

# STRATEGIC PLAN 2020-2025

EFFECTIVE JULY 1, 2020



THREE  
RIVERS  
COLLEGE

ASPIRE 2025



The following ASPIRE 2025 document provides information on how Three Rivers College will focus its planning efforts over the next five years. The Plan is intentional and provides a road map to expand upon our successes in preparing students for a global society, solving emerging challenges through data-informed approaches, continuing our academic excellence, and ensuring quality learning experiences for our students. The challenges we face as a College come at a defining time that demands an urgent and comprehensive response. Through our steadfast focus on ASPIRE 2025, we will turn these challenges into opportunities and continue to provide our students a high-quality education and transformative learning experience that is the heart of the Three Rivers College mission.

ASPIRE 2025 is a bold and forward-thinking strategic plan developed through shared governance. The work of the fifty-member Strategic Planning Steering Committee is the culmination of over six months of collaboration and analysis that considered the voices of our students, alumni, faculty, local community, staff, as well as numerous internal and external stakeholders. Active participation and transparency were ensured through forums, presentations, campus meetings, community town halls, and surveys. This exchange of ideas led our Strategic Planning Steering Committee to build this ambitious, forward-thinking, and attainable plan. While ASPIRE 2025 guides our planning efforts, our continuous assessment data and annual planning priorities inform our operational planning. We are prepared to adjust to changing conditions and shall continue an open dialogue with our stakeholders on our progress in implementing and/or revising our plans, based on what we learn.

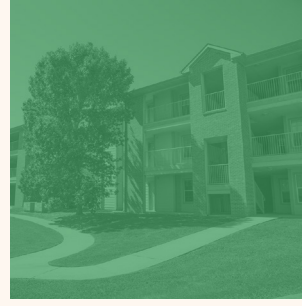
The ASPIRE 2025 Strategic Plan outlines the next five-year chapter in our continued growth and is focused on innovation and sustained excellence. The Plan centers on four strategic themes, which emerged from an extensive data collection and analysis process that included several years of trend data, benchmarking, and input from many constituents. The four themes are: (1) Innovation; (2) Institutional Sustainability; (3) Instructional Excellence and Relevance; (4) Student Success. The Strategic Planning Steering Committee identified specific initiatives under the umbrella of each strategic theme. These initiatives are defined areas of focused effort and resource allocation by academic and administrative units. Through our annual strategic planning processes, these initiatives are developed into operational plans that align with unit-level planning efforts and with appropriate resource allocations. Through this process, the entire College community works together to ensure TRC builds on its successes and continues to move toward excellence for our students.

The ASPIRE 2025 five-year plan is effective July 1, 2020. In closing, we wish to thank the members of the Strategic Planning Steering Committee for their commitment and dedication to this process. Our successes over the past 50-plus years would not have been possible without the confidence and support of our dedicated alumni and College community. Thank you to each of you for your continued dedication and support of Three Rivers College!

## STRATEGIC PLANNING STEERING COMMITTEE

Chris Adams, Director, Enrollment Services/Student Development  
Jason Alford, Controller  
Kim Allen, Instructor, Nursing  
Jack Armor, Coordinator, Fire Training  
Steve Atwood, Chief Technology Officer  
Kathy Ballard, Director, Kennett Location  
Davina Bixby, Student Services Advisor II  
Matthew Clanahan, Director, Developmental Education Program  
Will Cooper, Director, Workforce Development  
Jason Cowan, Assistant Professor, English  
Kevin Crafford, Assistant Network Administrator  
Tami Cunningham, Assistant Professor, Emergency Medical Services Program  
Judy Davis, Instructor, Social Science  
Dr. Melissa Davis, Chair, Communications, Agriculture, Languages, and Fine Arts  
Michael DeAngelo, Associate Professor, Chemistry  
Will Dougherty, Information System Specialist  
Charlotte Eubank, Chief Financial Officer  
Dr. Staci Foster, Department Chair/Assistant Professor, Nursing and Allied Health  
Carrie Franklin, Communications Coordinator - Content  
Dr. Leslie Gragg, Department Chair, Science, Math, Social Sciences and Physical Education  
Jesse Gray, Adjunct Instructor  
Daniel Hulan, Student  
Alex Jameson, Financial Aid Specialist  
Casey Julian, Assistant Director, Housing  
Joe Kenley, Director, Dexter Location  
Dr. Michelle Lane, Assessment Coordinator  
Dr. Dan Lauder, Department Chair, Career Studies and Workforce Development  
Jennifer Lee, Student  
Missy Marshall, Director, Sikeston Location  
Brice Matson, Assistant Professor, English  
Ann Matthews, Dean of Student Services  
Kristina McDaniel, Director, Human Resources/Professional Development  
Dustin Midyett, Network Administrator  
Regina Morris, Director, Financial Aid  
Kristy Niblock, Assistant Professor, Social Science  
Margaret Orlando, Assistant Professor, Speech Communication  
Michael Owen, Principal, Poplar Bluff High School  
Dr. Maribeth Payne, Dean of Institutional Effectiveness, ALO, SPSC Committee Chair  
Dr. Wesley Payne, College President  
Andrea Pierce, Practical Nursing Instructor  
Kathy Richardson, System Administrator  
Dr. Mairead Ryan-Anderson, Professor Emeritus  
Dr. Faye Sanders, Instructor, Teacher Education/Program Coordinator  
Gail Tinsley, Director, University Center  
Rob Tomlinson, Director, Physical Plant  
Lee Ann Wesemann, Student Account Specialist  
Alex Wiggs, Co-Head Coach/Women's Basketball  
Allison Wilkes, Human Resources Specialist  
Ashley Wood, Executive Assistant to the Dean of Institutional Effectiveness  
Debbie Young, Coordinator, Library Administrative Services





## VISION STATEMENT

Three Rivers College will be the preeminent, cutting-edge community of learners with a student-first focus, and will operate as a vibrant, dynamic catalyst for the creation of opportunities that foster learning and student success.

## MISSION STATEMENT

Three Rivers College inspires, prepares, and empowers students to succeed through open access to high-quality learning opportunities that meet the needs of the communities we serve.

## CORE VALUES

### **Commitment to Learning**

We provide exemplary learning opportunities and maintain the highest standards through continuous improvement.

### **Hardworking**

We are dedicated to working more diligently, smartly, creatively, and innovatively.

### **Honesty and Integrity**

We honor our commitment to the college mission as we hold ourselves to the highest ethical standards in all operations.

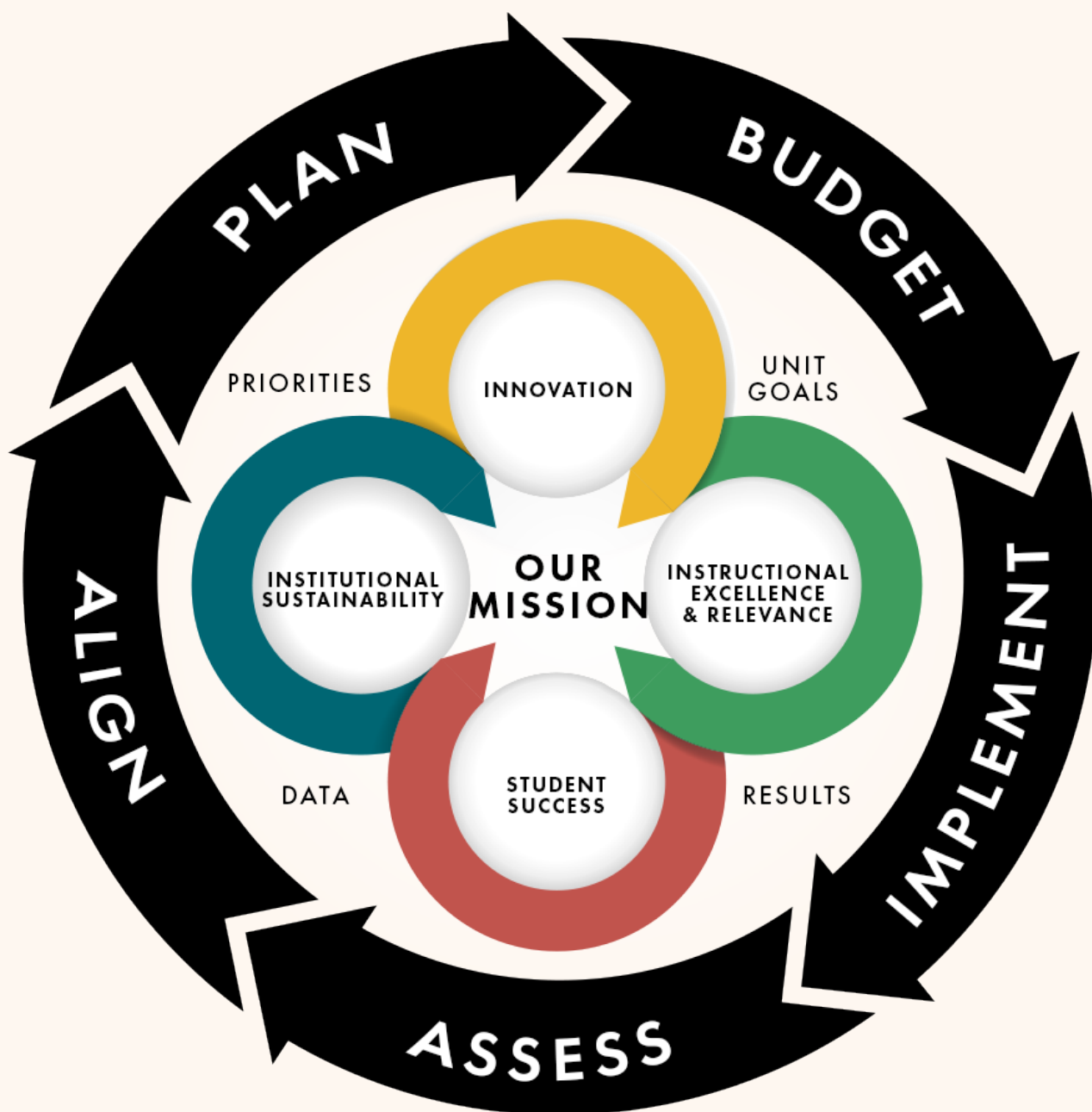
### **Quality**

We take decisive action to shape the future in order to fulfill our commitment to excellence.

### **Respect**

We value the worth of individuals from all backgrounds and treat coworkers and members of the community with courtesy and dignity.

The Three Rivers College Strategic Planning Steering Committee developed the following strategic themes of ASPIRE 2025 to guide planning and direct resources to fulfill the mission. The focus areas of the strategic plan are Innovation, Institutional Sustainability, Instructional Excellence and Relevance and Student Success. The planning process is systematically designed to create a dynamic continuous improvement cycle that aligns annual priorities for planning, allocating appropriate resources based on data-informed decision-making, implementing initiatives and assessing the effectiveness of those initiatives to annually close the loop. Student success is at the heart of all planning at Three Rivers College. The diagram below demonstrates the continuous improvement cycle and assessment process that ensures the successful achievement of ASPIRE 2025.





All Three Rivers College online instructors are certified by Quality Matters to teach online courses.



Three Rivers College safeguards a technologically sound learning and working environment to prevent cyberattacks and data loss.



Three Rivers College has migrated all employees and students to Suite Office365 in an effort to enhance college operations.



Strategic Planning Online (SPOL) is the transformational tool designed to support planning, assessment, and budget development to foster continuous improvement and elevate institutional effectiveness. Three Rivers College has over 4000 planning objectives and counting!



Blackboard

Blackboard is the Learning Management System (LMS) that supports student learning at Three Rivers College.



# INNOVATION

**Expand operational innovation through newly developed products, tools, and processes designed to enhance performance.**

## INITIATIVES

- Adopt the usage of the Strategic Planning Online (SPOL) Assessment Module in support of institutional planning and improvement.
- Develop the appropriate infrastructure in support of fully online degree programs.
- Enhance cybersecurity and data security.
- Ensure appropriate oversight of fully online programming.
- Fully utilize Office365 to improve operations.
- Improve student retention processes.
- Improve student support for online learning.
- Maintain institutional support for Quality Matters.
- Provide additional avenues for learning and communication through technology.
- Upgrade outdated systems.

## OUTCOMES AND INDICATORS

### Improved Distance Learning Experience

- Course Design Support
- Computing Literacy Skills for All Students
- Distance Learning Professional Development
- Noel-Levitz Priority Survey for Online Learners (PSOL)
- Online Success Rates

### Increased Distance Learning Offerings

- Distance Learning Content Management Plan
- Fully Online Programs
- Online Enrollment

### Enhanced Infrastructure

- Data Governance Integration
- Disaster Recovery/Continuity Plan
- Distance Learning Technology Plan
- Obsolescence Management of Technology Systems
- Office365 Utilization
- SPOL Assessment Module Implementation
- Student Retention Software



**99%** STUDENTS INDICATED THEIR EXPERIENCE AT THREE RIVERS COLLEGE WAS POSITIVE.

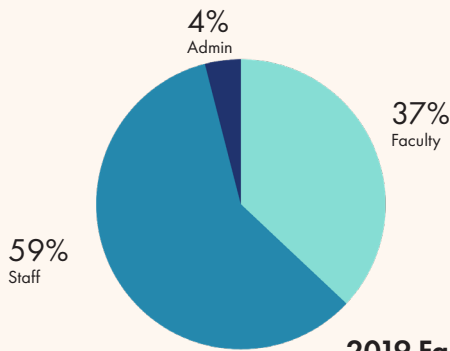
**98%** STUDENTS BELIEVE FACULTY WERE GENUINELY INTERESTED IN THEIR SUCCESS.

**97%** STUDENTS WOULD RECOMMEND THREE RIVERS COLLEGE TO OTHERS.

**2016-2019 GRADUATION SURVEY**

Fall 2019 Full-Time Employees

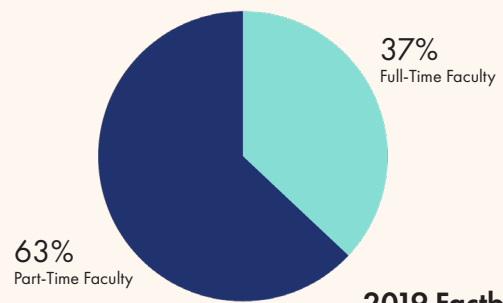
TOTAL=177



2019 Factbook

Fall 2019 Faculty

TOTAL=175



2019 Factbook

**100%** "I receive adequate support from my department to do my job effectively."  
 "Overall, I am satisfied with my job."

Spring 2020 Adjunct Faculty Feedback



Three Rivers College is accredited by the Higher Learning Commission ([hlcommission.org](http://hlcommission.org)), an accreditation agency recognized by the U.S. Department of Education. The College completed a successful decennial accreditation review in April 2018 with all criteria met with no concerns.



# INSTITUTIONAL SUSTAINABILITY

# 2

**IMPROVE THE OPERATIONAL PERFORMANCE OF ALL PROCESSES, SYSTEMS, RESOURCE MANAGEMENT, AND FACILITIES IN ORDER TO PROVIDE THE NECESSARY SUPPORT FOR STUDENTS AND EMPLOYEES TO THRIVE.**

## INITIATIVES

- Actualize data-informed decision-making within all planning and budgeting practices.
- Continue to improve community image and relationships.
- Coordinate student recruitment efforts that shall include employees across the College.
- Develop a plan to address future personnel needs.
- Ensure appropriate employee staffing.
- Expand the capacity to seek and manage relevant external funding sources and grant projects.
- Increase employee knowledge and skills.
- Institutionalize a positive student-focused culture.
- Maintain compliance with all local, state, federal, and accreditation agencies while remaining transparent to all stakeholders.
- Respond to change in anticipation of the developing needs of our community.
- Systematically work to ensure an online presence that is consistent, accurate, current, and student focused.
- Upgrade outdated facilities.

## OUTCOMES AND INDICATORS

### Maintain Compliance/Transparency

- Accreditation
- Website Content Map

### Supported College Culture

- Alumni Survey
- Comprehensive Marketing Plan
- Develop College-Wide Student Recruitment Plan
- Graduation Survey
- Student Satisfaction
- Workforce Development

### Maximized Operational Performance

- Employee Satisfaction
- Employee Succession Plan
- Maintenance Obsolescence Plan
- Personnel GAP Analysis
- Professional Development Needs Analysis

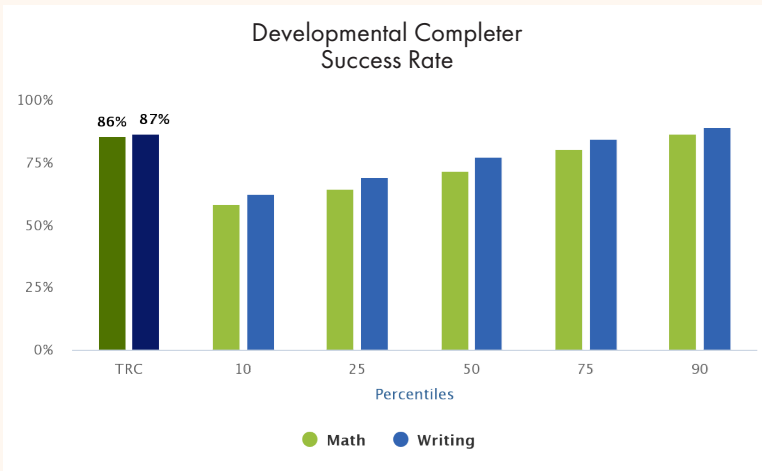
### Improved Resource Management

- Alternative Revenue Streams
- Budget Allocation Process
- College Financial Ratio
- Credit Hour Production
- Data-Informed Decision-Making
- Enrollment

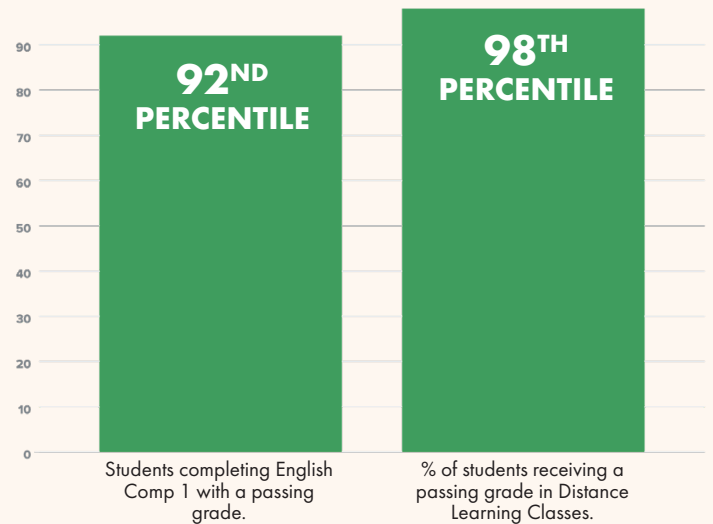


# 99% STUDENTS INDICATED THREE RIVERS COLLEGE MET THEIR EDUCATIONAL NEEDS.

2016-2019 GRADUATION SURVEY



2019 National Community College Benchmark Project Report



2019 National Community College Benchmark Project Report

"I have taught as an adjunct for another college, and I feel TRC does an amazing job of making me feel part of the campus community. I feel included and like I work with the on-campus colleagues, instead of just being an island by myself. I know I can contact at least two people in my department and get immediate help with any issue. That is invaluable to me."

Spring 2020 Adjunct Faculty Feedback

"I love this place! The teachers are helpful and kind, the librarians are also wonderful. I am very happy I was recommended to this place, and I would recommend it to anyone as well!"

Spring 2020 Registration Survey

# INSTRUCTIONAL EXCELLENCE AND RELEVANCE

# 3

**DELIVER INSTRUCTIONAL EXCELLENCE THROUGHOUT THE CURRICULUM WITH TIMELY AND RELEVANT CONTENT FOR IMPROVED STUDENT LEARNING AND SUCCESS.**

## INITIATIVES

- Build an inclusive environment in support of all adjunct instructors.
- Design initiative to ensure that students are competent in the technology needed to succeed in the curriculum.
- Develop a student-focused culture to celebrate students' academic goals and achievements.
- Enhance the academic assessment process through technology tools and innovation.
- Ensure career programming that is relevant, viable, and provides skills for meaningful employment.
- Ensure relevant academic programming that aligns with the needs and desires of our community.
- Improve student learning through maturing the use of student outcomes data.
- Maintain a high-quality online learning environment.
- Promote quality instruction in all learning modalities.
- Provide timely feedback to students.

## OUTCOMES AND INDICATORS

### Aligned Career Pathways to Labor Market Needs

- Advisory Board Development
- Curricular Alignment
- Graduate Outcomes
- Program Viability Study
- Survey Local/Regional Business Clients

### Enhanced Learning Environment

- Evaluation of Online Learning Systems
- Knowledge and Use of Technology Tools
- Student Success Rate by Modality

### Improved Student Learning Outcomes

- Academic Assessment Outcomes Usage
- Remedial/Development Success
- SPOL Assessment Module Implementation

### Increased Instructional Knowledge and Skills

- Adjunct Satisfaction
- Employee Satisfaction
- Faculty Mentor/Mentee Program
- Instructor Evaluation
- Student Satisfaction

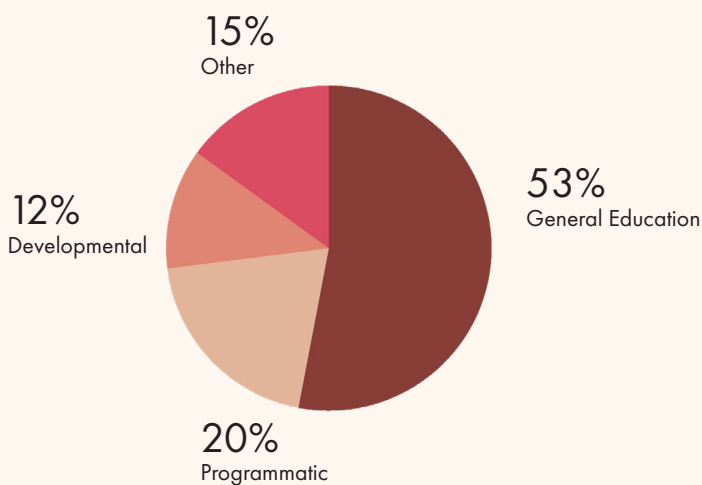


**586** THE AVERAGE NUMBER OF DEGREES/CERTIFICATES CONFERRED ANNUALLY OVER THE LAST FIVE YEARS. **FACTBOOK 2019**

**96%** STUDENTS WOULD CHOOSE THREE RIVERS AGAIN. **2016-2019 GRADUATION SURVEY**

**93<sup>RD</sup>** PERCENTILE AY TRANSFER. **NATIONAL COMMUNITY COLLEGE BENCHMARK PROJECT 2019 REPORT**

**Course Sections - Fall 2019**



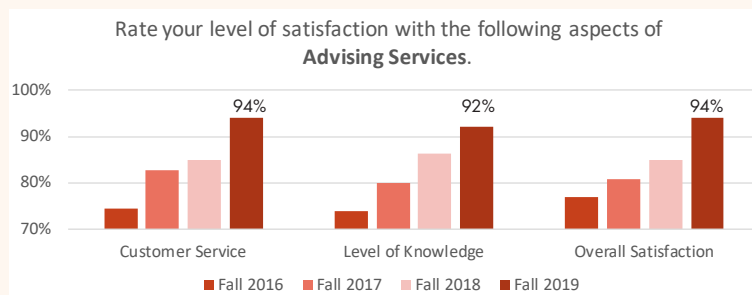
**Information System Administration Department**

"You are always met with a smile. 2 weeks into the semester I was ready to drop a class, however my advisor suggested I give it just a bit more time to get adjusted and I am thankful I did. I truly appreciate the encouragement I received from my advisor"

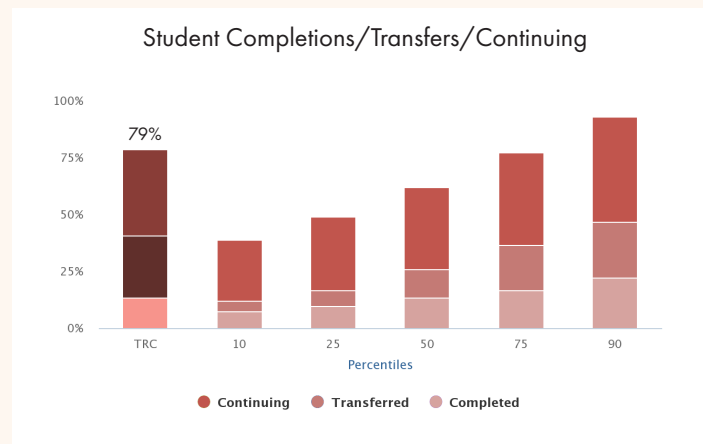
**Spring 2020 Registration Survey**

"I love working for TRC as an adjunct instructor. We have a great school that meets the needs of many students."

**Spring 2020 Adjunct Faculty Feedback Survey**



**Registration Survey Trend Data**



**2019 National Community College Benchmark Project Report**

# STUDENT SUCCESS

**ENHANCE THE EXPERIENCE OF EVERY STUDENT BY REDUCING BARRIERS AND CREATING AN INDIVIDUAL PATH TO PERSONAL AND ACADEMIC SUCCESS.**

# 4

## INITIATIVES

- Align academic advising with university transfer programs for improved transfer rates.
- Champion a student-focused culture based on the educational goals of each student.
- Design a course scheduling process that ensures classes are available when students need them for on-time completion.
- Ensure technological and computing literacy skills for all students.
- Improve the individualized student experience for every student.
- Mature the comprehensive advising process.

## OUTCOMES AND INDICATORS

### Enhanced Individualized Student Experience

- Comprehensive Advising Process
- Fall Semester Enrollment
- First-Time Student Retention
- Student Satisfaction

### Improve On-Time Completion

- Course Scheduling Efficiency Plan
- Graduation Rate
- Percent of Attempted Courses Successfully Completed
- Reduced Course Cancellation Rate

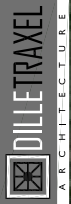
### Increased Graduate Outcomes

- Licensure Pass Rates
- Percent of Degree and Certificate Completers/Employed
- Percent of Degree and Certificates Conferred
- Transfer Rate

# CAMPUS MASTER PLAN

## THREE RIVERS COLLEGE

POPLAR BLUFF, MISSOURI  
CAMPUS MASTER PLAN  
2020



**LEGEND**

<b>A</b>	Harry Crisp Sr. Technology Center
<b>B</b>	Crisp Center Classroom Addition
<b>C</b>	Public Safety Institute
<b>D</b>	Fire Training Academy
<b>E</b>	Maintenance Facility
<b>F</b>	Bess Student Center
<b>G</b>	Tudor Westover Classroom Building
<b>H</b>	Campus Drive
<b>J</b>	Plaster Free Enterprise Center
<b>K</b>	Academic Triangle
<b>L</b>	Academic Resource Commons
<b>M</b>	Libbia Family Sports Complex
<b>N</b>	Porter Distance Learning Center
<b>O</b>	Baptist Student Union
<b>P</b>	Parking
<b>Q</b>	Service Drive
<b>R</b>	License Bureau
<b>S</b>	Electrical Substation
<b>T</b>	Future Construction
<b>U</b>	Playground
<b>V</b>	Amphitheater
<b>W</b>	Sports Complex Addition
<b>X</b>	Tinmin Fine Arts Center
<b>Y</b>	Rivers Ridge Student Housing
<b>Z</b>	Student Housing Clubhouse
<b>AA</b>	Main Entrance Drive
<b>BB</b>	Rains Softball Field
<b>CC</b>	Softball Grandstand
<b>DD</b>	Softball Clubhouse
<b>EE</b>	Patillo Baseball Field
<b>FF</b>	Baseball Grandstand
<b>GG</b>	Baseball Clubhouse
<b>HH</b>	Baseball Viewing Porch
<b>JJ</b>	Outdoor Hitting Cages
<b>KK</b>	Experimental Greenhouses
<b>LL</b>	Maintenance Yard
<b>MM</b>	Fire Training Grounds
<b>NN</b>	Westwood Center

**EXISTING** (Yellow)  
**PROPOSED** (Red)  
**FUTURE** (White)

**SCALE**  
150' 100' 50' 25'

**NORTH**

# MESSAGE FROM THE PRESIDENT



Great things can't be accomplished without a great plan. That's why I'm so very happy to present the latest five-year Strategic Plan for Three Rivers College, ASPIRE 2025. This plan serves as a road map along our journey to actualize our vision of becoming the preeminent, cutting-edge community of learners with a student-first focus.

We used a collaborative approach to develop ASPIRE 2025, with a broad focus on engaging our entire diverse and talented campus community, as well as external stakeholders. Through this process we were also committed to being as transparent as possible by communicating regularly and providing a feedback loop through the departments with a consistent and engaging process that was an essential key to our success.

We are dedicated to the success of our students. With our college community continuing to grow and evolve, Three Rivers College is committed to responding to our challenges and opportunities to meet the changing needs of our students and community. Together, we are redefining what is possible in higher education. I look forward to our future together, as we build upon our strong foundation with ASPIRE 2025!

A handwritten signature in black ink that reads "Wesley A. Payne". The signature is fluid and cursive, with a large, sweeping "P" at the end.

**Wesley A. Payne, Ph.D**

*President, Three Rivers College*



# THREE RIVERS COLLEGE

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