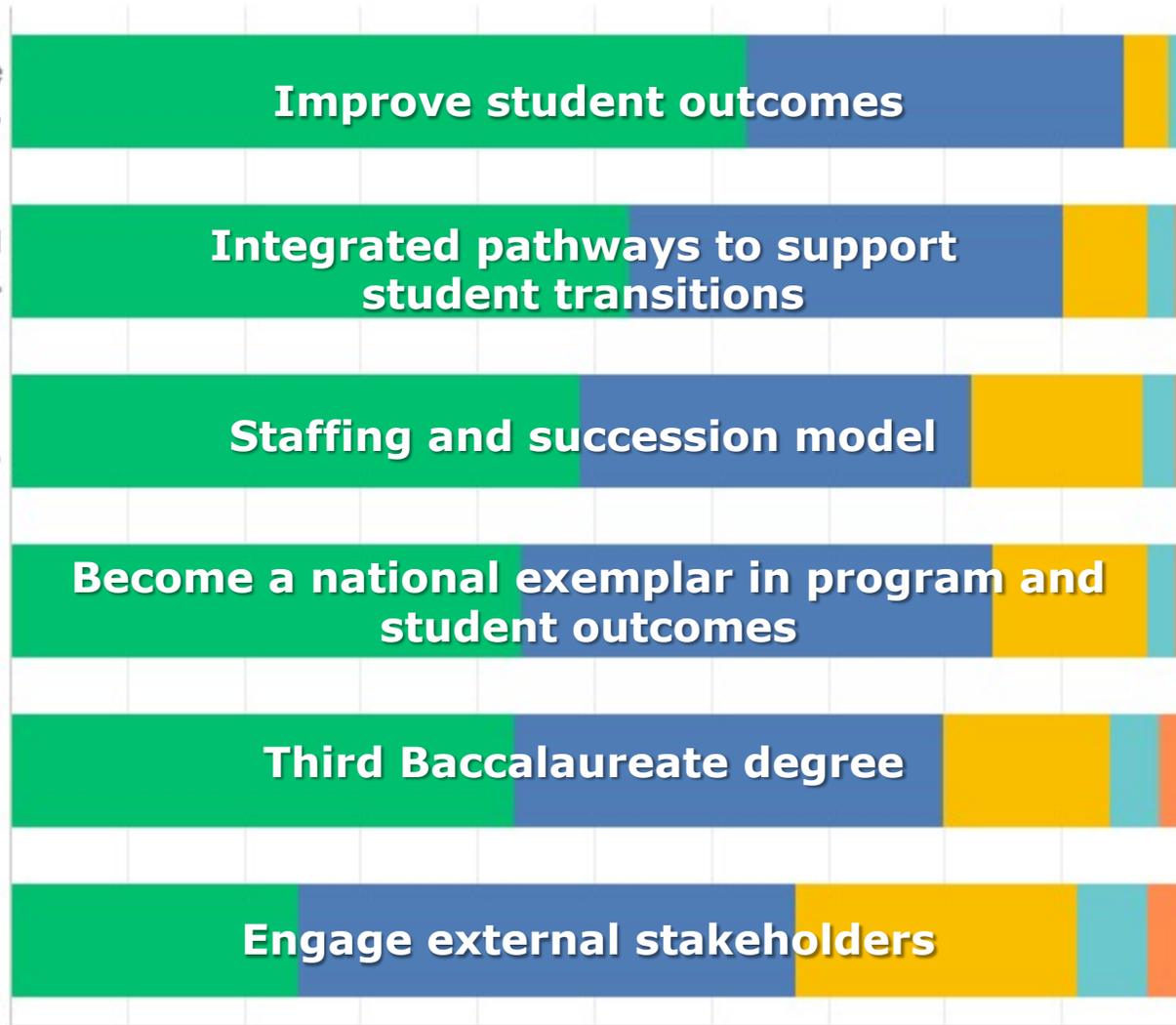
Key Milestones in the Planning Process

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|----------------|--|
| April 3, 2020 | Conducted a Master Planning meeting with key leadership personnel to review initial study results from IN2. |
| June 12, 2020 | Conducted a planning retreat for the Board of Trustees that includes a discussion of both the proposed Master and Strategic Plans and the proposed 2020-2021 budget. |
| June-July 2020 | Shared updates to the proposed Master and Strategic Plans with faculty and staff to gather additional input. |
| August 4, 2020 | Submitted final plan for approval to the Board |



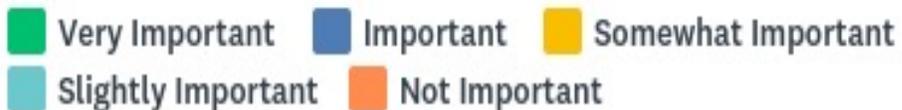
Master Plan Priorities Ranked by Faculty and Staff (236 responses)

■ Very Important
 ■ Important
 ■ Somewhat Important
■ Slightly Important
 ■ Not Important



Strategic Plan Goals Ranked by Faculty and Staff

(236 responses)



Master Plan Priorities and Key Performance Indicators

1. Streamline the college's administrative data systems to improve business processes and accommodate growth.

Proposed Measures:

- a. Percentage of Workday implementation completed
Target: 100%
- b. Priority workflows identified for process improvement
Target: Workflows identified and prioritized
- c. Efficiency improvements for each targeted workflow
Target: Efficiency increases for each targeted system compared to baseline

The logo for 'amazon-ification' features the word 'amazon' in its signature black font with a curved orange arrow underneath it, followed by the word '-ification' in a bold, black, sans-serif font.

2. Implement planned and future components of the comprehensive safety and emergency management plan.

Proposed Measures:

- a. Review current status of the safety and emergency management plan and preparedness to ensure full readiness
Updated baseline
- b. Conduct an annual review and incorporate updates, as needed, of the safety and emergency management plan
Target 1: No significant recommendations
Target 2: Improved outcomes compared to baseline
- c. Establish full schedule for emergency drills
Target: Improved response times from past drills (post-COVID-19 baseline)

3. Strategically expand existing instruction and service delivery modalities to maximize access to college programs.

Proposed Measures:

- a. Targeted delivery modalities are established within each academic discipline and workforce program.
- b. Student success measures are evaluated for each delivery modality.
- c. Strategic expansion plans are based on student learning outcomes and the student's perceptions of quality and access of the instructional delivery modality.

Target for all: Increase over initial baseline and subsequent measurements

4. Examine and develop expansion plans for existing facilities and future programs to accommodate growth in the service area.

Proposed Measures:

- a. Implementation of plans for existing facilities initiated
- b. Percentage of facilities expansion plan completed
- c. Implementation of plans for future programs initiated
- d. Percentage of program expansion plan completed
- e. Growth patterns within the county are studied for potential future expansion
- f. New campuses in Celina and Farmersville and IT Center in Frisco are opened

4. Examine and develop expansion plans for existing facilities and future programs to accommodate growth in the service area.

Proposed Measures:

g. New Program Curricula Approved for Fall 2020 are Implemented and Evaluated for Effectiveness

- Veterinary Technology
- Activity Care Professional
- Medical Assisting Advanced Practice
- Construction Technology
- Carpentry
- Electrical
- Plumbing
- Facilities Management
- Safety
- Automotive and Collision Technology
- Industrial Automation
- Welding Technology

4. Examine and develop expansion plans for existing facilities and future programs to accommodate growth in the service area.

h. New Program Curricula in the Approval Process for Start in Spring of 2021 are Implemented and Evaluated for Effectiveness

- Pharmacy Technician
- Physical Therapist Assistant
- Banking and Financial Services
- Urban Sustainable Agriculture
- Vocational Nursing

4. Examine and develop expansion plans for existing facilities and future programs to accommodate growth in the service area.

Proposed Measures:

- i. Opportunities to expand CHEC facilities and to strengthen both internal and partnership programming of the Collin Higher Education Center are studied
- j. The impacts and opportunities of CHEC are studied, with the consideration that Collin is now a baccalaureate degree-granting institution
- k. Partnerships and programming are formalized with universities to include directed advising to ensure Collin College students are served first and foremost

5. Complete Phase III and IV projects and prioritize repurposing of available facilities.

Proposed Measures:

- a. Percentage of repurposed space that is functional for its new purpose
Target: 100%
- b. Student satisfaction with repurposed space
Target: Pre- and post-satisfaction survey with improved responses
- c. Percentage of “current” master plan priorities completed
Target: 100%
- d. Careful examination of how four new campuses change student patterns of attendance and completion
Target: Study completed and related recommendations developed

6. Assess current and proposed college facilities and extracurricular programs to identify and prioritize opportunities for improved student recruitment, engagement, and success.

Proposed Measures:

- a. Annual cost-benefit ratio
Target: Benefits exceed costs
- b. Close examination of student engagement and accompanying success rates for students who participate in athletics, intramurals, housing, etc. compared to those who do not resulting in clear cost/benefit data
Target: Higher ratio for students in student housing

Strategic Plan Goals and Key Performance Indicators

1. Improve student outcomes to meet or exceed local, state, and regional accreditation thresholds and goals.

Proposed Measures:

- a. Six-year completion rate
- b. Program licensure/certification pass rate
- c. Fall-to-fall persistence rate
- d. Student success rate

Target for all: Attain or surpass overall target within five years

- e. 60X30TX program completions

Target: Attain or surpass 60X30TX 2025 completions target

2. Develop and implement strategies to become a national exemplar in program and student outcomes.

Proposed Measures:

- a. IPEDS 150% of Normal Time-to-Completion Graduation Rate
- b. IPEDS 150% of Normal Time-to-Completion Transfer-Out Rate
- c. Eight-Year Success Rate (Sum of IPEDS Graduation Rate, IPEDS Transfer-Out Rate, and Still Enrolled Rate from IPEDS Outcomes Survey)

Target for all: Attain or surpass mean aspirational peer group's rate within five years

Note: Aspirational target institutions may vary dependent upon the particular measure

2. Develop and implement strategies to become a national exemplar in program and student outcomes.

Proposed Measures:

- d. Additional nationally documented measures of outcomes to be used for comparative purposes are identified
- e. Program accreditation is pursued for workforce programs
Target: Workforce programs receive accreditation

3. Create and implement comprehensive integrated pathways to support student transitions.

Proposed Measures:

- a. Key transitions into and from Collin College are reviewed to ensure quality and currency (e.g., academic dual credit, CTE dual credit, high school graduates, licensure, certificates, AAS, university transfer, etc.)
- b. Total number of students who successfully complete key transitions into Collin College
Target: Increase compared to baseline
- c. Total number of students who successfully complete key transitions from Collin College
Target: Increase compared to baseline

4. Implement the third Baccalaureate degree by Fall 2022 and continue adding 2+2 programs with university partners.

Proposed Measures:

- a. Number of students with declared major in third baccalaureate program.
- b. Number of baccalaureate awards to students with declared major in third baccalaureate program.
- c. Number of students with declared majors in targeted 2+2 programs.
- d. Number of students who transfer to university partners in 2+2 programs.

Target for all: Improvement compared to baseline

5. Develop and implement a comprehensive staffing and succession model.

Proposed Measures:

- a. Hiring processes are streamlined to improve the average days from personnel requisition submission to first day of employment for new employees
- b. Staffing targets are met with well-qualified personnel to ensure high performance and continuity
- c. Leadership training is expanded across all high-demand and critical areas identified in the succession model

Target for all: Improvement compared to baseline measured prior to implementation of staffing and succession plan

6. Develop a coordinated and systematic approach to engage external stakeholders.

Proposed Measures:

- a. Definitions clearly articulated before the plan starts
Target: What is “engaged?” Who are “external stakeholders?”
- b. Total number of “external stakeholders” “engaged” with Collin College
Target: Increase in total number compared to baseline
- c. Total number of “external stakeholders” “engaged” with Collin College broken out by key stakeholder group
Target: Increase in numbers within each key stakeholder group compared to baseline

6. Develop a coordinated and systematic approach to engage external stakeholders.

Proposed Measures:

- d. Appropriate software tool is implemented to facilitate the strategic connection of external contacts across all groups within the college (e.g., grants, public relations, governmental relations, corporate college, foundation, etc.)