Looking Over the Horizon To Plan for the Future

TYLER JUNIOR COLLEGE
2009-10 PROCEDURAL CALENDAR
PROGRAM ASSESSMENT, PLANNING, BUDGETING, AND EVALUATION SYSTEM

AREAS:

Academic Affairs
Advancement and External Affairs
Business Affairs
Institutional Effectiveness, Planning and Research
Student Affairs

PROCEDURAL CALENDAR FOR 2009-10 PROGRAM ASSESSMENT, PLANNING, BUDGETING, AND EVALUATION SYSTEM

The College assessment, planning, budgeting, and evaluation cycle is a continuous process which corresponds to the budget year, September 1- August 31. The three main products of the process are the College Strategic Plan, the College budget and the College Assessment Plan. During the 2009-10 cycle, the Strategic Plan developed includes operational plans for each administrative unit, academic department, and College division for the 2009-10 year as well as plans for 2010-11. The 2010-11 plans will be the basis for developing the 2010-11 budgets. Each year these plans are revised and updated so that at any given time there is a one-year and two-year plan to guide decisions and give direction to the College and its various components. Plans are based upon ideal conditions and are always subject to modification to reflect changes in conditions and opportunities.

ACTIVITY	RESPONSIBILITY	APPROVAL	TARGET DATE
DISTRIBUTE APPROVED 2009-10 BUDGET Budget will be distributed to departments	Chief Financial Officer	President	September 1, 2009
UPDATE REPORTS AND IMPLEMENTATION OF ANNUAL ASSESSMENT PLAN Units/departments will review 2008-09 effectiveness plans and file reports (AAR) on-line	AAR author	IEPR	September 1, 2009
Assessment Committee year-end Report due	Assessment Committee	IEPR	September 1, 2009
Units/departments will implement effectiveness plans (AAP) for 2009-10	AAP Author	IEPR	September 15, 2009

ACADEMIC PROGRAM REVIEW ORIENTATION Program Review Committee will give orientation to unit/department heads whose units are to be evaluated 2009-10. [This year the academic orientation will be in September. Normally it will occur in February.]	Program Review Committee	IEPR/Provost	September 18, 2009
PLANNING RETREAT I The Procedural Calendar for 2009-10 system is reviewed and modified. Review mission statement, goals and objectives Propose 09-10 Strategic Plan with appropriate modifications and owners Assign initiatives with appropriate owners, time-line, who measures and how implemented Update policies and procedures needed for SACS Compliance Certification document Review Assessment Committee Year-End Report	Executive Cabinet "in retreat"	President	September 22, 2009

IMPLEMENTATION OF STRATEGIC PLAN 2009-10			
The 2009-10 College Strategic Plan will be implemented by all divisions	Office of Institutional Effectiveness, Planning, and Research (IEPR)	President	October 1, 2009
Units/departments will implement annual assessment plans 2009-10	Deans, directors, and department heads	Executive Cabinet members	October 1, 2009
ADMINISTRATIVE PROGRAM REVIEW ORIENTATION			
IEPR will give orientation to areas whose units are to be evaluated 2009-10	IEPR	Executive Cabinet	October 1, 2009
PROGRAM REVIEWS			
Academic 2009-10 Program Reviews due to the respective Dean	Department Chairs	Dean	November 1, 2009
Administrative 2009-10 Program Reviews due to the respective Vice-President/Provost	Unit Directors	Provost/Vice-President	November 1, 2009
ANNUAL STRATEGIC PLAN REPORT	Executive Cabinet members	President	November 2, 2009
Executive Cabinet members will prepare a report on each area of the Strategic Plan 08-09			
Final review of annual report	Executive Cabinet members	President	November 10, 2009
Presentation to the Board of Trustees	President	Board	November 19, 2009

PREPARATION OF 2010-11 UNIT/DEPARTMENT PLANS Each unit /department will prepare a plan for 2010-11 using the TracDat forms. All plans have broad-based involvement of faculty/staff members in the unit or department.	Deans, directors and department heads	Executive Cabinet members schedule meetings with directors and department heads to discuss plans submitted.	November 20, 2009
REVIEW OF ANNUAL ASSESSMENT REPORTS Annual Academic Assessment Report due	Assessment Committee	IEPR	December 1, 2009
PREPARATION OF 2010-11 DIVISION PLANS Based upon discussions with unit/department heads, the division plan will be prepared and entered online.	Executive Cabinet member	IEPR/President	December 18, 2009
REVIEW/REVISION OF PROPOSED PLANS/BUDGET ORIENTATION Each Executive Cabinet member will meet with the President individually to discuss the division plan. Divisional Strategic Plans may be adjusted following this discussion. These plans will be used in preparation of the 2010-11 proposed budget.	Executive Cabinet members	President	January 8, 2010

BUDGET WORKSHOP A workshop will be conducted for unit/department heads on budget preparation	Business Services	President	January 12, 2010
PROGRAM REVIEWS All 2009-10 Program Reviews due to the Executive Cabinet	Executive Cabinet Members	President	January 19, 2010
PLANNING RETREAT II Review Compliance Certification Document Review QEP Review Master Plan Review Division Plans Review Program Reviews The Director of Business Services will conduct an orientation session for Executive Cabinet members. This orientation will include a proposed budget request format, guidelines, projected revenues, etc.	Executive Cabinet "in retreat"		January 26, 2010
ACADEMIC PROGRAM REVIEW ORIENTATION Program Review Committee will give Orientation to department chairs whose units are to be evaluated 2010-11	Program Review Committee	IEPR	February 15, 2010

SACS COMPLIANCE CERTIFICATION DUE Final approval by Leadership Team, President and SACS Liaison Due to SACS	Leadership Team President	President SACS	March 2, 2010 March 16, 2010
PREPARATION OF UNIT/DEPARTMENT/SCHOOL/ DIVISON PROPOSED BUDGET FOR 2010-2011 The units/departments will prepare proposed line item budgets based on their plans for 2010-11	Deans, Directors and Department heads	Submit to Executive Cabinet member, Chief Financial Officer	March 5, 2010
PREPARATION OF PRELIMINARY BUDGET FOR 2010-11 The Executive Cabinet will meet as a group to discuss proposed budgets submitted by units, departments, schools, divisions to ensure that the proposed budgets are based upon 2010-11 divisional plans (i.e. the division level plans from the strategic plan)	Executive Cabinet Members	The preliminary budgets will be submitted to the Chief Financial Officer for compilation into preliminary College 2010-11 budget	March 30, 2010

FEEDBACK ON BUDGET PROPOSALS Each Vice President will have met with unit heads to discuss proposed budget requests in light of review with the Chief Financial Officer and alignment with respective 2010-11 divisional plans. Any adjustments will be due to the Chief Financial Officer.	Executive Cabinet Members	President	April 16, 2010
FIRST 2010-11 COLLEGE OPERATING BUDGET DRAFT Proposed tuition, fees, room & board charges for 2010-11 finalized for budget draft	Executive Cabinet Members	President	April 13, 2010
The Chief Financial Officer will prepare the first draft of the preliminary 2010-11 College Operating Budget.	Director, Business Services	Submit to President	April 23, 2010
PERFORMANCE EVALUATIONS Faculty Evaluations	Dean/Department Chair	Dean	April (November),2010
Department Chair Evaluations	Dean	Provost	April, 2010
Dean Evaluations	Provost	President	April, 2010
Executive Cabinet Evaluations include results of Faculty/Staff evaluations of administration	President	President	May, 2010
Administrative/ Professional Staff Evaluations include results of Faculty/Staff, and student evaluations of services	Executive Cabinet Members	President	May, 2010
Classified Staff Evaluations	Administrative/ Professional Staff	Executive Cabinet Members	June, 2010

CABINET ANALYSIS OF PRELIMINARY BUDGET AND DISTRIBUTION The Executive Cabinet will analyze preliminary 2010-11 College Operating Budget. After discussion by the Executive Cabinet the preliminary 2010-2011 budget will be distributed to units/departments by each Vice President.	Executive Cabinet members	Chief Financial Officer	May 4, 2010
BUDGET FEEDBACK MEETINGS Each Executive Cabinet member will meet with unit heads individually to discuss preliminary budgets	Executive Cabinet Members	Chief Financial Officer	May 7, 2010
SEMI-ANNUAL STRATEGIC PLAN REPORT Executive Cabinet members will prepare a report on each area of the 2009-10 Strategic Plan	Executive Cabinet members	President	May 7, 2010
Final Review of Semi-annual report	Executive Cabinet members	President	May 11, 2010
Update to Board of Trustees	President	Board of Trustees	May 27, 2010
UNIT/DEPARTMENT/SCHOOL/DIVISON WORKSHOPS Unit/department head will meet with their respective faculty/staff to discuss preliminary budgets	Deans and Directors	Deans, Directors and division heads submit revised preliminary	May 14, 2010

		budgets to respective Executive Cabinet members; Executive Cabinet members submit revised unit/department/ school/ division preliminary budget to President	
SACS OFF SITE REVIEW Compliance Certification document reviewed by SACS off-site committee	SACS	SACS	May 12-15, 2010
FINDINGS FROM BUDGET FEEDBACK MEETINGS The Executive Cabinet members will discuss any budget findings or suggestions from their respective areas. Actions regarding findings will be discussed.	Executive Cabinet	Executive Cabinet	May 25, 2010
BUDGET WORK SESSION WITH TRUSTEES OR SPECIAL WORKSHOP The Chief Financial Officer and President will work with the Board of Trustees on the preliminary 2010-2011 College Operating Budget.	Chief Financial Officer	President/Board of Trustees	July 29, 2010

GENERAL EDUCATION COMMITTEE REPORT General Education report due	General Education Committee	IEPR	July 1, 2010
PLANNING RETREAT III Final review of the preliminary 2010-2011 College Operating Budget Review of policies and procedures Review of proposed 2010-11 Procedural calendar and critique of annual planning process	Executive Cabinet "in retreat"	President	July 27, 2010
SCHEDULED JULY BOARD MEETING Distribution to Trustees preliminary 2010-2011 College Operating Budget.	President	Board of Trustees	July 29, 2010
SACS Focused report due QEP due	Executive Cabinet Members QEP committee	President Leadership Team	July 30, 2010 July 30, 2010
FINAL DRAFT OF PROPOSED BUDGET The Chief Financial Officer and President will prepare the final draft of the proposed budget for distribution to Trustees	Chief Financial Officer and President	Board of Trustees	August 13, 2010

ASSESSMENT AND PLANNING ORIENTATION WORKSHOP IEPR will conduct workshops for all individuals (units/departments/divisions heads, directors, vice presidents) who will be responsible for 2010-11 plans	IEPR	President	August 17, 2010
BOARD OF TRUSTEES MEETING Approval of the 2010-11 College Operating Budget	Chief Financial Officer	Board of Trustees	August 26, 2010

ACADEMIC AFFAIRS ASSIGNMENT TRACKING

ACTIVITY	OWNER	SUBMIT TO	TARGET COMPLETION DATE	COMPLETED
FY2013 Budget Online in Banner	Chief Financial Officer	Budget Directors	September 1, 2012	X
SENSE to be Administered	Faculty	IEPR	September-October, 2012	X
2011-12 Annual Assessment Reports	AAR Author	IEPR	September 3, 2012	Lack 4
Course Proposal for Core Curriculum	Faculty	Department Chair	September 4, 2012	X
Course Proposal for Core Curriculum	Department Chair	Dean	September 17, 2012	X
2012-13 Annual Assessment Plans	AAP Author	IEPR	September 17, 2012	Lack 6
2012-13 College Program Reviews	Department Chairs	Deans	September 17, 2012	X
Update 2012-2013 Actions/Strategies	Deans	IEPR	September 17, 2012	X
Course Proposal for Core Curriculum	Dean	General Education Task Force (Cheryl)	October 1, 2012	X
SIR II, SIS	Deans	IEPR	October 1 - December 5, 2012	X
AtD Visit	AtD Facilitators	Steering Committee	October 3-5, 2012	X
Faculty Rosters	Deans	IEPR (Shanna Hart)	October 5, 2012	X
Spring Syllabi (Update Spring Syllabus information on the website)	Faculty	Deans	October 15, 2012	X
Professional Development Day	Faculty, Staff	Human Resources	October 19, 2012	X
College-Wide Assessment of Services	Faculty, Staff	IEPR	November 5 - November 30, 2012	X

ACADEMIC AFFAIRS ASSIGNMENT TRACKING

ACTIVITY	OWNER	SUBMIT TO	TARGET COMPLETION DATE	COMPLETED
Administrative Departmental Reviews (Writing Center)	Department Chairs	Provost	November 2, 2012	X
Individual Syllabi Updates (SLOs)	Department Chairs	IEPR (Molly)	November 16, 2012	X
Annual Assessment Report	IEPR (Molly)	Academic Affairs	November 28, 2012	X
Fact Book	Deans, Department Chairs	IEPR	December 1, 2012	X
College Program Review Orientation	College Program Review Committee	IEPR	February, 2013	
Budget Manual, Training Session Schedule, Request Form	Chief Financial Officer	Budget Managers	February 1, 2013	
Achieving the Dream Institute	AtD Core Team	Provost	February 5-8, 2013	
SIR/SIS Faculty Evaluations	Faculty	IEPR	February 6-May 2, 2013	
Academic Affairs Retreat	Academic Affairs Council	Provost	February 13, 2013	
Budget Training Sessions	Chief Financial Officer	Department Chairs	February 15-29, 2013	
Professional Development Day	Faculty, Staff	Human Resources	February 22, 2013	
Faculty Rosters	Dean	IEPR	March 1, 2013	
Input Budget into Banner	Department Chairs	Dean	March 4-April 5, 2013	
Maymester and Summer Syllabus	Faculty	Dean	March 15, 2013	

2011-2014 STRATEGIC PLAN PROCESS

Priority: The Executive Cabinet decided that this year's priority is **MEASURES OF STUDENT SUCCESS**. Strategic Plan initiatives and actions should reflect, to the extent possible, activities that would enhance and support student success. These could include proposed THECB momentum points and Closing the Gaps indicators; Graduation, Transfer, and Licensing rates; Achieving the Dream initiatives; Quality Enhancement Plan initiatives; Student Satisfaction; Funding; Marketing; support for student learning; course or program revisions; etc.

Assignments:
1. The Provost and each Vice President will be assigned to coordinate one goal
2. Each division (plus HR, Facilities & Construction, & IEPR) will select no more than three objectives
3. Each division will design no more than three initiatives or projects per objective selected
4. Each initiative will be broken down into measurable actions or strategies which may enlist the aid of other areas (other departments or divisions) of the College
5. Each initiative will be assigned an owner responsible to the goal coordinator
6. Once initiatives are set, key performance indicators will be determined
7. Departments may select any action(s) or strategy(s) from any initiative to be incorporated as an outcome in their Annual Assessment Plan (TracDat)

Deadline:
August 5, 2011

Announcement to Faculty/Staff:
August 15, 2011 (Convocation)

TJC
INITIATIVE PLANNING TEMPLATE

GOAL:		
OBJECTIVE:		
INITIATIVE/PROJECT:		
ACTION/STRATEGY:		
GOAL COORDINATOR:		
INITIATIVE OWNER:		
BUDGET IMPLICATION:		

TJC
2011-2014 STRATEGIC PLAN
INITIATIVES

GOAL:	1	Build Pathways to Student Success
OBJECTIVE:	1.1	Effective and Innovative Instructional Strategies
INITIATIVE/PROJECT:	1.1.1	Redesign Developmental Math Curriculum (ATD Priority 1a)
ACTION/STRATEGY:		a. Alternative instructional design methods (Modularization, Mastery Learning, etc.) b. Math diagnostic testing for placement into modules
GOAL COORDINATOR:		Butch Hayes
INITIATIVE OWNER:		Billie Anderson, Lisa Harper
BUDGET IMPLICATION:		Faculty Professional Development and Support Personnel

Strategic Plan Timeline
Goal Report

Priority: The Executive Cabinet decided that this year's priority is **MEASURES OF STUDENT SUCCESS**. Strategic Plan initiatives and actions should reflect, to the extent possible, activities that would enhance and support student success. These could include proposed THECB momentum points and Closing the Gaps indicators; Graduation, Transfer, and Licensing rates; Achieving the Dream initiatives; Quality Enhancement Plan initiatives; Student Satisfaction; Funding; etc.

Assignments and Procedures:
1. Share the complete Strategic Plan (goals, objectives, initiatives, and actions/strategies) with your departments. Departments **MAY** select **ANY** action(s) or strategy (s) from **ANY** initiative to be incorporated as an outcome in the Annual Assessment Plan.
2. Complete the first three sections for the Strategic Plan Timeline for each initiative.
3. Determine Key Performance Indicators (quotas, percentages, etc.) if applicable for section 4.
4. Complete begin date if known.
5. **REMEMBER:** not everything has to be done or even completed this year. It is a 3 year plan.
6. Strategic Plan Timelines will be compiled by Goal by IEPR and distributed to each Goal Coordinator.
7. Initiative Owners and Goal Coordinators (if needed) will contact Action/Strategy owners periodically to check on progress.
8. Update Strategic Plan Timeline for Semi-Annual Report.
9. Complete Semi Annual Strategic Plan Goal Report.

Deadlines:

WHEN	WHAT	FROM WHOM	TO WHOM
September 30, 2011	Strategic Plan Timeline for each Initiative	Initiative Owners	IEPR
October 14, 2011	Initiative Timelines Compiled by Goal	IEPR	Goal Coordinator Budget Manager
April 16, 2012	Update Strategic Plan Timeline	Initiative Owners	Goal Coordinator
May 7, 2012	Complete Semi-Annual Goal Report	Goal Coordinator	IEPR
May 15, 2012	Semi-Annual SP Report by Goal	IEPR	Executive Cabinet

Tyler Junior College
2011-2014 Strategic Plan Timeline

GOAL

OBJECTIVE

INITIATIVE

Action/ Strategy	Owners	Description (if needed)	Key Performance Indicators (if applicable)	Begin Date	Completion Date/Status

Tyler Junior College
2011-2014 Strategic Plan Timeline

GOAL 3:   Enhance College Operating Effectiveness

OBJECTIVE 3.3:   Internal Communication

INITIATIVE 3.3.1:   Improve College-wide Communication and Awareness by
                       Implementing an Internal Communication Plan

Action/ Strategy	Owners	Description (if needed)	Key Performance Indicators (if applicable)	Begin Date	Completion Date/Status
A new landing page for faculty, staff and lab computers	Larry Ryan Fred	TJC faculty, staff and lab computers will have a default browser home page other than the main website. The page will provide a log-in link and log-in instructions for Apache Access. It will also have an Important Notices section with LCMS content submission rights to the marketing office for the posting of important announcements. They will populate at the top and as many as 8 announcement titles will display at any one time. These titles will link to separate web pages.		9/1/11	
Create a "need-to-know" email address account	Larry Sarah	A new administrative "need-to-know" email address will be created with executive membership so that "everyone" emails can be distributed		7/1/11	

		on important topics.			
Create an "important notices" channel in Apache Access	Fred Ryan	A new Important Notices channel will be created and positioned as a locked-down channel in the front and center of the Work Life tab in Apache Access. This channel will carry the same Important Announcements that are displayed on the new Splash page and that are sent via email.		7/1/11	
Implement a hidden Facebook group	Kim Fred Elise	A hidden Facebook group now being piloted for communication within the Web Advisory Committee will be rolled out to all TJC faculty and staff who have personal Facebook pages and wish to be a member. This group will allow people to ask questions of administration and receive answers without the questions or answers being viewable by their friends.		7/1/11	
Conduct monthly president's forums	Dr. Metke	Dr. Metke will conduct an in-person open forum with faculty and staff and employees will have the opportunity to ask questions in an open-mic format. To limit the length of these forums, employees with questions will be asked to submit their forum questions to Dr. Metke in advance.		10/15/11	
Distribute president's forums minutes	Ellen	Minutes from each President's Forum will be sent via the new "need-to-know" email account and			

		posted as a link from the new Splash page and the new Important Announcements channel in Apache Access.			

Tyler Junior College
2011-2014 Strategic Plan Timeline
Goal 1

GOAL 1:   **Build Pathways to Student Success**

OBJECTIVE 1.1:   **Effective and Innovative Instructional Strategies**

INITIATIVE 1.1.1:   **Redesign Developmental Math Curriculum (ATD Priority 1a)**

Action/ Strategy	Owners	Description (if needed)	Key Performance Indicators (if applicable)	Begin Date	Completion Date/Status
Alternative instructional design methods (Modularization, Mastery Learning, etc.	Lisa Billie	DMTH 0301 and DMTH 0302 curriculum will be offered in a series of 5 self-paced computer modules supplemented with individualized instruction. Mastery levels must be met in order to progress through the modules	Improve developmental math success rates by 2% per year Increase % of students transitioning to college level math by 2% per year	Fall 2011	First Results= 46.4% success rate for DMTH 0301/0302 First Results= 4.1% transition rate DMTH 0302 to MATH 1332
Math diagnostic testing for placement into modules	Lisa Billie	Students will take a diagnostic pre-test at the beginning of each module. The pre-test will determine which objectives the learner must complete within that module prior to post-testing	Improve developmental math success rates by 2% per year. Increase % of students transitioning to college level math by 2% per year	Fall 2011	First Results= 46.4% success rate for DMTH 0301/0302 First Results= 4.1% transition rate DMTH 0302 to MATH 1332

GOAL 1:   **Build Pathways to Student Success**

OBJECTIVE 1.1:   **Effective and Innovative Instructional Strategies**

INITIATIVE 1.1.2:   **Improve Developmental Math Success (ATD Priority 1b)**

Action/ Strategy	Owners	Description (if needed)	Key Performance Indicators (if applicable)	Begin Date	Completion Date/Status
Early Alert	Lisa Jaquitta	Set guidelines will be established and used for when and how to submit a student to Early Alert. On line submission form will be used by professors to report a student to Early Alert. Guideline for initial contact with student timeline established. Student contact email templates will be established. Steps of contact will be reported back to professor	Improve persistence and success rate by 2% each year in DMTH 0301	Fall 2011	First Results = 65.9% for transition from DMTH 0301 (fall 2011) to DMTH 0302 (spring 2012)
Midterm Grade Reports	Lisa Jaquitta	Professors will submit midterm grades via email to Retention Services Coordinator who will contact students with mid-term grade of D or F. Contact will request the student to set two meetings, one with the professor and one with the coordinator. Students will be asked to either create a success plan or take part in PLATO Web Accuplacer test prep modules to retest	Improve persistence and success rate by 2% each year in DMTH 0301	Fall 2011	First Results = 65.9% for transition from DMTH 0301 (fall 2011) to DMTH 0302 (spring 2012)