



FRANK PHILLIPS COLLEGE

Start Here.....

Go Anywhere.

FRANK PHILLIPS COLLEGE

STRATEGIC MASTER PLAN

FOR INSTITUTIONAL EFFECTIVENESS

“Clear and Present Future”

2005 – 2010

- And Beyond -

FPC FACTS

The College: FPC is a comprehensive community college serving nine counties of the northernmost Texas Panhandle as well as students from 39 states and 12 countries.

Academic Programs: FPC offers over 50 different transfer, Associate and Certificate programs, as well as dozens of extended education classes.

Students: FPC averages 1,300 academic students and more than 1,700 extended education students each semester.

Location: FPC is located in Borger, Texas, a city of 12,000 located approximately 45 miles northeast of Amarillo in the Texas Panhandle. FPC has recently opened the Allen Campus, a full-service branch campus, in Perryton and also has off-campus sites in Canadian and Dalhart.

Faculty: FPC has over 100 full-time faculty and staff, with an average student-to-teacher ratio of 15:1.

Financial Aid: More than 55 percent of FPC students receive some type of financial assistance. In the past five years, FPC has more than doubled the amount of money available for students through scholarships. Chances are that with the many options available, FPC can be affordable for most students.

Campus Organizations: FPC offers many clubs and organizations for student involvement, including Ambassadors, Block & Bridle, Music/Choir, Student Government and many more. FPC's chapter of Phi Theta Kappa, the international honor society for two-year colleges, was recognized as outstanding with the 2001 Pinnacle Scholarship Award.

Athletics: As a member of the National Junior College Athletic Association competing in the Western Junior College Athletic Conference, FPC offers varsity Baseball, Men's and Women's Basketball, Women's Volleyball, Women's fast pitch Softball, Men's Golf, Rodeo and Livestock Judging Programs.

MISSION STATEMENT

Frank Phillips College is a comprehensive community college. The mission of this institution is to provide quality educational programs to the residents of its service area, the ten northernmost counties of the Texas Panhandle. The Board of Regents, administration, faculty, and staff are united in their commitment to the accomplishment of this mission.

In accordance with its mission, the institution endeavors to assist each individual in acquiring the skills, facts, values, and attitudes necessary to participate in and contribute to the democratic society in which we live.

The college operates in harmony with its enabling statute identified in the Texas Education Code, Section 130.003, which states that the charge of each public community college shall be to provide:

1. technical programs up to two years in length leading to associate degrees or certificates;
2. vocational programs leading directly to employment in semi-skilled occupations;
3. freshman and sophomore courses in arts and sciences;
4. continuing adult education programs for occupational or cultural upgrading;
5. compensatory education programs designed to fulfill the commitment of an admissions policy allowing the enrollment of disadvantaged students;
6. a continuing program of counseling and guidance designed to assist students in achieving their individual educational goals;
7. workforce development programs designed to meet local and statewide needs;
8. adult literacy and other basic skills programs for adults; and
9. such other purposes as may be prescribed by the Texas Higher Education Coordinating Board or local governing boards, in the best interest of post-secondary education in Texas.

Frank Phillips College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097: Telephone number 404-679-4500) to award Associate degrees.

Approved and Accredited by

Commission on Colleges of the
Southern Association of Colleges and
Schools
Association of Texas Colleges and
Universities

Texas Cosmetology Commission
Texas Education Agency
Texas Board of Nurse Examiners
Texas Higher Education Coordinating
Board

MEMBERSHIPS AND AFFILIATIONS

Texas Junior College Association	Texas Association of Music Schools
Texas Association of Community Colleges	Texas Association of Student Financial Aid Administrators
National Association of International Educators	National Association of Colleges and Universities
National Junior College Athletic Association	Texas Association of Business Officers
Western Junior College Athletic Conference	National Association of College and University Business Officers
Southern Association of Community Colleges	Southern Association of College and University Business Officers
American Association of Community Colleges	National Council for Marketing and Public Relations
Southern Association of Collegiate Registrars and Admission Officers	

GOAL SETTING, ASSESSMENT, AND MODIFICATION FOR IMPROVEMENT

The 2005 – 2010 Strategic Master Plan of Frank Phillips College provides documented guidance in the college's endeavor to better serve its service area and its constituents.

The process of improving the college encompasses three distinct, yet interlocking, steps:

1. Goal setting and planning
2. Assessing and measuring the college's success in attaining its goals
3. Utilizing the assessment results to modify policies, procedures, and practices for improvement.

The Strategic Master Plan establishes a long range 5-year process in which those three steps can be implemented. Additionally, the Strategic Plan can be modified as needed to better guarantee institutional effectiveness as it is reviewed regularly on an annual basis or at times when assessment results dictate a needed substantive change in the direction of the college.

YEARLY GOALS AND STRATEGIES

Interwoven with the 5 – year Strategic Master Plan is the regular practice of the college to establish yearly goals and strategies which serve as intermediate goals in the college's pursuit to fulfill its Strategic Master Plan. The FPC Yearly Goals and Strategies for 2005 – 2006 are:

1. Aggressively pursue external funding and promotion of the college.
2. Begin a written, archived history of the first sixty years of the college.
3. Fully develop contemporary computer technologies throughout the campus.
4. Successfully open the FPC Allen Campus in Perryton, Texas
5. Aggressively increase *course* and contact hour generation by 8 percent.

STRATEGIC MASTER PLAN GOALS

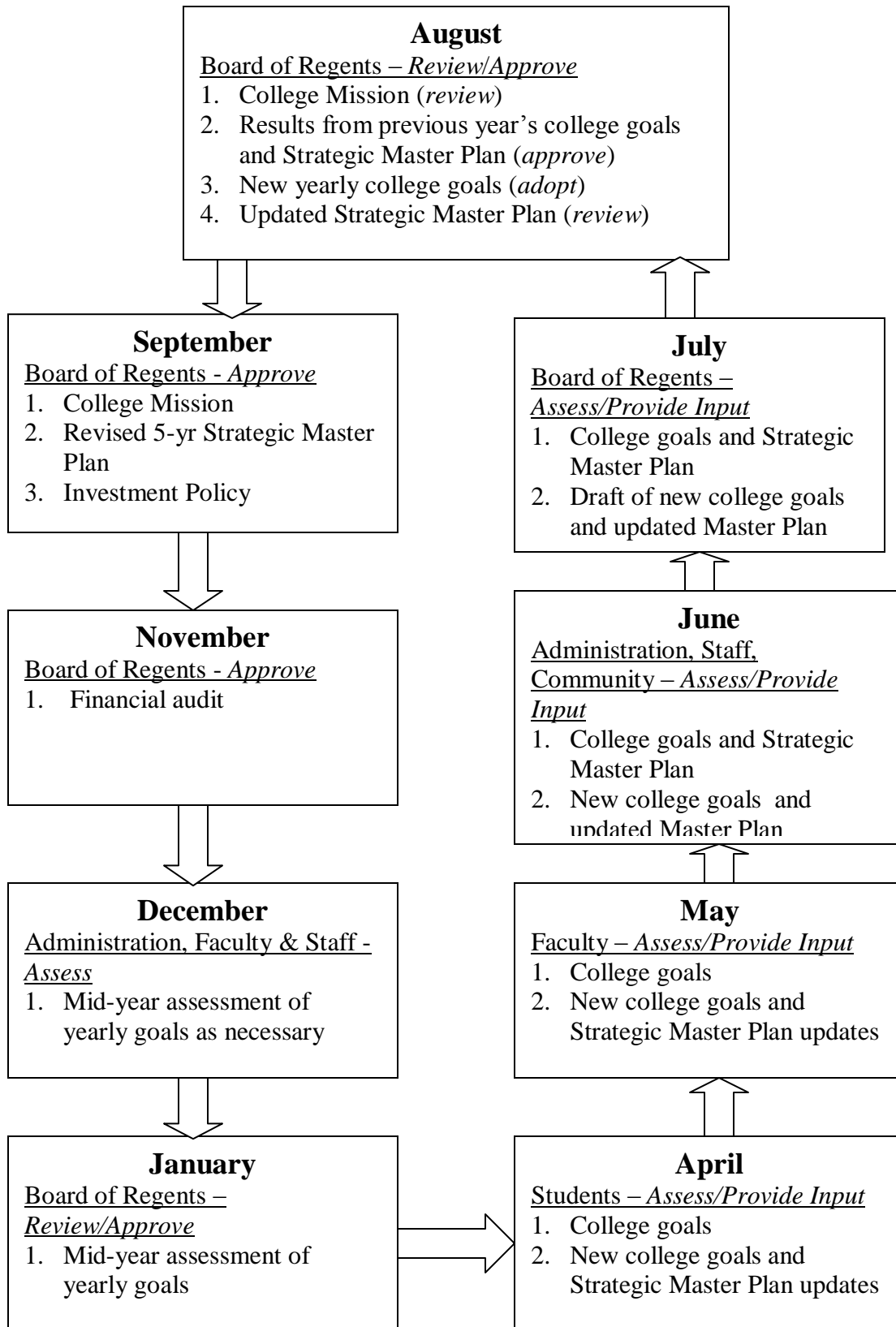
The goals comprising the college's 2005 - 2010 Strategic Master Plan are as follows:

- I. Provide Quality Facilities
- II. Provide Quality Technology Services
- III. Provide Quality Instruction and Educational Services
- IV. Provide Quality Financial Services
- V. Provide Quality Student Services
- VI. Provide Quality Services Related to the Board of Regents, Governance, and Personnel
- VII. Provide Quality College Advancement Services

Tables indicating objectives and standards for success for each goal are included in this document. Within each table is space for indicating the result of the standard for success for each objective. Results will be entered upon completed assessment indicating

1. Accomplished
2. Ongoing
3. In progress
4. Planned/Proposed
5. Unmet
6. Deleted

PLANNING & ASSESSMENT CYCLE



Strategic Master Plan Goals, Objectives, Standards for Success, and Results

I. Provide Quality Facilities

	Objective	Standard for Success	Result
I.1	Update and maintain a comprehensive, long range “Facilities Master Plan”	Update printed, color-coded chart indicating the different phases of FPC facility enhancement	Ongoing
I.2	Maintain adequate facility and campus conditions	75% of students/employees surveyed indicated good or outstanding facilities and campus conditions	Survey In Progress
I.3	Efficiently respond to maintenance requests/work orders	90% of submitted maintenance requests (work orders) are completed annually	Accomplished
I.4	Enhance the efficiency of the college’s utility usage	Investigate Managed Utility Services	In Progress

II. Provide Quality Information Technology Services

	Objective	Standard for Success	Result
II.1	Update and maintain, as necessary, IT Acceptable Use Policy	IT Acceptable Use Policy is reviewed by Administrative Cabinet and SCOPE and disseminated to necessary departments/personnel during each fall semester.	Accomplished
II.2	Maximize utilization of technology in all areas within the college based on a cost-benefit analysis in determine priority and direction. A.	Budget request forms will be utilized for planning departmental IT “needs – justification” on a yearly basis. Purchases will be made only through the college-wide E-requisition process requiring final approval from the Vice President for Administrative Services	Accomplished
	B.	Emergency departmental needs will be purchased through the same E-requisition process but only after explicit approval has been granted through each level of the college’s organizational “chain of command”.	Accomplished
II.3	Continue to enhance college web-site through use of latest technology to provide functionality.	Improvements and updates in the technology utilized for the college web-site will be presented to college employees at each fall and spring in-service.	Ongoing
II.4	Protection of information privacy and confidentiality by providing reasonable security and anti-virus software.	Security and anti-virus concerns, updates, and modifications will be reported on a regular basis to the Vice President of Administrative Services by IT personnel.	Ongoing
II.5	Provide centralized and uniform control of the college’s IT infrastructure.	All college information technology infrastructure is managed out of the Vice President for Administrative Services. No other departments or individuals may duplicate, modify, build, add, or	Accomplished

		attach to IT infrastructure without explicit approval from the Vice President for Administrative Services	
II.6	Provide centralized and coordinated control of all college-wide IT purchases.	All procurement of IT equipment, hardware, software, or services is subject to the review and approval of the Vice President for Administrative Services through the college-wide E-requisition process	Accomplished
II.7	Prior to each annual budget cycle, a specific and detailed budget will be submitted and approved outlining the expenditures for the upcoming budget year	Budgetary processes for requesting IT and other needs will be managed by structured timelines (GANT Chart) which is disseminated to necessary departments/personnel prior to May 1 each year.	Accomplished

III. Provide Quality Instruction and Educational Services

	Objective	Standard for Success	Result
III.1	Continue to grow and expand student enrollment	Annual contact hours will exceed previous 3-yr average by 5%	In Progress
III.2	Remain sensitive to student perception	75% of students surveyed indicated good or outstanding	Ongoing
III.3	Enhance student success A.	Percentage of course completers exceeds previous 2-year average	Ongoing
	B.	Number of graduates/completers exceeds previous 3-year average	Ongoing
III.4	Provide adequate general education (core curriculum) courses A.	75% of students surveyed indicated good or outstanding perception of general education course offerings	In Progress
	B.	Core curriculum is reviewed annually by the Academic Standards and Curriculum Committee	Accomplished
	C.	3 or fewer concerns annually are received from students transferring to Texas public four-year institutions	Accomplished
III.5	Provide adequate developmental education instruction A.	Student evaluations of developmental instruction meet or exceed previous 2-year average	In Progress
	B.	Pass rate of students having received developmental education meets or exceeds pass rate of other students in first college level course	In Progress
III.6	Provide adequate workforce education A.	Student evaluations of workforce related courses (leading to AAS or certificate) meet or exceed previous two year average.	In Progress
	B.	3 or fewer concerns annually are received from students regarding workforce program proficiency	Ongoing

	C.	75% of local industries surveyed indicated good or outstanding perception of the workforce training provided to FPC students.	In Progress
III.7	Provide adequate distance education A.	A comprehensive distance learning web-page is posted and maintained on the college website	In Progress
	B.	75% of students surveyed indicated good or outstanding perception of distance learning educational experiences	In Progress

IV. Provide Quality Financial Services

	Objective	Standard for Success	Result
IV.1	Update and maintain, as necessary, all financial related policies and procedures including: Investment Policy, Procurement Procedure, College Credit Card Policy, Travel Expense and Reimbursement Policy	All financial policies and procedures will be reviewed each year by the Vice President of Administrative Services and/or his designees and reported to, reviewed by, or approved by necessary entities of the college (i.e., Board of Regents, Administrative Cabinet, SCOPE, etc.)	Accomplished
IV.2	Compliance with all financial policies and procedures including those imposed by local authorities, governing board, and state and federal authorities	All financial reports and required information will be submitted completely and timely.	Accomplished
IV.3	Utilization of technology advances to maintain and enhance financial processes to maximize operational effectiveness and financial efficiency	The Information Technology Plan outlining a 3-year cycle of updating, upgrading, and re-cycling IT resources is updated yearly.	Accomplished
IV.4	Control and secure all college properties and resources including but not limited to physical assets and cash.	A college-wide inventory of capital assets is updated yearly.	Accomplished
IV.5	Uphold in the highest regard all fiduciary responsibilities	All Business Office personnel will participate in professional development activities each year.	Accomplished
IV.6	Oversight of the college's budget processes, including compliance and internal financial reporting to all necessary constituents	A college-wide budget report will be included in the agenda for and formally presented during each regular Board of Regents meeting.	Accomplished

V. Provide Quality Student Services

	Objective	Standard for Success	Result
V.1	Provide comprehensive testing,	75% of students surveyed indicated good or	

	advising, counseling, career services, and learning resources for students.	outstanding experiences related to testing, advising, counseling, career services, and learning resources.	In Progress
V.2	Provide a comprehensive testing, advising, counseling, career services, and learning resources for all distance learning students.	75% of distance learning students (ITV, cable TV, video-taped/streamed, on-line/web-based, & VCT) surveyed indicated good or outstanding experiences related to testing, advising, counseling, career services, and learning resources.	In Progress
V.3	Increase recruiting activities.	Number of annual recruiting events and activities meets or exceeds previous 3-year average.	Accomplished
V.4	Provide efficient and accurate records and admissions services to prospective and current students.	75% of students surveyed indicated good or outstanding experience related to records and admissions services.	Ongoing
V.5	Provide access to faculty and staff to student files for advising.	80% of faculty and staff surveyed indicate good or outstanding access to needed student advising data.	Ongoing
V.6	Provide admissions assistance for International Students according to SEVIS.	Satisfactory status with the SEVIS program.	Accomplished
V.7	Adequately administer and process applications for all state and federal financial assistance programs for which Frank Phillips College is eligible.	Annual number of awards and total funds awarded meets or exceed previous 2-year average.	Ongoing
V.8	Process scholarship applications and administer all institutional and Development Corp. scholarship programs.	Annual number of awards and total funds awarded meets or exceeds previous 2-year average.	Ongoing
V.9	Provide special programs to make parents and students aware of available financial assistance for higher education.	Number of events for students and parents meets or exceeds previous 2-year average.	Accomplished
V.10	Provide a safe and healthy living environment that promotes academic success.	75% of students surveyed indicated good or outstanding.	Ongoing
V.11	Provide a variety of student organizations, dorm activities, campus-wide, and intramural activities.	75% of students surveyed indicated good or outstanding.	In Progress
V.12	Provide a comprehensive student support services through the federal grant program TRiO.	75% of students surveyed indicated good or outstanding.	Ongoing

VI. Provide Quality Services Related to the Board of Regents, Governance, and Personnel

	Objective	Standard for Success	Result
VI.1	Provide professional development activities A.	88% of regents participate in scheduled professional development activities	In Progress
	B.	77% of employees participate in professional development activities	In Progress
VI.2	Actively engage in regional accreditation developments	Submit at least 3 employees to serve as SACS evaluators	Accomplished
VI.3	Maintain adequate faculty and professional salaries	Rank within state-wide average salaries meets or exceeds previous 4-year average	Accomplished
VI.4	Provide adequate documentation of employee guidelines and procedures	Annually update and disseminate an employee handbook	Accomplished
VI.5	Comply with all state and federal requirements (e.g., TASB, Attorney Generals Office, etc.) regarding public information and meetings	Necessary college personnel are provided yearly training regarding Open Records and Public Meeting regulations.	In Progress

VII. Provide Quality College Advancement Services

	Objective	Standard for Success	Result
VII.1	Maintain updated alumni database	Database is updated annually and remains current	Accomplished
VII.2	Actively seek to increase annual giving A.	Post information and “ways of giving” on the college website.	Accomplished
	B.	Include opportunities for giving in all alumni mailings.	In Progress
	C.	Mail Alumni & Friends Newsletter each fall & spring	Accomplished
	D.	Meet annually with private donors	Accomplished
	E.	Mail the scholarship brochure annually	Accomplished
	F.	Host an annual donors luncheon	Accomplished
VII.3	Engaged in auxiliary and support organizations A.	Ensures that the Development Corporation meets and conducts business as needed	In Progress
	B.	Conduct an alumni activity each fall & spring (e.g., alumni rodeo, financial seminar, receptions & noted presence in area communities	Accomplished
	C.	Increase membership in Plainsmen Partners by 5% each year.	In Progress
		Assist Plainsmen Partners in campus	

	D.	beautification projects and in fund raising to promote the college.	Accomplished
VII.4	Increase utilization of media resources A.	Analyze available media opportunities within the college and report findings to the College Advancement Committee	Accomplished
	B.	Annually update the college promotional video	Accomplished
	C.	Replace billboards every two years	Accomplished

RESPONSIBILITIES TO ENSURE SUCCESS

GOALS	Facilities	Technology	Instruction and Educational	Finance	Student Services	Board, Govern. & Personnel	College Advancement
	I	II	III	IV	V	VI	VII
Board of Regents	√	√	√	√	√	√	√
President	√	√	√	√	√	√	√
Executive Vice President	√	√	√	I	√	√	√
Vice President for Administrative Services	√	√	I	√	√	√	√
Dean of Academic Affairs	I	I	√	I	√	√	I
Dean of Allen Campus - Perryton	√	√	√	√	√	√	√
Dean of Student Services	I	I	√	I	√	√	I
Dean of Workforce Development & Extended Education	√	I	√	I	I	√	I
Executive Assistant to the President	√	I	I	I	I	√	√
Director of Student Financial Services	I	I	I	√	√	√	I
Director of Accounting	I	√	I	√	I	√	I
Director of Athletics	√	I	I	I	√	√	I
Director of BCAC	√	√	I	I	√	I	I
Director of Counseling, Testing, & Advising		I	√	I	√	√	
Director of Enrollment Management	I	√	√	I	√	√	I
Director of Industrial Park Complex	√	√	√	I	I	√	
Director of Nursing	√	I	√	I	√	I	
Director of Physical Plant	√	I	I	I	I	I	I
Director of the Learning Resource Center	√	√	√	I	√	I	
Director of Title III		√	√	√	√	I	
Director of Title IV - TRIO		I	√	√	√	I	
Directors of Residence Halls	√	I		I	√	I	
Faculty	I	I	√	I	√	I	I
Activity Center Staff	√			I		I	
Admissions and Records Staff		I	I	I	√	I	
Allen Campus Staff	√	I	I	I	√	I	I
Business Office Staff		I		√	I	I	I
College Advancement Staff		I	I	I	I	I	√
Custodial, Maintenance, & Security Staff	√			I		I	
Extended Education Staff		I	√	I	√	I	I
Institutional Research Staff	I	I	I	I	I	√	√
LRC Staff		I	√	I	√	I	
Student Financial Services Staff	I	I		I	√	I	
Student Services Staff		I	I	I	√	I	
Title III Staff		I	√	I	√	I	
Title IV Staff		I	√	I	√	I	
Workforce Development Staff		I	√	I	I	I	
On-line Educational Services Coordinator		√	√	I	√	I	I
VCT Coordinator		√	√	I	√	I	
Student Organizations Sponsors				I	√		
Contracted Services: Bookstore	√	I	√		√		
Contracted Services: Food Service	√				√		
Contracted Services: IT Services		√				I	
Students	I	I	I	I	√	I	I
Community	√	I	I	I	I	I	I

√ = Input & Control

I = Input