

Master Plan: FY 2004-2006 Recommendations

- **MISSION RECOMMENDATION 1:**

The Master Plan calls for the College to continue, in all its strategic planning and operational initiatives, to offer and maintain a balance of the core mission elements required by State law and which are essential to the regional constituencies it serves.

- **MISSION RECOMMENDATION 2:**

ACC should include its revised Policy A-1, Vision/Mission/Values Statement, in all official publications and widely publicize it via the web, campus signage, and other promotional venues.

- **MISSION RECOMMENDATION 3:**

ACC must work to help the State of Texas achieve the access and equity goals outlined in the "Closing the Gap" report issued by the Texas Higher Education Coordinating Board.

- **VISION RECOMMENDATION 1:**

The College's Mission/Vision/Values Statement should be viewed as a fluid scenario which will be reviewed in a collaborative manner, on a regular basis, as part of the master planning process.

- **FISCAL RESOURCES RECOMMENDATION 1:**

The Board of Trustees should seek voter approval to increase the College's tax rate.

- **FISCAL RESOURCES RECOMMENDATION 2:**

The Board of Trustees should seek, in addition to voter approval of an increased tax rate, voter approval to issue general obligation bonds to address facilities and equipment needs.

- **FISCAL RESOURCES RECOMMENDATION 3:**

ACC should continue to develop strategies which encourage out-of-district ISDs to pursue annexation.

- **FISCAL RESOURCES RECOMMENDATION 4:**

The College should continue to aggressively seek external grant funding opportunities. This approach should be aligned with a collaborative prioritization of programs and services to be supported by grants pursuance.

- **FISCAL RESOURCES RECOMMENDATION 5:**

The ACC Foundation should expand its fund-raising efforts to secure additional student scholarships as well as instructional equipment to support high priority program enhancement needs.

- **FISCAL RESOURCES RECOMMENDATION 6:**

The College will meet compensation goals as established by the Board of Trustees.

- **FISCAL RESOURCES RECOMMENDATION 7:**

In recognition that ACC's out of district tuition rate is the highest in Texas, the College should strive minimize increases to be more competitive with other area community college rates.

- **INSTRUCTIONAL PROGRAMS RECOMMENDATION 1:**
ACC must continue to balance its instructional programs by offering an appropriate mix of academic transfer, workforce education, developmental education, adult education, and continuing education to meet the critical needs of the local region.
- **INSTRUCTIONAL PROGRAMS RECOMMENDATION 2:**
The College should impose a moratorium on offering any new instructional programs until its tax base and tax rate are expanded and increased.
- **INSTRUCTIONAL PROGRAMS RECOMMENDATION 3:**
The College should establish specific full-time to adjunct faculty teaching ratios for every discipline.
- **INSTRUCTIONAL PROGRAMS RECOMMENDATION 4:**
ACC should accelerate its instructional program review process to ensure that all programs are carefully and regularly evaluated regarding effectiveness in responding to local needs. Programs which do not merit continuation should be closed to allow instructional resources to be reallocated to higher priority needs.
- **INSTRUCTIONAL PROGRAMS RECOMMENDATION 5:**
The College should continue to have as high priorities, development and maintenance of programs which respond to the local economy (especially in high technology and health careers fields).
- **INSTRUCTIONAL PROGRAMS RECOMMENDATION 6:**
ACC Department Chairs and faculty should continue to expand the curriculum to include a global perspective, and offer related professional development opportunities for faculty and staff.
- **INSTRUCTIONAL PROGRAMS RECOMMENDATION 7:**
ACC should expand its distance learning technology training among interested adjunct faculty.
- **INSTRUCTIONAL SUPPORT SERVICES RECOMMENDATION 1:**
ACC should continue to develop and offer technology training for all faculty and staff as a key institutional effectiveness strategy.
- **INSTRUCTIONAL SUPPORT SERVICES RECOMMENDATION 2:**
ACC should increase its technology training outreach to adjunct faculty.
- **INSTRUCTIONAL SUPPORT SERVICES RECOMMENDATION 3:**
The College should implement staff development activities which promote the Master Plan initiatives.
- **INSTRUCTIONAL SUPPORT SERVICES RECOMMENDATION 4:**
The College should continue its strong support of Learning Labs which promote student success. ACC, as it continues its facilities planning, must address the need for expanded space in its Learning Labs, especially at the Northridge Campus.

- **INSTRUCTIONAL SUPPORT SERVICES RECOMMENDATION 5:**
In planning for the future, the College should expand the size of Testing Centers and increase the technological and staff support necessary to operate them effectively.

- **ADMINISTRATIVE SERVICES RECOMMENDATION 1:**
The College should adopt a policy clarifying the values of Shared Governance.

- **ADMINISTRATIVE SERVICES RECOMMENDATION 2:**
The College should continue to offer a comprehensive college-wide voice, video, and data network system to support faculty, staff, and students.

- **ADMINISTRATIVE SERVICES RECOMMENDATION 3:**
ACC should continue environmental scanning activities to ensure its responsiveness to key local needs for education and training.

- **ADMINISTRATIVE SERVICES RECOMMENDATION 4:**
ACC should continue to develop and implement quality initiatives to assess its effectiveness and to improve individual units and the College as well as coordinate and provide data for operational and strategic planning activities. Although no additional resources are requested at this time, future plans may require additional resources to be requested.

- **ADMINISTRATIVE SERVICES RECOMMENDATION 5:**
FY04: ACC should continue to administer a faculty and staff climate survey and employee satisfaction surveys to assist in establishing district-wide performance goals.

- **ADMINISTRATIVE SERVICES RECOMMENDATION 6:**
FY04 ACC should implement an automated applicant tracking system for all position vacancies, to enhance the efficiency of the hiring process.

- **ADMINISTRATIVE SERVICES RECOMMENDATION 7:**
ACC should continue to assess annually its faculty and staff diversity, and promote understanding of the value of diversity in the workplace and its effect on learning environments.

- **MARKETING AND PUBLIC INFORMATION RECOMMENDATION 1:**
The Master Plan recommends that the College continue to focus its communications and marketing strategies to emphasize its core mission and its core values.

- **MARKETING AND PUBLIC INFORMATION RECOMMENDATION 2:**
The Master Plan recommends that ACC focus its communications strategies on image-building.

- **MARKETING AND PUBLIC INFORMATION RECOMMENDATION 3:**
The Master Plan recommends that the College continue to support an aggressive community outreach program to its multiple constituencies.

- **STRATEGIES FOR ENROLLMENT RECOMMENDATION 1:**
ACC should continue its planning activities regarding meeting the goals established by the Texas Higher Education Coordinating Board regarding the Closing the Gaps report.
- **STRATEGIES FOR ENROLLMENT RECOMMENDATION 2:**
ACC should continue to support strong outreach efforts of both college-ready students and those requiring foundation skills prior to entering college credit and certificate programs.
- **STRATEGIES FOR ENROLLMENT RECOMMENDATION 3:**
The College should increase the number of transcripts evaluated before the first day of the term, the number of registration calls returned within 24 hours, and clerical support available in Campus Admissions and Financial Aid Offices.
- **STRATEGIES FOR ENROLLMENT RECOMMENDATION 4:**
The College should increase the number of students who use the web to register, decrease the time required to process assessment results and scholarship applications, and increase the entry-level assessment services on the smaller campuses.
- **STRATEGIES FOR ENROLLMENT RECOMMENDATION 5:**
The College should increase the retention and completion rates of all students, especially those from populations historically underrepresented at ACC, and offer faculty and staff development opportunities to enhance their awareness of under-served populations.
- **STRATEGIES FOR ENROLLMENT RECOMMENDATION 6:**
Research demonstrates that the earlier a student chooses a career or major the more likely that student is to remain in college and graduate. The College should increase the career counseling services available to students and decrease the number of undecided students.
- **STRATEGIES FOR ENROLLMENT RECOMMENDATION 7:**
The College should expand the research information on student success factors available from Retention and Student Services.
- **STRATEGIES FOR ENROLLMENT RECOMMENDATION 8:**
The College should comply with INS tracking mandates, increase support services available to international students, and comply with Southern Association guidelines regarding the protection of student records.
- **STRATEGIES FOR ENROLLMENT RECOMMENDATION 9:**
The College should increase the funds available to provide mandatory accommodations for students with documented disabilities.
- **STRATEGIES FOR ENROLLMENT RECOMMENDATION 10:**
The College should strengthen the infrastructure in place to support students with disabilities and the faculty who teach them. This includes adding support staff at each campus, improving the student tracking system, and increased training faculty and staff.
- **STRATEGIES FOR ENROLLMENT RECOMMENDATION 11:**
The College should raise the level of awareness among faculty and staff of different learning styles of students with special needs.

- **STRATEGIES FOR ENROLLMENT RECOMMENDATION 12:**
The College should increase opportunities for professional development training in working with students with special needs.
- **STRATEGIES FOR ENROLLMENT RECOMMENDATION 13:**
The College should provide distance learning students with opportunities to take web-based entry-level assessment tests and a streaming video orientation in addition to the web-based orientation currently available.
- **STRATEGIES FOR ENROLLMENT RECOMMENDATION 14:**
The College should create a support service model for distance learning students that includes increased advising services for students enrolled exclusively in Distance Learning courses as well as students using web registration.
- **STRATEGIES FOR ENROLLMENT RECOMMENDATION 15:**
The College should expand support services for "remote" students (distance learning, international, homebound OSD).
- **STRATEGIES FOR ENROLLMENT RECOMMENDATION 16:**
Research demonstrates that a vibrant student activities program increases the retention rates of 18-24 year-old students. ACC depends on revenue from the \$3 student activity fee to support the Student Life office, but this fee does not generate enough revenue to support the type of program that ACC needs. The College should consider converting the Coordinator of Student Life position and the Administrative Assistant II position to institutional funding in order to free funds for campus events.
- **STRATEGIES FOR ENROLLMENT RECOMMENDATION 17:**
The College should continue to streamline the degree-audit and graduation processes, and make it easier for students to track progress toward their goals and complete the graduation process.
- **STRATEGIES FOR ENROLLMENT RECOMMENDATION 18:**
The College should implement the Transfer Center Model at all campuses.
- **STRATEGIES FOR ENROLLMENT RECOMMENDATION 19:**
The College should increase the transfer rates of students from underrepresented populations, especially African-American and Hispanic students.
- **EXTERNAL PARTNERSHIPS AND COLLABORATIONS RECOMMENDATION 1:**
ACC should continue its alternative teacher certification program collaboration with Region XIII Education Service Center.
- **EXTERNAL PARTNERSHIPS AND COLLABORATIONS RECOMMENDATION 2:**
The College should pursue SBOE (State Board of Education) authorization to operate its own teacher certification program.
- **EXTERNAL PARTNERSHIPS AND COLLABORATIONS RECOMMENDATION 3:**
ACC should expand its analysis of effectiveness measures to demonstrate the performance of high school students while in high school, and after graduation and continued enrollment in ACC.

- **EXTERNAL PARTNERSHIPS AND COLLABORATIONS RECOMMENDATION 4:**
ACC should continue to closely link its workforce education initiatives (credit and non-credit) to external workforce organizations, to leverage resources.
- **EXTERNAL PARTNERSHIPS AND COLLABORATIONS RECOMMENDATION 5:**
ACC should continue to facilitate communication and collaboration with appropriate external organizations by leasing HBC facility space to allow their alignment with college workforce staff.
- **EXTERNAL PARTNERSHIPS AND COLLABORATIONS RECOMMENDATION 6:**
As a regional community college serving all or parts of eight counties, ACC should continue to develop positive relationships with its out-of-district communities which encourage future annexation efforts.
- **EXTERNAL PARTNERSHIPS RECOMMENDATION 7:**
ACC should develop a priority list of programs which should be articulated with area higher education institutions. This process should be coordinated by the Articulation Office, with input from program Department Chairs.
- **FACILITIES RECOMMENDATION 1:**
FY04: The College should seek to expand its tax rate and secure approval for a facilities improvement plan through a public election within its taxing district.
- **FACILITIES RECOMMENDATION 2:**
FY04: The Facilities Task Force should continue to establish uniform guidelines for instructional, support services, library, faculty office space and build-out elements.
- **FACILITIES RECOMMENDATION 3:**
FY04: The College should complete the upgrade of all security, access control, and fire alarm systems at all campuses and in all buildings.
- **FACILITIES RECOMMENDATION 4:**
FY04-06: The College should establish and fund a comprehensive program for Deferred Maintenance and Capital Renewal.
- **FACILITIES RECOMMENDATION 5:**
FY04-06: ACC should continue to expand instruction, to the extent possible, in methodologies which are not dependent (or solely dependent) on traditional classroom space (i.e., distance learning, Early College Start, Distributed Learning).
- **FACILITIES RECOMMENDATION 6:**
FY04: In opening a new Health Sciences Building at the Eastview Campus in FY04, the College should take care to emphasize this as Phase I of the total health care facilities needs and promote the fact that it cannot meet additional expansion of health care programs without an increase in institutional funding.
- **FACILITIES RECOMMENDATION 7:**
FY04: The College should begin a process of “Right Sizing” all campuses to improve the utility of instructional space and increase the efficiency of the buildings.

- **FACILITIES RECOMMENDATION 8:**

ACC should plan to purchase or acquire real estate in three areas: north Williamson County, Hays County, and northern Bastrop County in anticipation of future annexations which would allow an expansion of college programs and services in high-growth markets. Land donations should also be sought.

- **FACILITIES RECOMMENDATION 9:**

ACC should plan to double the size of the Cypress Creek Campus in recognition of significant growth in that quadrant of its in-district Service Area.

- **FACILITIES RECOMMENDATION 10:**

ACC should expand parking at most campuses and should explore the possibility of constructing parking garages at some campuses, using a funding mechanism other than tax-supported bonds.