2020 VISION

COLLIN COLLEGE

Collin Higher Education Center
Central Park
Preston Ridge
Spring Creek
Courtyard Center
Allen
Rockwall
Distance Learning

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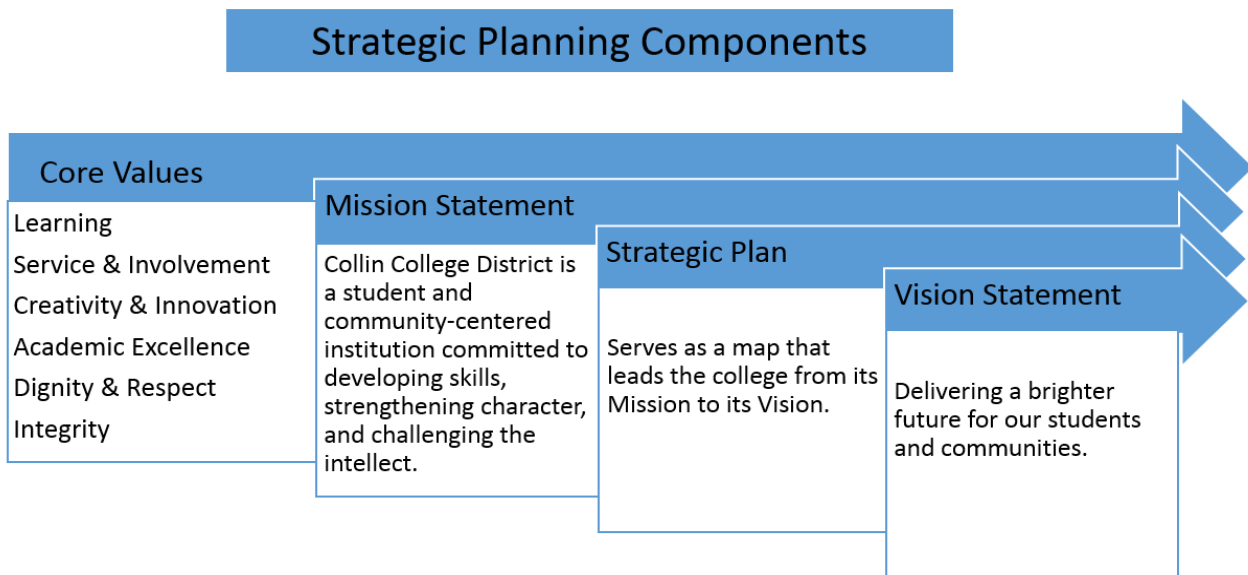# List of Figures

Introduction

For over three decades Collin College has set the standard by providing Collin County communities in north Texas with among the most affordable, quality higher education opportunities in the state. Founded in 1985, the college has grown rapidly to accommodate expanding educational needs in the region. What started in the 1985-1986 academic year with approximately 5,000 students has flourished and currently serves 53,000 credit and continuing education students every year.

Beginning in 2015, the college community embarked on a strategic planning process to identify college and community focus areas for the next four years. Faculty, staff and administrators participated in working sessions to generate ideas and formulate overarching strategic priorities for the college.

As part of the process, participants examined Collin College's foundational documents including: Core Values; Philosophy and Purpose Statements, and Mission Statement. Next a series of activities were undertaken to gather stakeholder input and insights. Three major activities addressed the following topics:

- *Scanning the Horizon* (identifying community needs and areas for further improvement);
- *Elevating Student Success* (strategizing about how best to increase persistence and completion); and
- *Generating Significant Opportunities and Pathways* (identifying concrete ideas about where best to invest future college funds).

Simultaneously, representatives from the college community collaborated to develop a forward-focused Vision Statement to complement the college's other foundational documents. The graphic below illustrates how Collin College's underlying values, mission, strategic plan and vision are inter-related and contribute to the organization's preferred future – **"Delivering a brighter future for our students and communities."**

Strategic Planning Components

Core Values

Learning
Service & Involvement
Creativity & Innovation
Academic Excellence
Dignity & Respect
Integrity

Mission Statement

Collin College District is a student and community-centered institution committed to developing skills, strengthening character, and challenging the intellect.

Strategic Plan

Serves as a map that leads the college from its Mission to its Vision.

Vision Statement

Delivering a brighter future for our students and communities.

Vision 2020 Strategic Priorities

With broad input from the Collin College community, the College identified priority areas for the institution's strategic plan – Vision 2020. Following are the seven strategic priorities that will guide the college's path forward for the next four years. Overlaps with the priorities identified in Collin College's Master Plan (p. 18) are reflected in **blue text**. Accompanying key performance indicators (KPIs) provide specific milestones and benchmarks to gauge progress against as we move ahead.

Priority 1. Finalize and Execute a Comprehensive Plan that Facilitates the Safety of Students, Faculty and Staff at Collin College. Based on student feedback and campus crime statistics, Collin College campuses are already safe and secure and College officials are committed to continuously improving in these areas. Key Performance Indicator (KPI): Progress on federal Student-Right-to-Know campus crime reporting. Progress on Student Satisfaction Inventory Campus Climate survey responses.

Priority 2. Increase Outreach and Create Streamlined Pathways from High School. Key Performance Indicator (KPI): Students participating in college level coursework while still in high school will increase by ~~25~~ 33 percent at Collin College. Collin College will serve over ~~4,700~~ 6,100 students in dual credit by the end of Fall 2020.

Priority 3. Emphasize Student Achievement and Streamline Pathways to Four Year College and Universities. KPI: Collin College will increase the number of transfers and graduates from 21,860 to 23,000 by 2020. Duplicated upper division enrollments at the Collin Higher Education Center will increase to 3,821 by 2020.

Priority 4. Expand Career and Technical Programs and Training Offerings in Alignment with current and future Regional Labor Market Demand and Become the Customized Training Provider of Choice for Additional Employers. KPI: The number of students served in career and technical courses and programs at Collin College will increase 25 percent from the record latest performance of 24,523 to 30,654. KPI: More than double the number of companies served through customized corporate training by 2020.

Priority 5. Promote Innovation and Diversify Revenue Streams. KPI: Double the external resources awarded to Collin College through new grants to $6.6 million by 2020.

Priority 6. Create an Increasingly Welcoming Environment for Students, Community Members, Faculty and Staff. KPI: Progress on relevant Student Satisfaction Inventory Campus Climate related survey responses.

Priority 7. Expand the Physical Footprint of Collin College to Meet Emerging Programmatic Needs; Improve Facilities as Necessary, and Implement the Maintenance Plan to Elevate Services to Our Students. KPI: To address key programmatic needs, add at least 550,000 square feet of space to Collin College facilities.

Additional information about each priority including the measure, baseline, historical data, path forward and data sources appear in the following paragraphs.

1 Finalize and execute a comprehensive plan that facilitates the safety of students, faculty and staff at Collin College.

Key Performance Indicator (KPI): Progress on federal Student-Right-to-Know campus crime reporting. Progress on appropriate Student Satisfaction Campus Climate survey responses.

Providing students, faculty and staff with a safe and secure environment remains a foundational component of what we do. Campus security officers and surveillance are provided in an effort to protect individuals using campus facilities and computer networks. To advance this priority Collin College will undertake four broad initiatives.

1. The college community will develop and communicate a plan for the implementation of SB 11, Concealed Campus Carry.
2. An integrated safety umbrella of access control, communications, and monitoring systems will be created.
3. The campus community will work on and advance a staffed Emergency Management Plan that includes all hazards, Incident Command System/ National Incident Management System training, tabletop and training exercises, and is housed in an appropriate emergency operations center.
4. College officials will cultivate a comprehensive crime prevention program that includes compliance with the Violence Against Women Act, personal safety/ awareness, self-defense training, and threat assessment. Campus crime statistics will be monitored and strategies developed to minimize crime on the campuses.

Measures: Multiple measures will be used to monitor progress including periodic administration of Student Satisfaction Surveys on Campus Security and monitoring federal Clery Act reporting on campus crime statistics.

Figure 1. The Campus is Safe and Secure for All Students

The Campus is Safe and Secure for All Students

Year	Collin College	National Average
2008	5.56	5.50
2010	5.71	5.55
2012	6.07	5.59
2014	6.14	5.75
2016	6.05	5.79

Scale: 1=Not Satisfied at All   7=Very Satisfied
Source: Ruffalo Noel-Levitz Collin College Student Satisfaction Inventories

■ Collin College ■ National Average
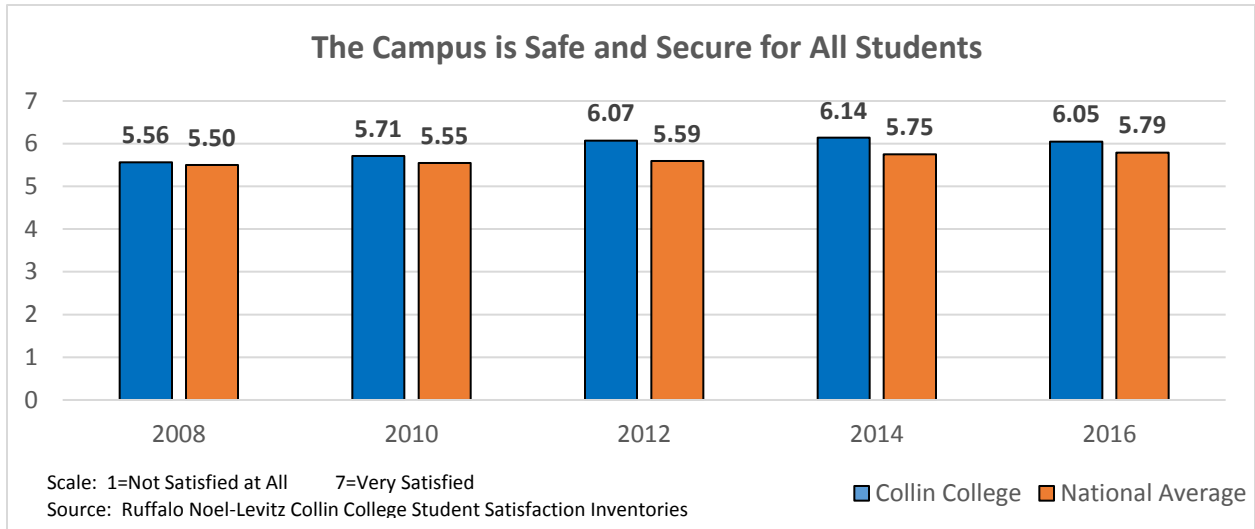
Figure 2. Collin College All Campuses Combined On-Campus Crime

Collin College All Campuses Combined On-Campus Crime

Year	Total On-Campus Crime
2012	9
2013	9
2014	6

Scale: Number of On Campus Crimes Reported. Source: Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, 20 U.S.C. § 1092(f) (Clery Act).
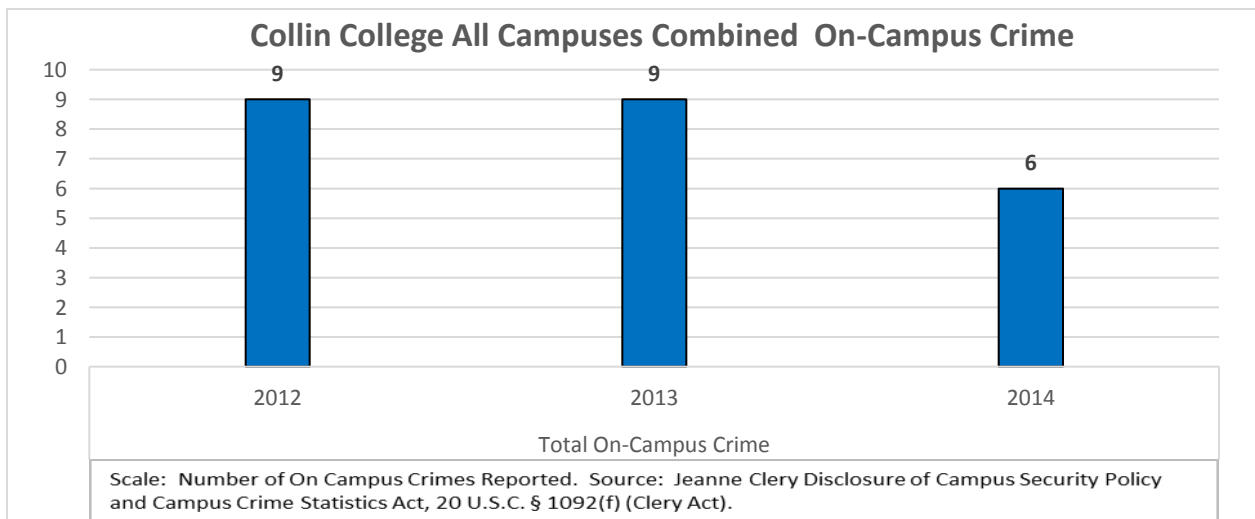
2 Increase Outreach & Create Streamlined Pathways from High School.

KPI: Students participating in college level coursework at Collin College while still in high school will increase by ~~25~~ 33 percent. Collin will serve over ~~4,700~~ 6,100 students in dual credit by the end of Fall 2020.
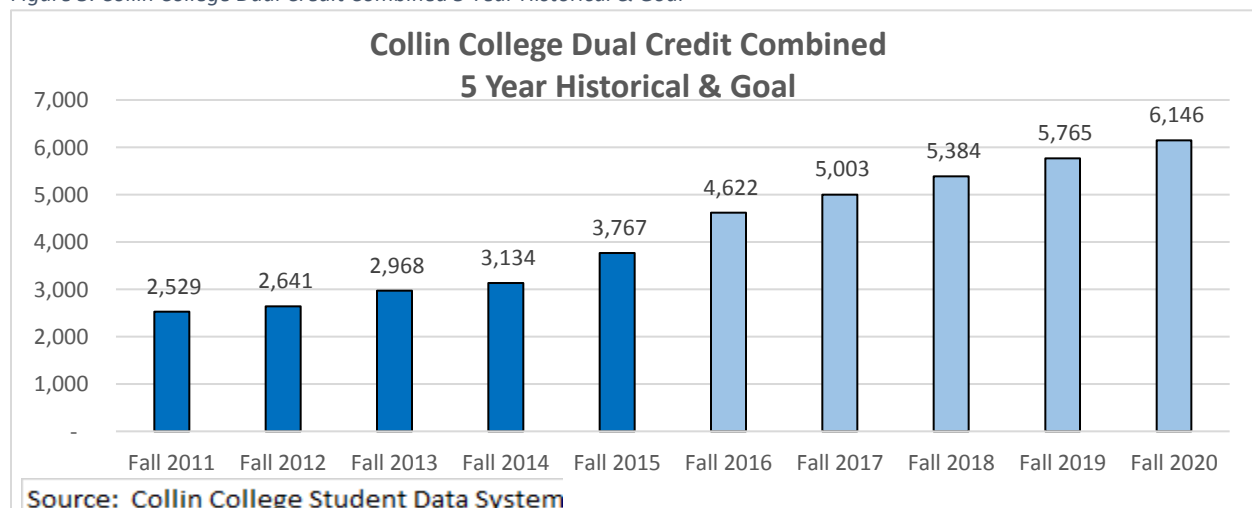
Dual credit coursework provides well prepared high school students with the opportunity to earn college level credits while they are still enrolled in high school. College level general education courses taken through dual credit accelerate college completion and save students and families a significant amount of money. Students in area high schools pay low in-district rates to participate in college coursework through Collin College. Tuition and fees are only about $126 for a typical three credit hour course for Collin College district residents.

General education courses taken through dual credit meet degree requirements at Collin College, as well as, Texas universities and nearly all higher education institutions across the country. Technical dual credit courses prepare students with the knowledge and skills necessary to obtain an industry-recognized certificate or credential. Collin College is committed to helping additional high school students accelerate their progress to a college degree and a higher wage job and plans to offer 30 credit hours of coursework at all high school locations by Fall 2020.

Measure: Number of dual credit students enrolled in the Fall semester. Baseline: Fall 2016 dual credit enrollments. Source: Collin College student data system.

There is a 2,379 student gap between the latest performance and the Fall 2020 goal. Hence, to remain on track, about 476 additional students will need to enroll in dual credit coursework every year for the next five years. On this goal and for all the other goals, the elevated base will need to be maintained at each step in the process. (e.g., In this case, the Fall 2017 goal builds off the elevated Fall 2016 base.)

Figure 3. Collin College Dual Credit Combined 5 Year Historical & Goal

Collin College Dual Credit Combined 5 Year Historical & Goal

Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
2,529	2,641	2,968	3,134	3,767	4,622	5,003	5,384	5,765	6,146

Source: Collin College Student Data System

3 Emphasize Student Achievement and Streamline Pathways to Four-Year Colleges and Universities.

<u>KPI</u>: Collin College will increase the number of transfers and graduates from 21,860 to 23,000 by 2020. Duplicated upper division enrollments at the Collin Higher Education Center will increase to 3,821 by 2020.

Collin College delivers programs and services to help individuals achieve their goals. Increasing the number of students completing certificates and degrees will contribute to advancing Texas' **60x30TX** completion goal. Collin College helps north Texas achieve a competitive advantage in the marketplace and contributes to the national completion agenda to keep the American economy vibrant. Helping students advance in their educational program through transfer is another important contribution that Collin College makes to student success. Students who start at Collin College can build a solid foundation and follow their dreams wherever they take them.

Student Achievement. The 2015 base to 2019 performance gap is 1,140. About 72.4 percent of the combined completion and transfer accomplishment is attributable to transfers. Hence, approximately 824 additional transfers will be needed by 2020 or about 206 per year. The remaining 27.6 percent of this student achievement progress is tied to graduates. Reaching the 23,000 graduate and transfer goal will require 316 additional graduates over four years or about 79 more each year.

Measure: Transfer Component – The number of Collin College students enrolled in one academic year who do not re-enroll the immediately following academic year (exiting cohort) who transferred to a 4 year college or university. Baseline: A total of 15,831 students who attended Collin College in 2014 transferred to a four year college or university during 2015. Source: Collin College student data system and the National Student Clearinghouse Student Tracker.

Figure 4. Collin College Program Completion and Transfers 3 Years of Historical Data & Goal
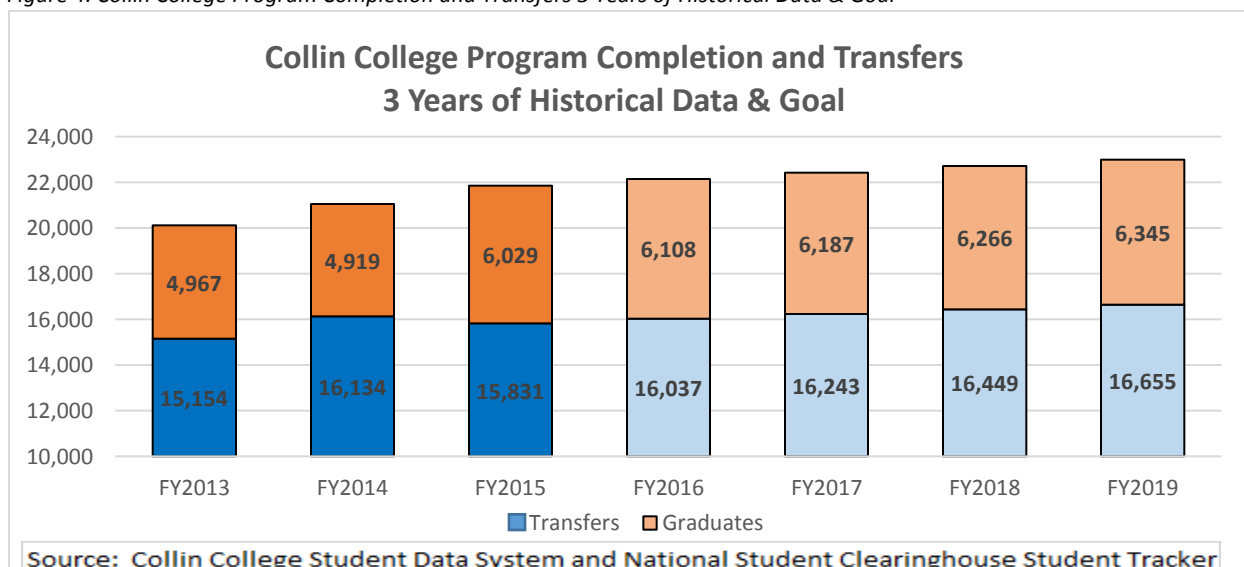
Measure: Graduate Component – Annual number of all types and all levels of earned degrees and certificates at Collin College (e.g., AA, AS, AAS, AAT, Certificate, Occupational Skills Certificate Awards, Field of Study Completers, General Education Core Completers, etc.). A duplicate count is used in the measure – some students earn multiple certificates and degrees in a single year and all their accomplishments are recognized. Baseline: FY 2015 graduates. Source: Collin College student data system.

Streamline University Pathways. Collin College engages university partners to help meet the diverse educational needs of adults in the service region. Residents of Collin County and the surrounding area includes many working adults seeking baccalaureate and graduate degrees to position themselves for promotion with their current employers or to pursue employment elsewhere in the region. Current university partners at the Collin Higher Education Center (CHEC) include: Texas A&M University-Commerce, Texas Woman's University, Texas Tech University, University of North Texas, and The University of Texas at Dallas. Courses leading to baccalaureate, master's, and doctoral degrees are offered by university partners at CHEC, which is conveniently located in McKinney near the northeast corner of State Highway 121 and Highway 75-Central Expressway. In collaboration with university partners, the college aims to serve an additional 500 students at the Collin Higher Education Center by 2020.

Measure: Duplicated Upper Division Enrollment at the Collin Higher Education Center. Source: Collin Higher Education Center enrollment data.

Figure 5. Collin Higher Education Center Duplicated Upper Division Enrollment
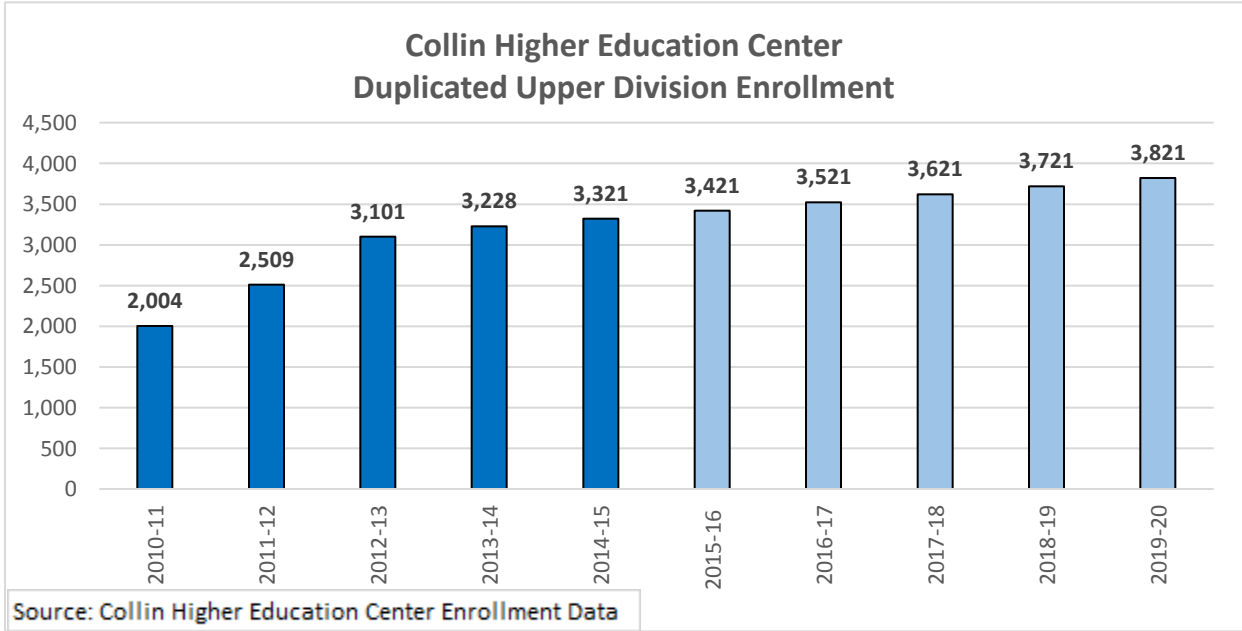
Source: Collin Higher Education Center Enrollment Data

4 **Expand Career and Technical Programs and Training Offerings in Alignment with Current and Future Regional Labor Market Demand and Become the Customized Training Provider of Choice for Additional Employers.**

KPI: The number of students served in career and technical courses and programs at Collin College will increase 25 percent from the record latest performance of 24,523 to 30,654.

Collin College is committed to contributing to the workforce preparation needs of area residents and strengthening the area's economy. Lifelong learning is becoming the norm. Individuals recognize the need to develop new skills and abilities to start careers, upskill to change jobs, qualify for promotions and keep pace with the accelerating rate of technological change.

One longitudinal study by the Bureau of Labor Statistics (2015) indicates that younger baby boomers held an average of 11.7 jobs from ages 18 to 48. (In that report, a job is defined as an uninterrupted period of work with a particular employer.) Nearly half of these jobs were held between the ages of 18 to 24. Whether an individual is seeking a few strategic courses to position themselves for promotion or starting a new career, Collin College is positioned to help by providing direct services or referring the person to another resource who can deliver needed assistance.

There is a performance gap of 6,131 between the number of students enrolling in credit and continuing education workforce courses in 2015 versus where Collin College aims to be by 2020. About 52.2 percent of the combined accomplishment is attributable to credit workforce programs. Accordingly, to meet the goal, about 3,203 additional credit career and technical (CTE) students will need to be served by 2020 or about 801 per year. Nearly forty-eight percent of the workforce skill building accomplishment is tied to continuing education workforce enrollments. Attaining the 2020 goal will require 2,928 additional continuing education enrollments in workforce related courses over four years or about 732 more students served every year.

Measure: Annual number of students enrolled in credit and noncredit workforce programs at Collin College.   Baseline: FY 2015 combined credit and noncredit workforce enrollments. (Students enrolled in both are counted twice). Source: Collin College student data system.

Collin College Annual Students Served in Workforce Programs & Courses (Credit & Continuing Education) 5 Years of Historical Data & Goal
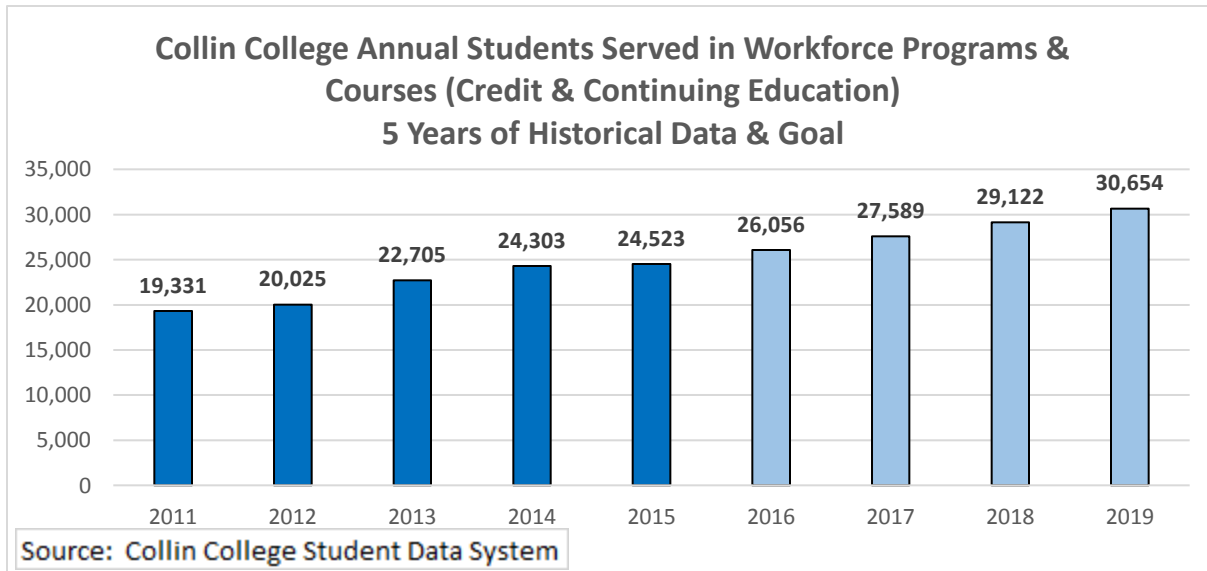
Source: Collin College Student Data System

KPI: More than double the number of companies served through customized corporate training by 2020.

Collin College is well-positioned to play an expanded role in addressing the customized training needs of area business, industry, and government. The College aims to be the customized training provider of choice for a wider cross section of area employers. The College has employees and a network of contractors with the skills, abilities and facilities to collaborate with area employers to cost effectively deliver professional development for their employees and trusted contractors.

With an array of talented employees and consultants, Collin College will work closely with area employers on high impact courses that increase efficiency and profitability, improve safety and security and provide a timely return on the organization's investment. Customized training may take place on a Collin College campus utilizing state of the art facilities, equipment and conference spaces or on-site at a place of business or at another convenient location based upon the client's preference. Collin College is available on demand to be part of the solution to business and training needs for the Collin County region.

Measure: Annual number of companies served through customized business and industry training contracts. Baseline: FY 2015 Companies served through customized business and industry training. Source: Collin College data systems and National Community College Benchmarking Project.

Figure 7. Companies Served Through Business & Industry Services 5 Years of Historical & Goal
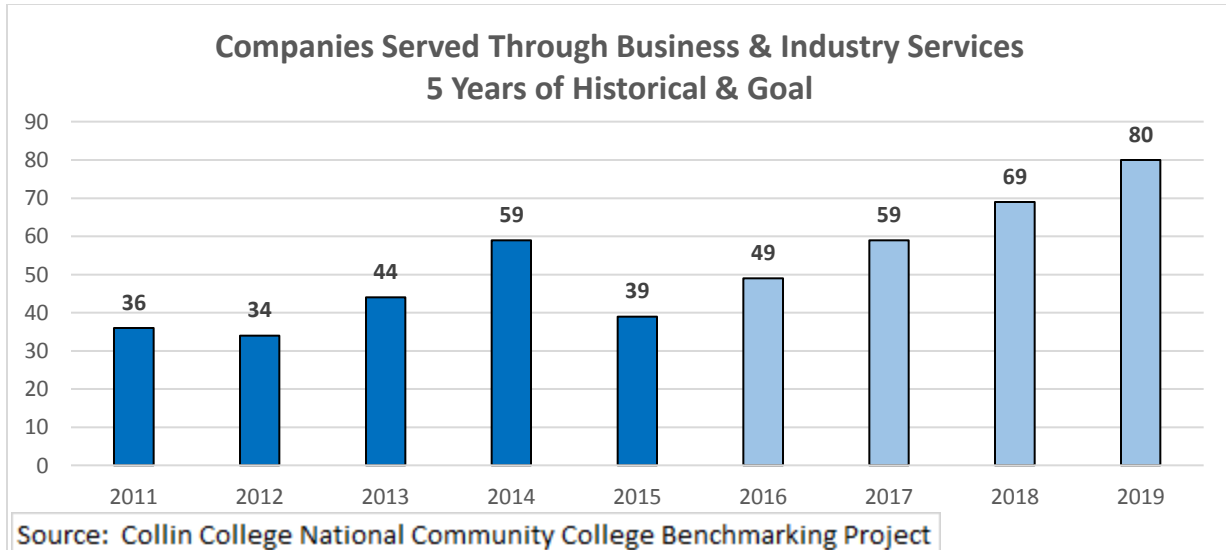
5 Promote Innovation and Diversify Revenue Streams.

KPI: Double the external resources awarded to Collin College through new grants to $6.6 million by 2020.

Collin College offers the most affordable resident tuition and fees in the state and aims to continue leading the state in affordability. Pursuing external grants is part of Collin College's efforts to further diversify revenue streams and keep student tuition and fees as low as possible. External grants foster and promote additional innovation and expand the college's leadership role at the state and national levels. The Collin College Foundation supports and enhances Collin College through philanthropic support for student scholarships, faculty enrichment, critical capital needs and sponsoring programs of excellence.

The goal is to move external grant funding from nearly $3.3 Million in 2015-16 to nearly $6.6 Million in 2019-2020.

Measure: Workforce Grants reported in the Current Grant Projects Report. Baseline: FY 2016 Collin College Current Grant Projects. Source: Collin College Current Grant Projects Data.

The Collin College Foundation has its own strategic plan, which will coordinate with and support the college's Vision 2020 Strategic Plan.

Collin College External Grants (Excludes Financial Aid)
5 Years Historical & Goal
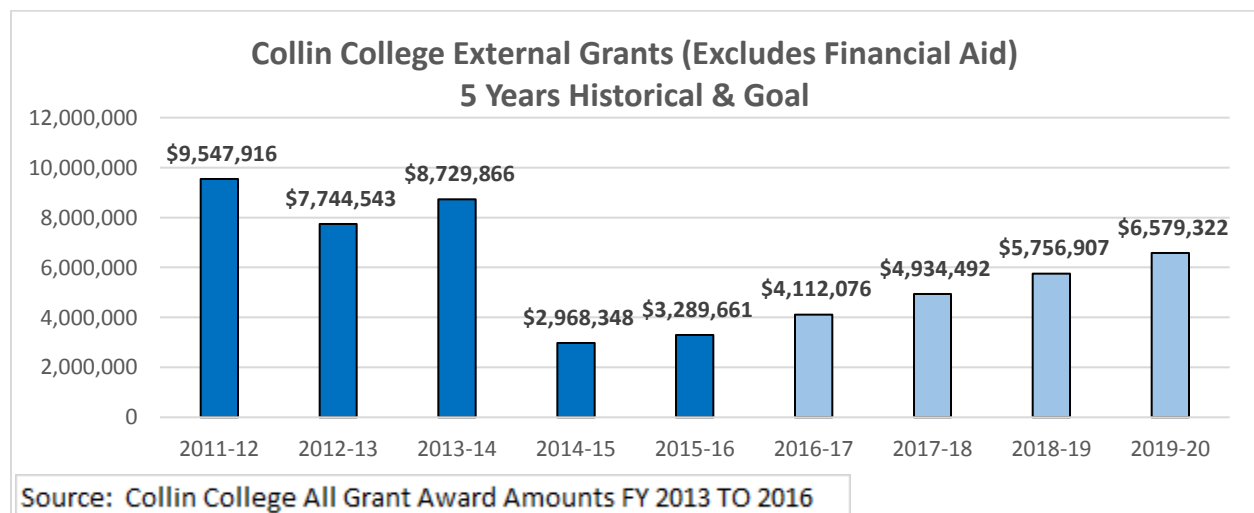
Source: Collin College All Grant Award Amounts FY 2013 TO 2016

6 Create an Increasingly Welcoming Environment for Students, Community Members, Faculty, and Staff.

KPI: **Progress on relevant Student Satisfaction Campus Climate-related survey items.**

Collin College is on a mission to provide an increasingly inviting and supportive learning environment for students, community members, faculty and staff. Strategies to advance the creation of an enhanced welcoming environment are varied and include:

Strategic Locations: Delivering course content in strategically located facilities throughout the service region, via distance learning, and with university partners at the Collin Higher Education Center, where bachelor's and advanced degrees are accessible to area residents very close to home.

Core Values of Dignity and Respect: Collin College encourages the open, considerate exchange of ideas and provides a setting where individuals can share and evaluate alternative, competing perspectives. Mutual respect is fostered by remaining open-minded, hearing others out, practicing active listening and asking informed questions. In instances where a group is working to identify an appropriate path forward, oftentimes common ground can be found between seemingly disparate positions. Occasionally, individuals agree to disagree for the time being and are expected to do so without being disagreeable to one another. The campus community recognizes the value in questioning ideas and insights while respecting and preserving relationships. Civility promotes safety.

Student Engagement: To heighten student engagement, Collin College will create additional Student Life initiatives and programs including Intramurals, Veterans Centers, and expand student organizations and events. Initiatives to re-emphasize college core values and explore campus civility will be undertaken.

User-friendly Technology: Technology is a fundamental tool for accessing educational materials on demand. Hence, Collin College is expanding Wi-Fi coverage to enhance the learning experience and support student, faculty, and staff efforts to bring their own devices for anytime access to learning materials. Wi-Fi availability can encourage students to remain on campus for an extended period of time and has the potential to contribute to elevated levels of student engagement. The technology that supports learning, social networking, and administrative processes will be evaluated and upgraded as necessary.

Measuring the extent to which Collin College is providing a welcoming environment is more challenging than some of the other goals, but it is worth the effort.

Measure: Collin College and national comparison group data on relevant Student Satisfaction Inventory Campus Climate related survey items. Figures are updated every other year. Baseline: FY 2016

Figure 9. People on This Campus Respect and Are Supportive of Each Other

People on This Campus Respect and Are Supportive of Each Other

	2008	2010	2012	2014	2016
Collin College	5.19	5.28	5.53	5.74	5.64
National Average	5.24	5.29	5.58	5.44	5.48

Scale: 1=Not Satisfied at All   7=Very Satisfied
Source: Ruffalo Noel-Levitz Collin College Student Satisfaction Inventories
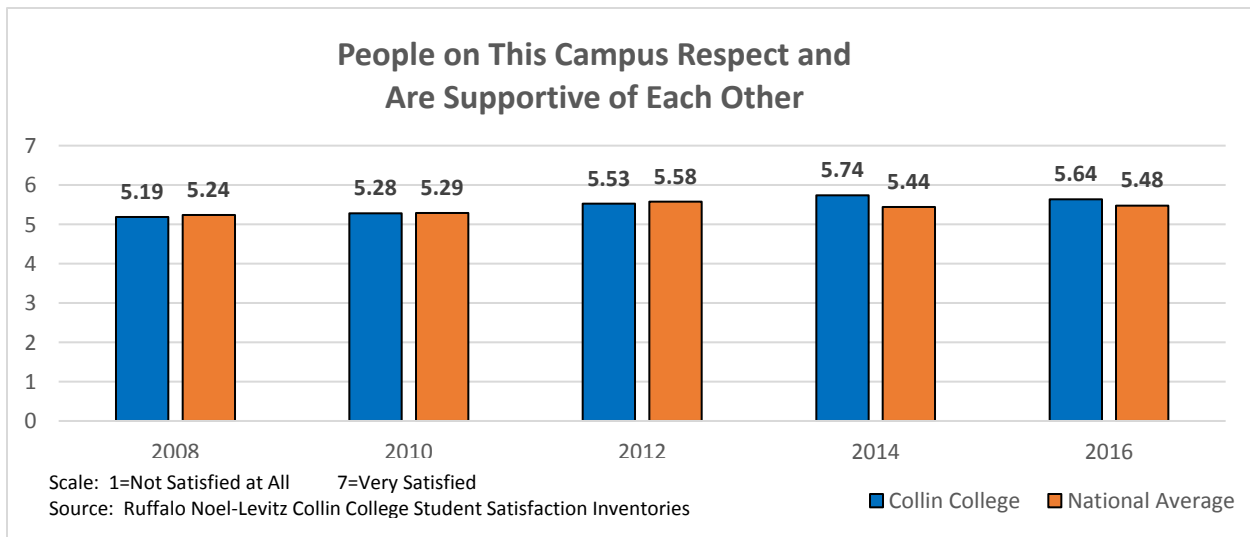
Figure 10. Students Are Made to Feel Welcome on This Campus

Students Are Made to Feel Welcome on This Campus

Year	Collin College	National Average
2008	5.47	5.53
2010	5.53	5.58
2012	5.88	5.59
2014	5.88	5.70
2016	5.75	5.73

Scale: 1=Not Satisfied at All   7=Very Satisfied
Source: Ruffalo Noel-Levitz Collin College Student Satisfaction Inventories

■ Collin College   ■ National Average
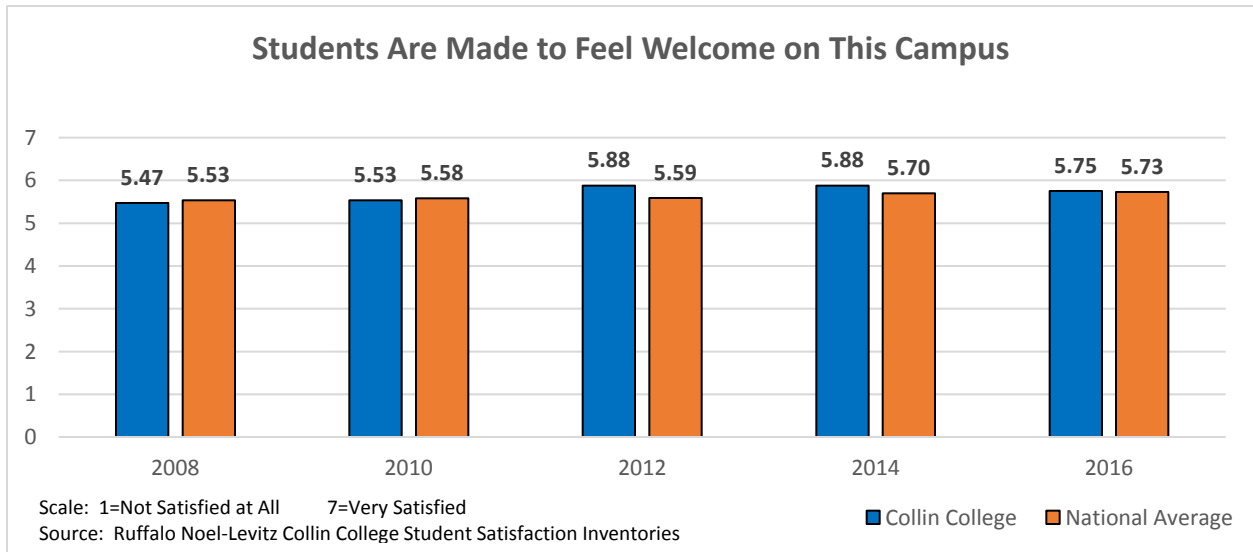
Figure 11. It Is an Enjoyable Experience to be a Student on This Campus

It Is an Enjoyable Experience to be a Student on This Campus

Year	Collin College	National Average
2008	5.45	5.47
2010	5.56	5.52
2012	5.88	5.52
2014	5.80	5.60
2016	5.67	5.61

Scale: 1=Not Satisfied at All   7=Very Satisfied
Source: Ruffalo Noel-Levitz Collin College Student Satisfaction Inventories

■ Collin College   ■ National Average
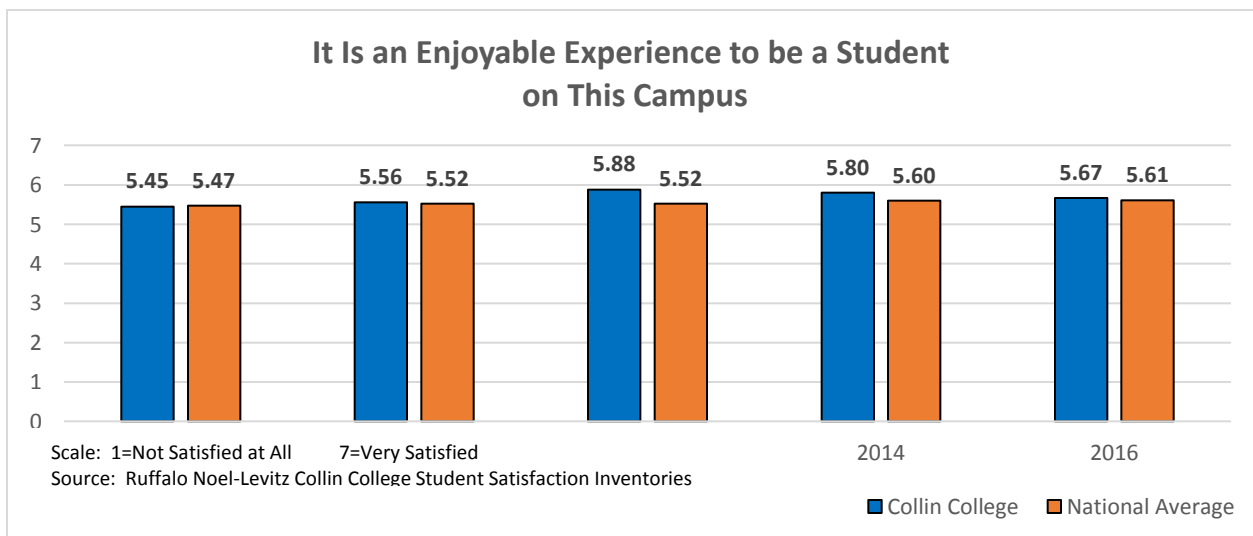
Figure 12. Most Students Feel a Sense of Belonging Here
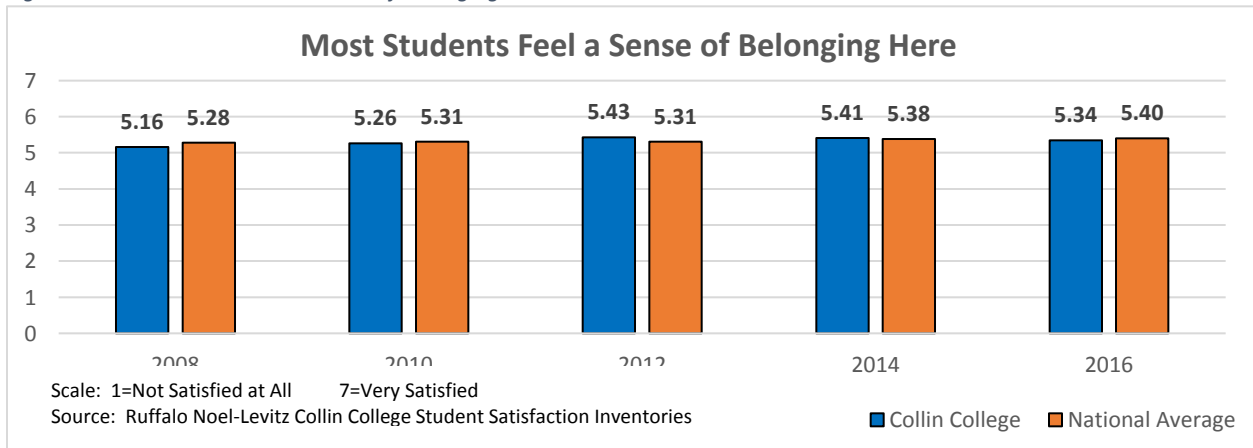
Most Students Feel a Sense of Belonging Here

Year	Collin College	National Average
2008	5.16	5.28
2010	5.26	5.31
2012	5.43	5.31
2014	5.41	5.38
2016	5.34	5.40

Scale: 1=Not Satisfied at All   7=Very Satisfied
Source: Ruffalo Noel-Levitz Collin College Student Satisfaction Inventories

■ Collin College   ■ National Average

7 **Expand the Physical Footprint of Collin College to Meet Emerging Programmatic Needs, Improve Facilities as Necessary, and Implement the Maintenance Plan to Elevate Services to our Students.**

KPI: **To address key programmatic needs, add at least 550,000 square feet of space to Collin College facilities.**

Collin College exists to meet the education and training needs of community members. Programmatic needs and continuing population growth are the driving forces behind any necessary facilities growth. College officials are striving to assure that facilities are sufficient in size, scope, and location to support needed programs.

Residents of Collin College deserve to have educational opportunities available locally to allow them to successfully compete for quality careers that support middle class lifestyles. This also positions the county to thrive in an increasingly global economy. In accordance with emerging community and programmatic needs, the following actions are either underway or planned:

- Construction of a Public Safety Center in conjunction with the City of McKinney and other partners in order to house its police and fire academies as well as provide essential law enforcement and fire training for the region.
- Plans are underway to add capacity on or near three current major campuses to facilitate enrollment growth in new and existing programs (Plano, Frisco, and McKinney).
- To address expected growth in Collin County, a new campus is being planned in Wylie and Centers are planned for Celina and Farmersville by 2020.

Collin College recently celebrated its 31st year of operations. College officials have been diligent in keeping up with maintenance to assure that the facilities remain in a state of good repair and are serviceable for years to come. Plans are to continue maintaining Collin College's facilities in a timely and efficient manner. Renewal and replacement needs will be undertaken consistent with those outlined in the facilities maintenance plan.

Measure: Regularly assess facilities maintenance, track facility modifications, and ensure that the facilities Master Plan is accurately maintained.

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Collin College Master Plan
2016-2021

Priority 1.   **Adopt Maintenance Program**

Priority 2.   **Finalize Existing Projects**

- CPC construction
- Public Safety Training Center

Priority 3.   **Expand the Physical Footprint of Collin College to serve our Students.**

- 2.5 million people in Collin County by 2040
- Add capacity on or near three major campuses to facilitate growth in programming (Plano, Frisco, and McKinney)
- New campus in SE Collin County (360,000 sq. ft. by 2020)
- Centers in Celina and Farmersville (NW and NE Collin County, 120,000 sq. ft. and 60,000 sq. ft., respectively)

Priority 4.   **Add Workforce and Academic Programs to Align with Projected Collin County Labor Market Needs (Living Wage Target)**

- Programs such as Welding, HVAC, Robotics, Energy (Solar), Logistics, Electromechanical Technology, Biomedical Instrumentation, etc.
- Dedicated priority given to new programming leading to potential designation as a Center of Excellence in Advanced Manufacturing, Information Technology, and Financial Services

Priority 5.   **Add and Improve Services and Facilities as Necessary to Create a Welcoming Environment for All**

- Streamlined processes for student intake, advising, and financial aid
- Addition of intramural and campus activities
- Creation of Centers for Veterans
- Improved Student Resource Centers and Bookstores

Priority 6.   **Increase Outreach – Streamlined Pathways FROM K-12 and TO Universities**

- 30 hours of dual credit available from any high school
- Partnerships with K-12 Career and Technology Education
- Imbedded Career Counselors
- Fully transferable Collin credits into university degree programs
- Expansion of university offerings at the Collin Higher Education Center and select campuses