

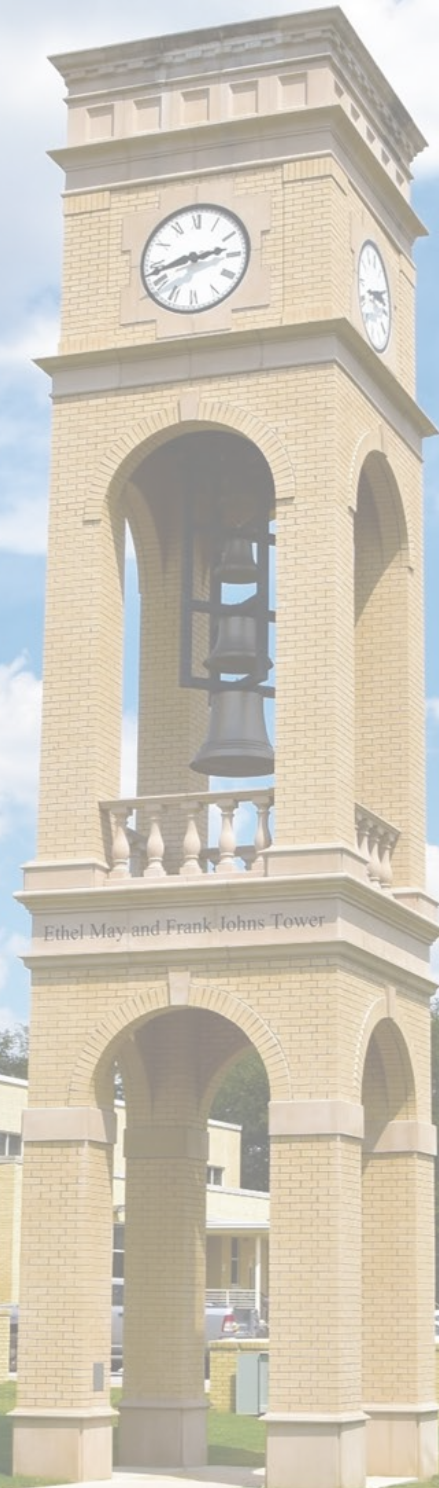


TRINITY VALLEY COMMUNITY COLLEGE

Athens • Kaufman • Palestine • Terrell

2025-2030

Strategic Plan



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STRATEGIC PLAN

*“Achieving **growth** rooted in **tradition** with a **promise** to educate and inspire future generations of East Texans.”*

MESSAGE FROM THE PRESIDENT



Jason Morrison

At Trinity Valley Community College (TVCC), we believe in the power of education to transform lives and strengthen communities. The 2025 to 2030 Strategic Plan reaffirms our mission to keep student learning at the heart of all we do. We are committed to providing affordable, accessible, and high-quality educational experiences that help students achieve their goals and prepare for a successful future.

We are proud of the dedication our faculty and staff bring to TVCC each day. As we look ahead, we will continue to invest in innovation, professional growth, and inclusive practices that meet the evolving needs of our students and the communities we serve. Together, we are building a future centered on student success and meaningful impact.

HISTORY

Trinity Valley Community College (TVCC) has provided quality education and training for both students and citizens in its service area since its founding in 1946. TVCC was founded as Henderson County Junior College by a group of Athens civic leaders, headed by J.P. Pickens, Orval Pirtle, and public-school administrators in late 1945 and early 1946. Creation of the college was formally approved by voters in spring of 1946.

The first registration and summer classes were conducted in 1946 in temporary facilities at Athens High School. Classes for the 1946 fall semester were moved to a dedicated property provided by the board of trustees, which remains as our main campus in Athens.

The school became a multi-campus institution with the initiation of instructional programs at the Texas Department of Criminal Justice at the Coffield Unit in 1969 and in the 1980s instruction began at the Beto, Powledge and Michael units. Additional satellite campuses were established in Palestine in 1972 and Terrell in 1973.

In 1983, the Health Science Center satellite campus was opened in Kaufman and in 2020 TVCC opened a new Health Science Center in Terrell. In 1986, the board of trustees voted to rename the institution Trinity Valley Community College to better reflect the five-county area our campuses serve.

TVCC has a proud heritage of service to our region and continues to support the needs of our community and student body. In that time, the school has grown from a single campus of 311 students and 12 faculty members, primarily from Henderson County, to a five-campus college district with over 6,200 students and 100 full-time faculty members and 82 part-time instructors (Fall 2024). Students now come from across the five-county service area, the state of Texas, the United States, and foreign countries.

TVCC is committed to its mission of transforming lives through affordable and accessible education and will adapt to better serve the changing trends in higher education as well as the needs of citizens of Henderson, Kaufman, Rains, Van Zandt, and Anderson counties in East Texas.

VISION, MISSION, STATEMENT OF PURPOSE & VALUES

VISION

Trinity Valley Community College will be a leader in providing quality education, innovative programs, and purpose for our students, employees, and communities.

MISSION

Transforming lives through affordable and accessible education.

STATEMENT OF PURPOSE

The TVCC Statement of Purpose is determined in statute identified in the Texas Education Code, Section 130.003, which states that the charge of each public community college shall be to provide the following:

- Technical programs up to two years in length leading to an associate degree or certificates.
- Vocational programs leading directly to employment in semi-skilled or skilled occupations.

- Courses in the core curriculum or a field of study curriculum, as those terms are defined by Section 61.821
- Continuing adult education programs for occupational or cultural upgrading.
- Compensatory education programs designed to fulfill the commitment of an admissions policy that allow the enrollment of disadvantaged students.
- A continuing program of counseling and guidance designed to assist students in achieving their individual educational goals.
- Workforce development program designed to meet local and statewide needs.
- Adult literacy and other basic skills programs for adults; and
- Other purposes as may be prescribed by the Texas Higher Education Coordinating Board for post-secondary education in Texas.

VALUES

Trinity Valley Community College adopted “The Cardinal Way” as its service standards. The Cardinal Way is to be a leader, and these are the actions of a leader.

- **Courageous**
- **Accountable**
- **Respectful**
- **Driven**
- **Inspirational**
- **Networker**
- **Authentic**
- **Life-long learner**

DEVELOPMENT & IMPLEMENTATION

At their annual 2024 & 2025 meetings, the Council on College Planning (COCP: Appendix A) used a strengths, weaknesses, opportunities, and threats (SWOT) analysis to look at challenges the college might face in the next five years. The SWOT analysis was shared, and input was received from faculty and staff as well as the community. This acted as the framework for planning and the core elements of the new strategic plan.

Using data, analyses, and input from the COCP sessions, The Strategic Planning, Effectiveness, and Accreditation division continued to meet in spring 2025 to refine the strategic directions, goals, strategies, and objectives with key performance indicators, also known as action areas, created to measure effectiveness. The process consistently followed the assumptions for planning by being a vision and mission driven, data informed institution.

The Strategic Planning, Effectiveness, and Accreditation (SPEA) department used this information to inform and complete the current plan. The following items were discussed for inclusion into the new 2025-2030 strategic plan:

- Must facilitate a culture of caring
- Must meet the needs of all faculty and staff
- Must meet the needs of our community
- Must be consistent with the unique history and needs of the college
- Must measure focused portions of the statewide Texas Higher Education Coordinating Board strategic plan for colleges and universities known as **60x30TX**.
- Must meet the requirements as set out by HB8 and Title IX
- Must measure student learning goals as required by our accrediting body

The plan contains four overarching goals. A brief overview of these goals are outline below:

- **Goal 1: Maximize Student Success**
 - Key Performance Indicators- Student Engagement, Academic Success, Workforce and Dual Credit
- **Goal 2: Ensure Institutional Improvement**
 - Key Performance Indicators- Sustainability, Communication, Increase Offerings
- **Goal 3: Develop Employee Excellence**
 - Key Performance Indicators- Caring Campus Initiative, Professional Development, and Engagement and Support
- **Goal 4: Improve Community Enrichment**
 - Key Performance Indicators- Outreach and Community Resources

ASSESSMENT

Annual data measuring the level of accomplishment towards meeting the TVCC Strategic Planning Goals is defined by the following:

1. Desired strategic plan action areas and measurable outcomes
 - Data derived from quantitative assessments such as surveys and focus groups conducted with students and community members.
 - Use of intake data and inventory counts as reported through Student Advocacy.

- Ticket sales and attendance/membership numbers for athletic and college events, community events, campus organizations and clubs as well as involvement in larger chapter events and conferences.
2. Full and successful implementation of the Caring Campus initiative for faculty and staff.
 3. Continuing to align with the State legislative requirements that include the HB8 funding model, and 60x30TX data from the Texas Higher Education Coordinating Board (THECB) higher education strategic plan which focuses on completions, retention, and persistence:
 - By 2030, at least 550,000 students in that year will complete a certificate, associate, bachelor's, or master's from a Texas public, independent, or for-profit college or university.
 - By 2030, all graduates from Texas public institutions of higher education will have completed programs with identified marketable skills.

GOAL 1: MAXIMIZE STUDENT SUCCESS

Action Area: Student Engagement

1. Increase the satisfaction of student engagement in TVCC collegiate life.
2. Recognize and highlight the academic achievements of Student Athletes.
3. Increase student involvement in co-curricular activities through recruitment in clubs and organizations.
4. Increase student attendance at athletic and college events.
5. Increase student connectedness through a culture of caring.
6. Provide students a comprehensive, holistic college experience that will enhance their overall growth and development.
7. Increase use of technology/software for information and access for all student services related.

Action Area: Academic Success

1. Increase retention and persistence rate for all students.
2. Increase course completion rates for students utilizing tutoring in the Cardinal Success Center.
3. Increase the number of completers in associate degrees and certificates each year.
4. Increase the success rate of students attempting DECO classes in math, reading, and writing.
5. Increase the number of core curriculum completers each year.
6. Increase completion rates in academic education courses for regular and dual credit students.
7. Increase completions by eliminating success barriers through the strategic utilization of our Card HQ resource center.

Action Area: Workforce, Dual Credit, and TDCJ

1. Increase or maintain state licensure rates for programs subject to state licensure.
2. Increase course completion rates in workforce education courses.
3. Increase completers of Occupational Skills Award.
4. Increase matriculation of dual credit students to TVCC.

GOAL 2: ENSURE INSTITUTIONAL IMPROVEMENT

Action Area: Sustainability

1. Improve institutional infrastructure through continued renovation across all campuses.
2. Ensure ADA compliance across all campuses.
3. Ensure the College is in compliance, as stipulated by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Principles of Accreditation.
4. Utilize CourseDog to improve scheduling, catalog, and assessment to sustain and improve enrollment.
5. Implement Brightly software to facilitate improved building maintenance and diagnostics.
6. Continuing improvements based on the facilities 10-Year Master Plan.

Action Area: Communication

1. Strengthen and enhance the internal system of communication between departments, divisions, and campuses.
2. Decrease “Siloing” through implementation of the Caring Campus initiative which helps to increase the sense of community and connectedness on college campuses.
3. Maintain adequate network communications connectivity and bandwidth between all five (5) TVCC campuses to meet the growing technology requirements.
4. Collaborate with service area schools and with TVCC departments to innovate new ways to gather and share information regarding TVCC.

Action Area: Increase offerings

1. Implement innovative instructional programs to meet labor market and high demand fields in our service areas.
2. Offer an expanded selection of degrees and certificates in academic programming to meet the diverse needs and interests of our students.
3. Foster academic progression by offering additional degree levels (i.e., BAAS in Education).

GOAL 3: DEVELOP EMPLOYEE EXCELLENCE

Action Area: Caring Campus

1. Increase faculty knowledge and strategies for student engagement through the Caring Campus initiative.
2. Increase staff knowledge of strategies for student engagement through the Caring Campus initiative.
3. Identify and train exceptional staff and faculty as mentors for their peers.
4. Foster greater communication and connectedness among employees by ensuring that “siloing” is minimal to non-existent.

Action Area: Professional Development

1. Enhance a culture of performance improvement by engaging faculty and staff in professional and leadership development opportunities.
2. Increase access and training in the use of technology resources and data literacy for all employees.
3. Provide centralized professional development each fall and spring semester, tailored to the needs of faculty and staff.
4. Support participation in additional professional development opportunities by encouraging in-person or virtual attendance at professional conferences and workshops offered by third parties.

Action Area: Engagement and Support

1. Enhance and strengthen orientation of faculty and staff.
2. Provide a healthy, safe, trustworthy, and secure environment.
3. Develop and maintain a competitive benefits and compensation plan to ensure effective recruitment and retention for all faculty and staff.
4. Establish a formal faculty and staff mentorship program.
5. Encourage faculty and staff to serve on or participate in TVCC committees and activities.
6. Encourage faculty and staff to participate in community committees and activities.

GOAL 4: PROVIDE COMMUNITY ENRICHMENT AND SERVICES

Action Area: Outreach

1. Enhance community engagement through partnerships, community organizations, and grants.

2. Increase access to and support of distance learning opportunities (i.e., Continuing Ed/CEU).
3. Strengthen social media networking to support and encourage alumni and community participation in college activities.
4. Enhance and strengthen communications, branding, and marketing throughout the community.
5. Develop collaborative projects with community members/organizations to provide system wide educational engagement opportunities for faculty and staff.
6. Increase donations to expand support for students and the college.
7. Improve communication with all stakeholders.

Action Area: Community Resources

1. Facilitate opportunities for job creation through the Small Business Development Center (SBDC).
2. Increase awareness of the opportunities that TVCC offers for personal and professional development workshops, conferences, and events at no charge throughout the year for the entire service area community.
3. Strengthen and showcase Cardinal HQ's role in supporting our student community by providing financial resources for essential needs, including food, personal hygiene items, school supplies, and clothing. Additionally, highlight the assistance with accessing mental and physical health services and securing housing when needed.
4. Increase the level of community service involvement by student organizations.
5. Increase activities at each campus to benefit members of the communities served.

Appendix A- Council on College Planning Committee Members

First Name	Last Name	Job Title	Campus
Jason	Morrison	President	Athens
Spencer	Wagley	Vice President of Instruction/CAO	Athens
David	Hopkins	Vice President of Admin. Services/CFO	Athens
Tammy	Denney	Vice President of Student Services	Athens
Marcus	McArthur	Vice President of Operations	Athens
David	Gibson	Vice President of Information Technology	Athens
Erica	Richardson	Associate VP of Academic Affairs	Athens
Melinda	Berry	Associate VP of Advocacy Services	Athens
Holley	Collier	Associate VP of Instructional Innovation & Support	Athens

Richard	Crosby	Associate VP of Workforce Education	
Jason	Smith	Associate VP of Health and Science Center	THSC
Janene	Dotts	Associate VP of Human Resources	Athens
Stephanie	Golem	Associate VP of Accounting Services/Controller	Athens
Mary Helen	Kelm	Associate VP of Dual Credit	Athens
Randall	Vandertuin	Director of TDCJ	Palestine
Debra	Airheart	Campus Director/Instructor	Terrell
Karen	Shipman	Campus Director/Instructor	
Tonya	Dean-Richardson	Director of Student Financial Aid	Athens
Tony	Buford	Director of Facilities and Building Services	Athens
Chris	Hicks	Director of Adult and Continuing Education	Athens
Eddie	Kite	Director of Intercollegiate Athletics	Athens
Karla	Bryan	Director of Learning Resource Center	Athens
Amanda	Leyva	Campus Director	Kaufman
Joanna	Fritz	Director of Marketing	Athens
Courtney	Skiles	Director of Enrollment	Athens
Caroline	Whitaker	Registrar	Athens
Tom	Sheram	Faculty Assoc. President/Instructor	Athens
Sherry	Miles	Staff Senate Rep/TDCJ Special Projects	Palestine
Dana	Curry	Division Chairperson	Athens
John	Placyk	Division Chairperson	Athens
Robert	Brittain	Division Chairperson	Athens
Amy	Rogers	Division Chairperson	Athens
Cade	Allen	Division Chairperson	Athens
Jenny	Cooper	Division Chairperson	Athens
Suzette	Stringer	Division Chairperson	Athens
Kristin	Huggins	Division Chairperson	Athens

Appendix B - Organizational Chart

TVCC's organizational structure can be found on the human resources webpage at:

<https://www.tvcc.edu/Human-Resources/category.aspx?z=318>

