Appendix B - ODESSA COLLEGE
2017-2018 Strategic Plan Vision and Objectives

President	**To become the number 1 community college in the nation.**
	1. Increase Student Enrollment to 10,000 students over the next five years. 2. Increase Educational Attainment
VP for Institutional Effectiveness	**To achieve national recognition for community college student access and success**
	1. Research and develop effective approaches to increase Student Success Points. 2. Insure compliance and alignment with state and national accrediting and regulatory agencies.
VP of Instruction	**To achieve national recognition for innovation and leadership in community college instruction**
	1. Improve institutional success rates to 80%. 2. Increase new student and underprepared student enrollment in college courses through innovative pathways.
VP of Student Services	**To achieve national recognition for innovative and effective high school to college enrollment and first year learning outcomes.**
	1. Deliver high quality student services and student development opportunities to facilitate student success throughout the pathway from connection to completion (transfer or placement). 2. Develop and implement strategies to manage and meet institutional enrollment and graduation targets. 3. Increase momentum to graduation by removing barriers to success graduating seniors and dual credit.
VP of Information Technology	**To provide technology and technology solutions that are reliable, cost effective and innovative**
	1. Develop standards for operational excellence and WOW customer service. 2. Provide high availability services above industry standards of 99.9% uptime throughout the year.
VP of Business Affairs	**To provide affordable college educational opportunities to the community through fiscally responsible oversight of college resources.**
	1. Reallocate financial resources to support enrollment growth. 2. Advance Vision 2015 projects on-time and within budget.

FY2017-2018 STRATEGIC PLANNING
INSTITUTIONAL MAP

Institutional Goal
Increase Student Enrollment and Education Attainment

President Strategic Objectives
1. Increase Student Enrollment
2. Increase Educational Attainment

	Objectives	
	1	2
VP Institutional Effectiveness	X	X
VP Instruction	X	X
VP Student Services & Erollment Management	X	X
VP Information Technology	X	X
VP Business Affairs	X	X

2017-2018 Institutional Effectiveness Division

Institutional Goal
Increase Student Enrollment and Education Attainment

Vice President Institutional Effectiveness Strategic Objectives
1. Research and develop effective approaches to increase Student Success Points
2. Insure compliance and alignment with state and national accrediting and regulatory agencies

Vice President IE Tactics
1. Create workshop based presentations for the OC experience
2. Ensure requirements are met for compliance with national, regional, and state regulatory agencies through data integrity, documentation, and timely reporting
3. Advance College 2 Career goals and objectives
4. Support third party reporting and initiatives using internal and external data research
5. Support and strengthen employee incentive programs
6. Develop, support, and strengthen a culture for innovation and research that fosters effective Project Management at OC
7. Improve educational attainment of online education through OC Global initiatives and innovation

	Tactics Mapping						
	1	2	3	4	5	6	7
Executive Director							
Accreditations		X	X	X		X	
Assessment & Reporting Coordinator				X			
Exec Director Institutional Research							
Institutional Research/OC Global	X	X		X	X	X	X
Director Data Management		X		X		X	
Director Fab Lab						X	
Career & Labor Market Coordinator	X	X	X	X			
Admistrative Assistant					X		

2017-2018 Instructional Division

Institutional Goal
Increase Student Enrollment and Education Attainment

Vice President Instruction Strategic Objectives
1. To improve institutional success rates to 80%
2. Increase new student and underprepared student enrollment in college courses through innovative pathways

Vice President Instruction Tactics
1. Create innovative pathways to skill development and educational attainment
2. Increase access to education for unserved/underserved markets
3. Improve regional alignment with industry and transfer institutions
4. Improve percentage of students demonstrating successful learning
5. Decrease the length of time needed for underprepared students to enter target courses
6. Increase student use of learning support resources

	Tactics					
	1	2	3	4	5	6
Dean - Arts & Science	X			X		
Communications	X					
Adult Basic Education						
Child Development				X	X	
Education	X	X				
Integrated Reading & Writing	X				X	
Language & world Cultures	X	X	X	X		
Developmental Math						
Math & Engineering	X					X
Science	X	X	X	X	X	X
Social & Behavioral Science	X	X		X	X	X
Art	X					
Music	X					
Photography	X					
Drama	X					
Dean - CTWE						
Associate Dean - Allied Health	X		X			
Nursing				X		X
Fire / EMS		X	X			
PTA	X		X			
Rad Tech			X	X		

Vice President Instruction

	Col1	Col2	Col3	Col4	Col5	Col6
Surgical Tech	X		X			
Vocational Nursing	X		X			
Associate Dean - CTWE						
Automotive						
Business Professions	X	X	X			X
Computer Science	X	X	X			X
Cosmetology	X			X		X
Culinary	X	X	X	X	X	X
Diesel						
Criminal Justice				X		X
I & E	X			X		
Industrial technology	X	X	X	X		
OSET	X	X		X	X	
Continuing Education	X		X			
Associate Dean - Teaching & Learning						
Exec Director SLR						
Associate Dean - Dual Credit						
Director Dual Credit						
Children's Center	X					
Executive Dir Extention Areas						
Pecos	X	X	X			
Andrews	X	X				

2017-2018 Student Services Division

Institutional Goal
Increase Student Enrollment and Education Attainment

Vice President of Student Services & Enrollment Management Strategic Objectives
1. Deliver high quality student services and student development opportunities to facilitate student success throughout the pathway from connection to completeion (transfer or placement)
2. Develop and implement strategies to manage and meet institutional enrollment and graduation targets
3. Increase momentum to graduation by removing barriers to success graduating seniors and dual credit

Vice President SSEM Tactics
1. Promote the value of certificates and associate degrees
2. Strengthen communication with prospective and current students
3. Create redundancy within division
4. Strengthen dual credit support and matriculation
5. Continue to develop and evaluate D4C
6. Increase footprint in K-12 community
7. Continue to research, implement, and refine technology solutions/enhancements

	Tactics						
	1	2	3	4	5	6	7
Exec Dir Student Completion							
Student Completion	X	X			X		X
Career/Transfer Center	X	X					X
Veterans		X					X
LPC							
Special Populations	X		X				X
Exec Dir Enrollment Services							
Wrangler Express		X	X	X			
Financial Aid		X					
Call Center		X					X
Records		X		X	X		X
Student Life							
Resident Life		X	X				
Housing		X					X
Student Activities		X	X				X
Director of Testing		X	X	X		X	X
Director of Recruitng		X				X	
Marketing & Media Realtions	X	X	X	X		X	X
OC Police Department							

2017-2018 Information Technology Division

Institutional Goal
Increase Student Enrollment and Education Attainment

Vice President Information Technology Strategic Objectives
1. Develop standards for operational excellence and WOW customer service. 2. Provide high availability services above industry standards of 99.9% uptime throughout the year.

Vice President IT Tactics
1. Improve Schooldude "Assignment to Close" time for each area and division as a whole 2. Improve usability of Schooldude 3. Develop a customer service survey for Schooldude work order system 4. Continue development of end user trainings 5. Complete disaster recovery process planning 6. Continue expansion of user communities

	Tactics					
	1	2	3	4	5	6
Director Info Tech	X			X		X
Director Network Services	X			X	X	X
Director Technology Services	X	X	X	X		X

ODESSA COLLEGE

FY2017-2018 Business Affairs Division

Institutional Goal
Increase Student Enrollment and Education Attainment

Vice President Business Affairs Strategic Objectives
1. Reallocate financial resources to support enrollment growth
2. Advance Vision 2015 projects on-time and within budget

Vice President Tactics
1. Improve budgetary controls
2. Review, revise and centralize operational policies and procedures.
3. Make facilities operations more cost efficient
4. Secure more competitive vendor pricing
5. Continue fiscal and operational review of all open staffing positions.
6. Expand and improve new employee development.

	Tactics Mapping					
	1	2	3	4	5	6
Exec Dir Administrative Services	X	X	X		X	X
Human Resources	X	X			X	X
Professional Development			X			X
Facility Contracts	X	X	X			
Exec Dir Financial Services	X	X	X	X	X	X
Accounting	X	X	X	X	X	X
Student Accounts	X	X				X
Director Purchasing and Central Services	X	X	X	X		X
Purchasing & Central Serivces	X	X	X	X		X
Copy & Mail Center	X	X	X			
Director of Facilities & Construction	X		X	X	X	X
Physical Plant Admin	X		X	X	X	X
Maintenance/HVAC	X		X		X	X
Construction	X		X		X	X
Grounds	X		X	X	X	X
Transportation	X		X		X	X