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NAVARRO COLLEGE

## A College of Vision and Opportunity



## STRATEGIC PLAN 2010-2015

*Updated June 2014*

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# INTRODUCTION

Navarro College has been meeting the needs of students since the institution opened its doors in 1946. Throughout its almost 70 years of operation, the College has listened closely to feedback from students, community members and business leaders and has taken the lead in identifying and developing new programs and services. A key aspect in the growth of Navarro College has been its focus on institutional planning and its culture of continuous improvement. Since 2010, the Strategic Plan has provided a blueprint for guiding decisions needed to meet the needs of all constituencies and to advance the mission of the College. Each year at the Board of Trustees annual Planning and Budgeting session, key data related to the success of the college are reviewed, along with the

identification of priorities and budget needs for the upcoming academic year. We are proud of the fact that our Trustees play a key role in helping advance the College's mission.

From 2010-2013, the Strategic Plan was advanced under the leadership of the former president, Dr. Richard Sanchez. During these years, the focus of planning was on enrollment management and growth. Upon my arrival in 2013, I worked with key leaders throughout the College to improve our Strategic Plan and to shift our focus from enrollment growth to academic excellence and student success. Although we have kept the key focus of each of the seven goals, through collaborative planning processes, the Strategic Plan has been improved

and key performance indicators have been added to improve planning and overall institutional effectiveness.

Within the 2010-15 Strategic Plan are all the elements associated with institutional-level and unit-level planning, including an overview of the College's seven strategic goals, strategies associated with each goal, and key performance indicators.

I hope you will find this plan useful in articulating the framework established for strategic planning at Navarro College.

*Barbara R. Kavalier, Ph.D.*  
District President



# Board of Trustees



Left to right: **Dr. James G. Price**, vice chairman, District 3, Corsicana; **A.L. Atkeisson**, District 6, Kerens; **Faith D. Holt**, District 2, Corsicana; **Richard L. Aldama**, District 4, Corsicana; **Phil Judson**, secretary/treasurer, District 1, Corsicana; **Billy Todd McGraw**, District 5, Blooming Grove; **Lloyd D. Huffman**, chairman, District 7, Corsicana

## Board of Trustees Values and Beliefs

### The Board of Trustees believes in:

- Providing an educational and social opportunity for students at a reasonable cost and awarding scholarships and financial aid to deserving students;
- Providing a quality educational experience for all students, and establishing a nurturing learning environment to help promote responsible citizenship;
- Being open and receptive to student concerns, keeping in mind students are the reason Navarro College exists;
- Maintaining a warm and supportive climate that helps build a sense of community among learners, the staff, and community;
- Compensating faculty, staff and administration commensurate with their performance in order to help attract and retain the highest-quality employees;
- Building strong relationships between the college and the communities served;
- Continue to secure funding and provide oversight to help ensure the present and future financial stability of the college;
- Remaining accountable as an institution of higher learning and as custodians of the public trust;
- Responsibly participating as an institution of higher learning dedicated to helping “Close the Gaps” in higher education within Texas; and
- Providing the facilities necessary to accommodate a projected increase in student enrollment and address infrastructure needs to help sustain well-maintained and attractive campuses.

# STRATEGIC PLAN 2010-2015

## Past

Navarro College has a proud history. During the past decade, many changes occurred. These changes placed the institution in an advantageous position as it pursued a strategy of success. An enrollment management office was created, and the responsibility of this office was to develop a strategic plan to help increase student enrollment. Student enrollment has increased by 167 percent since 1998 when enrollment was 3,448. Annual enrollment goals were developed and the college community embraced the challenge and welcomed the opportunity. A motto stating, "The best is yet to come" was adopted as an impetus to help encourage staff to look ahead with optimism and determination.

New buildings were opened on the Midlothian and Waxahachie campuses. As well, the College constructed a new building for the petroleum technology program on the Corsicana campus, along with a new field house for softball and baseball and a new building for student housing. On our Mexia campus, the College completed construction on a new administration building.

Student success programs, such as the Opening Doors to Success program serving high school students with unrealized potential for college, and the Faculty-Centered Student Advisement Program were created, and our students experienced even greater success.

The dual credit option with independent school districts in our service area has experienced a dramatic increase. A partnership was created with Texas A&M University-Commerce so the university could offer upper-division courses and

graduate studies for residents of Navarro County and surrounding communities at both the Corsicana and Midlothian campuses.

The Board of Trustees has been highly supportive throughout the past decade. They have embraced plans to increase the college's appeal and effectiveness of the academic program, and they have acknowledged the outstanding faculty and staff who have served NC in highly effective ways.

Navarro College possessed all the ingredients necessary to emerge as a vibrant and successful community college in Texas.

## Present

Navarro College now has a student enrollment of almost 10,000 students. The college has become the "college of choice" for students seeking a quality community college experience. The tradition of excellence within the academic program continues and the feeling of community engendered by the faculty and staff abounds at each of the campus locations. Our primary focus has shifted from enrollment management to academic excellence. The well-being and success of our students are considerations we take very seriously.

Commensurate with our new focus on academic excellence is Navarro College's partnership with the American Honors Program. By providing a framework that combines a rigorous honors curriculum, proactive advising, and cutting-edge technology, American Honors will work with Navarro College to prepare students



to transfer to top-tier universities. The College has also implemented a Civility Program focused on increasing campus safety, student engagement and customer service.

The online instruction program has experienced dramatic growth over the past several years. A director of online instruction was appointed to provide leadership to this program and manage the day-to-day program requirements. The expectation is that the online program will continue to increase in size over the next several years.

The phrase, "The best is yet to come," has been modified, and the new phrase that echoes on campus is, "The best is still yet to come." This is a great time to be at Navarro College; faculty and staff dedicate their talent, dedication and commitment toward continuous quality improvement.

The recession plaguing the national scene has also impacted Texas. A revenue shortfall is predicted for the 2011-13 biennium and this may negatively impact the college. The prediction is that funds from the 2009-2010 state appropriation may have to be returned to the State of Texas in an amount yet to be determined.

This same prediction carries over into the 2011-13 biennium. Speculation is that student growth incurred in the 2009-11 biennium may not be funded and the state appropriation for the college may be reduced during the 2011-13 biennium.

## Future

In spite of the economic downturn, Navarro College has an exciting and stimulating future. The impact of the economic downturn will present challenges for the

college in the next few years, and we recognize that any setback the college may experience over the next two or three years will be temporary. The national economy is expected to stabilize and the college will resume its dramatic growth in student enrollment, particularly at the off-campus locations in Ellis County, one of fastest-growing counties in Texas.

Enrollment management will remain a college priority. Two scenarios have been developed for the college during the next five-year period, 2010-15: a moderate student enrollment growth and a dramatic student enrollment growth. Our strategy will plan for a moderate student enrollment growth during the 2010-11, 2011-12 and 2012-13 academic years. Dramatic growth enrollment will be targeted during the 2013-15 academic years.

The major challenges facing the college in the future are the ability to provide capacity for the projected increases in student enrollment, identifying sources of funding for the construction of new facilities, renovation of existing facilities, and the continued maintenance of a quality educational environment.

Facilities on the main campus in Corsicana are in continuous need of deferred maintenance. The original building in Waxahachie and the facility in Mexia also present deferred maintenance needs. A strategy must be developed to help ensure that deferred maintenance is funded on an annual basis district-wide. Navarro College is prepared to embrace the future with confidence and enthusiasm.





## ADDENDUM: Past, Present, Future

Since the initial publication of the 2010-2015 Strategic Plan, many changes have taken place at the College. The following provides an overview of the current status of major projects and activities that have been identified or completed through the strategic planning activities at Navarro College:

- The College has introduced a number of new program offerings during the past five years, including Petroleum Technology, Physical Therapy, Massage Therapy, etc. For the future, we are exploring the possibility of establishing a new program in Culinary Arts.
- The College continues to strengthen its Open Doors to Success program. Additionally, we have established a partnership with American Honors. By providing a framework that combines a rigorous honors curriculum, proactive advising, and cutting-edge technology, American Honors will work with Navarro College to prepare students to transfer to top-tier universities. This is an amazing opportunity for our district to recruit outstanding students throughout the nation and internationally. We are especially pleased to be identified as the first college in Texas to become a part of this extraordinary program.
- To meet enrollment projections, the College has made significant progress expanding its facilities. Since 2010, we have completed construction on the following projects:
  - New classroom building on the Midlothian Campus
  - New classroom building on the Waxahachie Campus
  - New administration building on

the Mexia Campus

- On the Corsicana campus, we have new Petroleum Technology and Campus Police buildings; a new Field House for Baseball/Softball and, a new building for Residence Life.
- We expanded outreach to our counties in the south by purchasing existing facilities which we are calling the Career and Technical Center at Fairfield. We have started offering Welding classes in one of the buildings; we hope to complete the remodel of the entire Center and host a Grand Opening by 2016.
- The Cook Education Center continues to be an important facility that creates a strong connection within the community. Recently, the College expanded the Center to include a new kitchen and the new Hunters and Gatherers Exhibit.

In looking to the future, the College recognizes the need to continue growing the Ellis County Campuses and to remodel some of the older buildings on the Corsicana campus. We are in the process of updating our Master Facilities Plan. This document will provide a framework for linking strategic planning to facility needs. The College has also completed a new Technology Plan which provides a multi-year approach to implementing new strategies aimed at strengthening technology.

Navarro College will continue to meet the needs of all the communities served through the implementation of the Strategic Plan and the development and delivery of quality programs and services.

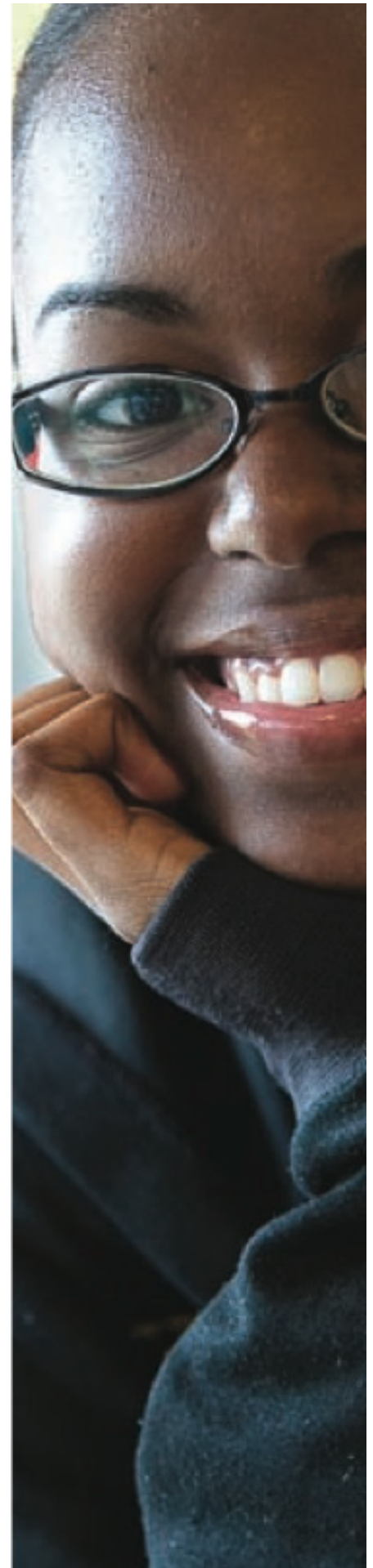
# STRATEGIC PLAN 2010-2015

## Strengths

- Strong Board of Trustees
- Strong visionary leadership
- Outstanding faculty/dedicated and loyal staff
- Highly caring/experienced/credentialed and quality faculty
- Location/visibility/physical appearance
- Attractive, aesthetically pleasing campuses
- Competitive tuition
- Customer service
- Retirement plan for employees
- Employee educational assistance
- Student-oriented campuses
- College fiscally sound/financially sound
- Great facilities on all campuses
- Texas A&M partnership
- Student/faculty rapport – student centered
- Can-do attitude/risk taker; visionary – willing to be innovative, take action, and do it
- Marketing department
- Outstanding athletic program and reputation
- Ellis County growth College culture and tradition
- Strong student recruitment

## Shortcomings

- Full-time/part-time faculty ratio
- Personnel needs; lack of adequate staff
- Stronger communication between campuses and departments
- Communication across campuses with department chairs and faculty
- Multi-campus cohesiveness
- Professional development program
- Technology enhancement
- Competitive adjunct faculty salaries
- Marketing for off-campus centers
- Diversity/more diverse faculty, staff, administration
- Aging of campus infrastructure
- Aging workforce
- Online student services and online enrollment
- Limited funding
- Campus integration of all off-campus centers
- Security at off-campus locations
- Library facilities at off-campus centers







## Opportunities

- Dual credit enrollment and course offerings
- Expand online courses
- Texas Department of Criminal Justice programs
- Additional grants/grant writer
- Maintenance tax within service area
- Increase business partnerships within the service area
- Improve and increase Hispanic outreach programs
- Growth in Ellis County
- More bilingual publications, staff
- Transitioning adult education (ABE) students
- Online continuing education, military, podcast, emerging technologies
- Weekend college
- Expand career and technical offerings at off-campus locations
- Increase non-traditional student outreach programs
- Enhance use of college Web site
- Program/course development in areas of high demand
- Opportunities in workforce education
- Navarro College Foundation funding for scholarships
- Increase in student enrollment/student contact hours
- Continuing Education

## Challenges

- Increase in tuition/fees
- Loss of qualified staff/difficulty attracting qualified staff
- Aging of faculty and staff
- Understaffed departments and campuses
- Lagging technology – doing well but need to be ahead of others
- Funding based on completers instead of contact hours
- Changing leadership
- Dual credit encroachment
- Competition for students
- Economic conditions
- Loss of health care (proportionality)
- Lack of space and infrastructure to keep up with growth
- Aging infrastructure/ maintenance
- Consistent future funding
- Lack of Ellis and Limestone County taxes
- Security issues/ID threat
- State funding for student growth
- Predicted State of Texas deficit for the 2011-2013 biennium
- Changing student population
- Keeping abreast with changing marketing methods, e.g. Internet, Facebook, Twitter, etc.



# COLLEGE MISSION STATEMENT

“Navarro College provides educational opportunities that empower students to achieve their personal, academic and career goals and that promote life-long learning for all communities served.”

## Goal 1

Increase student enrollment.

### Focus

Meet the student enrollment and student contact hour goals adopted by the Board of Trustees.

**Key Performance Indicators:** Student Headcount and Student Contact Hours

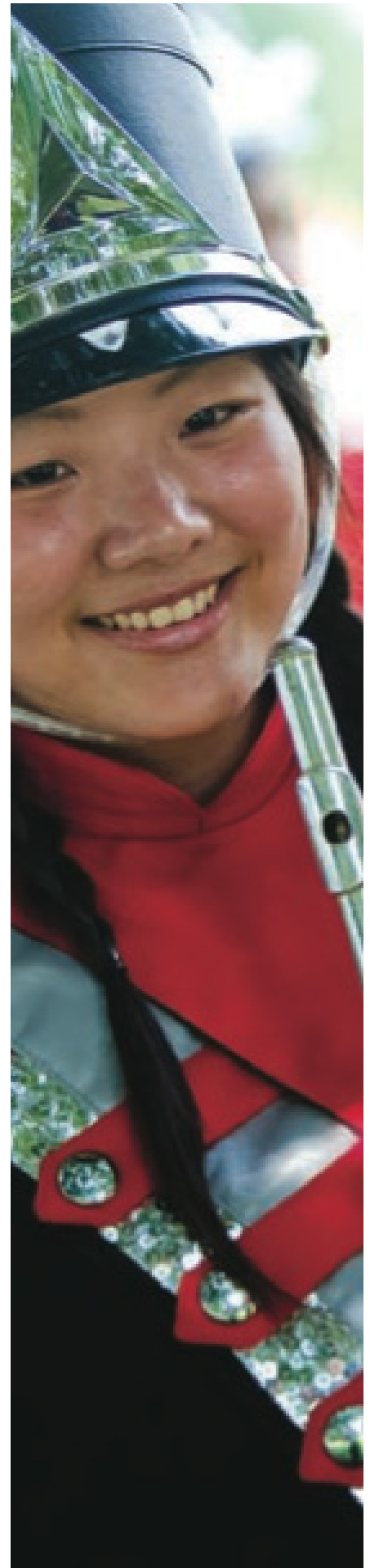
**Strategy 1:** Provide enrollment data for review in consideration of attaining established goals.

**Strategy 2:** Conduct an analysis of student enrollment each semester and make the data available to develop a student-centered schedule of classes.

**Strategy 3:** Provide data on each division/area assigned responsibility for generating student contact hours for review and decision making.

**Strategy 4:** Develop a five-year strategic enrollment management plan to be reviewed and revised as necessary. Include in the five-year strategic enrollment management plan the main campus, off-campus centers, Continuing Education, and Adult Education.

**Strategy 5:** Evaluate college performance at the end of each year to help assess strengths and weaknesses in attainment of the institutional goals in student enrollment.



# Goal 2

Promote student success.

## Focus

Promote student engagement/integration as an institutional value to help enhance student retention and student persistence.

**Key Performance Indicators:** *Persistence, Student Retention Rate, Successful Course Completion Rate, Students requiring developmental education who graduated or persisted after 3-years, Graduation Rate (after 3-years), Graduates Employed or Enrolled in a four year institution by the following fall, Transfer Rate with more than 30 SCH (after 1-year), and Transfer Rate with more than 30 SCH (after 2--years)*

**Strategy 1:** Incorporate optimum “service-oriented” strategies during registration for fall and spring semesters.

**Strategy 2:** Include student engagement/integration strategies as a major presentation component at faculty convocations.

**Strategy 3:** Plan and organize events and activities that help promote student engagement/ integration, particularly during the first six weeks of the semester.

**Strategy 4:** Engage faculty in events and activities organized to help promote student engagement/integration.

**Strategy 5:** Encourage faculty to promote student engagement/ integration strategies during instructional periods throughout the semester.

**Strategy 6:** Enhance the Student-Centered Faculty Advising Program as a “natural” connection to the college for students.

**Strategy 7:** Make student engagement/ integration a central theme in the orientation class for new students.

**Strategy 8:** Develop an assessment and report the results as to the effectiveness of student engagement/integration at the college.

**Strategy 9:** Introduce strategies to help enhance student engagement/integration at the college.

**Strategy 10:** Include the concept of student engagement/integration in the orientation of new employees and encourage their participation.

*“In the course of establishing a retention policy, institutions must not only ascertain the goals and commitments of entering students, they must also discern their own goals and commitments.”*

*Vincent Tinto*

*“... frequent contact with the faculty appears to be a particularly important element in student persistence.”*

*Vincent Tinto*

# Goal 3

Expand resources to meet the needs of a quality learning environment.

## Focus

Identify funding sources that may be used to assist Navarro College in financing the expansion and deferred maintenance needs of the district.

**Key Performance Indicators:** Foundation's contribution to the College, Number of grants received, Total dollar amount of grants received, Amount of auxiliary services revenue, and Percent of auxiliary service revenue out of total revenue

**Strategy 1:** Develop a marketing strategy in Ellis County designed to provide the college with the enhanced visibility it needs to encourage residents in Ellis County to assist in fulfilling the campus master plans for Waxahachie and Midlothian.

**Strategy 2:** Ensure that projected student enrollment and capacity issues are addressed regularly by increasing visibility in major college committees.

**Strategy 3:** Activate the Ellis County Advisory Committee with the goal of having this committee assist in preparing for a maintenance tax election in Ellis County, Waxahachie or Midlothian.

**Strategy 4:** Create an Advisory Committee in Mexia with the goal of having this committee assist in preparing for a maintenance tax in Limestone County or Mexia.

**Strategy 5:** Work with state legislative representatives to change legislation that presently prohibits the Navarro College Board of Trustees from scheduling their own election to consider a maintenance tax within the college service area.

**Strategy 6:** Consider an increase in tuition and fees and increase out-of-district fees as a means of financing the construction of new facilities at the main campus and the off-campus sites.

**Strategy 7:** Explore the use of private funding to help provide the cost or offset the cost of construction at the main campus and the off-campus sites.

**Strategy 8:** Consider the use of revenue bonds in financing construction within the college district.

**Strategy 9:** Develop a plan for deferred maintenance of facilities at the main campus and off-campus sites and include a proposed funding structure.



# Goal 4

Improve and sustain the quality of educational programs.

## Focus

Ensure that the quality of the education program district-wide is maintained and enhanced.

**Key Performance Indicators:** Retention Rate, Successful Course Completion Rate, Student Learning Outcome Rate, and Annual Licensure Rate

**Strategy 1:** Prepare a five-year Academic Master Plan. This plan will include all offerings the college district will consider for implementation during the next five-year period. Evaluate the Academic Master Plan on an annual basis and revise the document as necessary.

**Strategy 2:** Ensure that curricular offerings approved are indicative of the quality expected in courses and programs at Navarro College.

**Strategy 3:** The process of program review will evaluate courses and programs within the instruction program to determine the existing quality in the curricular offerings evaluated and make improvements as warranted.

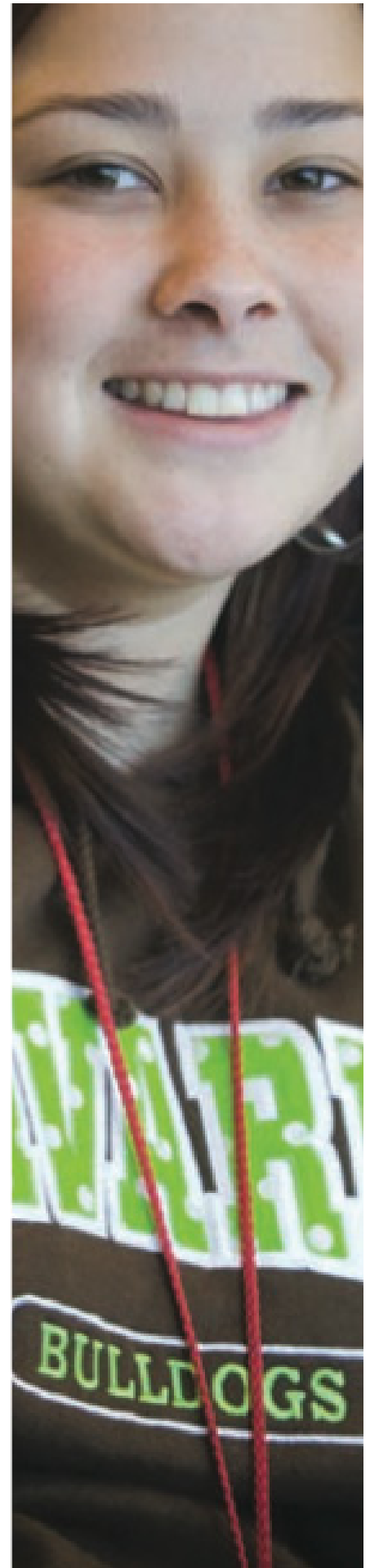
**Strategy 4:** Ensure that outcomes are developed and evaluated for each course offered by the college district.

**Strategy 5:** Promote and encourage innovation and creativity in the development of new courses and programs.

**Strategy 6:** Provide avenues for faculty professional development. The professional development opportunities will be designed to help enhance the effectiveness of faculty within the college district.

**Strategy 7:** Ensure that the appointment of faculty is consistent with the expectation for quality within the college district.

**Strategy 8:** Promote, encourage and incorporate the value of student engagement/integration into the fabric of the instruction program district-wide.



# Goal 5

Provide comprehensive staff and professional development focused on enhancing the relationship between students and the college.

## Focus

Integrate the principles of “service-oriented strategies” throughout the campuses to develop a positive and supportive relationship with students.

**Key Performance Indicators:** Professional Development Funds and Professional Development Participation

**Strategy 1:** Appoint a college-wide committee with the responsibility of identifying and integrating “service-oriented strategies” into professional development opportunities.

**Strategy 2:** Distribute and communicate the service-oriented strategies workshops developed by the committee to all campus constituents to help ensure an understanding of the expected outcome(s).

**Strategy 3:** On an annual basis, assess the progress of service orientated workshops throughout the institution to disseminate, review and follow-up action, if necessary.

**Strategy 4:** Continue to schedule workshops for district employees on service-oriented strategies.

**Strategy 5:** Coordinate and develop an orientation session on service-oriented strategies for new employees.

# Goal 6

Improve and sustain the institution's technology support and infrastructure.

## Focus

Develop a plan that will identify the short-and long-term needs in technology for the college district.

**Key Performance Indicators:** Adequate and Assessable Computer Labs, Up-to-date Equipment in Lab Facilities, and Appropriate Technology

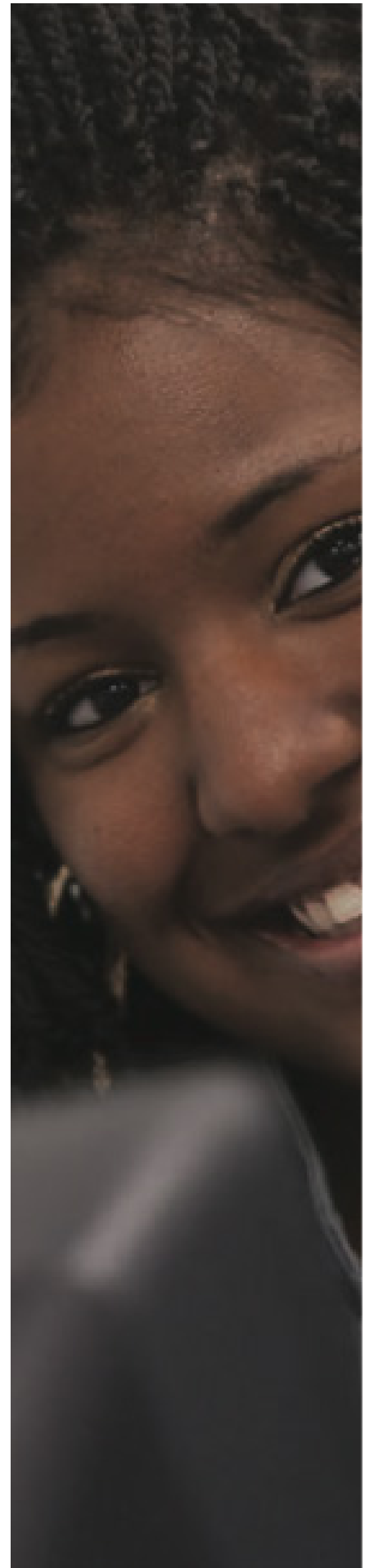
**Strategy 1:** Consult with campus constituents, on and off campus, and develop a plan for instructional technology. The plan should identify the need for instructional technology at all campus locations within the district.

**Strategy 2:** Prepare a plan outlining the needs in technology in student services.

**Strategy 3:** Prepare a plan outlining the needs in technology in finance and administration.

**Strategy 4:** All needs in technology will be collated to prioritize all technology needs and propose funding strategies.

**Strategy 5:** Plans developed for technology at the college will be annually assessed and updated each year during the five-year period.







# Goal 7

Create an eLearning campus.

## Focus

Manage the college online instruction program consistent with the institutional goals developed by the Navarro College Board of Trustees.

**Key Performance Indicators:** Student Headcount, Successful Course Completion, Grade Point Average, and Persistence Rate

**Strategy 1:** Develop a strategic plan to manage the growth of the online instruction program.

**Strategy 2:** Develop procedures to help ensure that the quality of instruction in online courses is equivalent to that of similar courses offered in the college's regular curriculum.

**Strategy 3:** Ensure the faculty employed to facilitate online courses have been provided an orientation outlining the responsibilities and expectations of them.

**Strategy 4:** On an annual basis, present results of this evaluation for review and institutional action.

# Conclusion

Navarro College has a very promising future. Every indication is the college will continue to enroll students consistent with our projected enrollments. As our student enrollment increases, facilities will be required at the main campus and at each of the off-campus locations, namely Waxahachie and Midlothian, where student enrollment is burgeoning.

The college district will face several issues over the next five years. The most salient issue the college will face is the ability to fund the construction of new facilities to

help meet the projected increase in student enrollment.

Enrollment management must continue as the college's main focus. Revenue derived from student tuition and fees in addition to state reimbursement for student contact hours will remain as the main source of funding for the college district, unless an increase in ad valorem taxes and/or a maintenance tax in selected areas of the college service area can be levied.

The college is poised for success. This strategic plan extends the pathway upon which the college has embarked over the past decade. We are a college of opportunity, and we are dedicated to serving the needs of our constituency. We accept the challenges that may come before us and we will prevail over issues we confront with the support of a dedicated Board of Trustees and the commitment of outstanding faculty and staff.

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NAVARRO COLLEGE



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