Mission Statement

Triton College is committed to student success through institutional and academic excellence and providing a student-centered, lifelong learning environment for our diverse community.

Vision Statement

Triton College is a model of teaching excellence and student success. We are a community college that embraces the educational, training and personal development needs of the diverse communities we serve through innovation in our programs and approach to learning.
Introduction

Triton College is responsive to the educational needs of its community. With our mission and vision as our guide, the college's Master Plan demonstrates our commitment of meeting these needs well into the future. Triton College is committed to promoting positive change and student empowerment. The college will be proactive in preparing to meet the changing needs of students in order to increase their success and remove barriers that limit their access to a successful academic experience.

Fiscal year 2012 is the fourth year of the rolling Master Plan. The overarching goals established for year three of the Master Plan have been modified to fully reflect our student success agenda and a two year target has been established for the following student success outcomes:

<table>
<thead>
<tr>
<th>Student Success Outcomes</th>
<th>Benchmark¹</th>
<th>1-Year Performance Changes²</th>
<th>2013 Target</th>
<th>2014 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Successful Completion of Credits Attempted</td>
<td>69%</td>
<td>68%</td>
<td>75%</td>
<td>77%</td>
</tr>
<tr>
<td>2. Advancement from remedial to gatekeeper courses (within 3 years)</td>
<td>59%</td>
<td>53%</td>
<td>71%</td>
<td>76%</td>
</tr>
<tr>
<td>3. Enrolling in and successful completion of gatekeeper courses (within 3 years)</td>
<td>English Attempt 48%</td>
<td>48%</td>
<td>50%</td>
<td>55%</td>
</tr>
<tr>
<td></td>
<td>Complete   39%</td>
<td>38%</td>
<td>40%</td>
<td>45%</td>
</tr>
<tr>
<td></td>
<td>Math Attempt 20%</td>
<td>20%</td>
<td>30%</td>
<td>35%</td>
</tr>
<tr>
<td></td>
<td>Complete   15%</td>
<td>16%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>4. Enrolling from one semester to the next Triton Fall to Spring Retention 67%</td>
<td>67%</td>
<td>71%</td>
<td>75%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fall to Fall Persistence 51%</td>
<td>51%</td>
<td>53%</td>
<td>57%</td>
</tr>
<tr>
<td></td>
<td>Transfer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fall To Spring Transfer 3%</td>
<td>5%</td>
<td>6%</td>
<td>7%</td>
</tr>
<tr>
<td></td>
<td>Fall to Fall Transfer 3%</td>
<td>9%</td>
<td>11%</td>
<td>13%</td>
</tr>
<tr>
<td>5. Earning degrees and/or certificates (highest completion)</td>
<td>Certificate 5%</td>
<td>5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Degree     10%</td>
<td>10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total      15%</td>
<td>15%</td>
<td>21%</td>
<td>27%</td>
</tr>
<tr>
<td>6. Total Success within 3 years (includes all completions and transfers)</td>
<td>25%</td>
<td>30%</td>
<td>35%</td>
<td>40%</td>
</tr>
</tbody>
</table>

¹ First-Time Credential Seekers Beginning Fall 2006
² First-Time Credential Seekers Beginning Fall 2007
Student Success Outcome Definitions

1. **Successful Completion of Credits Attempted** = Total Credits Attempted/Total Credits Completed (among first-time credential seekers, within 3 years from beginning coursework at Triton)

2. **Advancement from Remedial to Gatekeeper Courses** = Number of Successful Completions of Gatekeeper/Number of Successful Completions of Remedial, by subject (among first-time credential seekers, within 3 years from beginning coursework at Triton)

3. **Attempt Gatekeeper Coursework** = Number of Students attempting Gatekeeper courses/Number of Students (among first-time credential seekers, within 3 years from beginning coursework at Triton)

   **Complete Gatekeeper Coursework** = Number of Students receiving an A through C grade in Gatekeeper courses/Number of Students (among first-time credential seekers, within 3 years from beginning coursework at Triton)

4. **Enrolling at Triton from One Semester to the Next** = Number enrolled in Spring or Fall/Number enrolled in first term (among first-time credential seekers)

   **Transferring from One Semester to the Next** = Number enrolled in another higher education institution/Number enrolled in first term (among first-time credential seekers, calculated by subtracting “Enrolling at Triton from One Semester to the Next” from “Persistence”, the latter of which includes retention and transfer)

5. **Highest Completion** = Number of students whose highest completion is a certificate or degree/Number of Students (among first-time credential seekers, within 3 years from beginning coursework at Triton)

6. **Total Success** = Number of Students who completed and/or transferred/Number of Students (among first-time credential seekers, within 3 years of beginning coursework at Triton)

The following goals support Triton’s commitment to student learning and success. Through excellence in teaching, program offerings, support services, community engagement, professional development and accountability the college will comprise an environment that fosters student success. Through the use of data the college will create a culture of evidence that guides systemic institutional improvement.
Goal 1

Provide high quality educational programs, curricula and pedagogy that meet the diverse academic needs of our students.

By utilizing student data, environmental scanning, labor market projection, societal trends and community assessment, the college will provide programs and services that meet the needs of our students and the community. The college will continue to serve both college readiness and college completion needs of our students and will strategically implement plans to increase student readiness, retention, and a shared campus ownership for student success.

Expected Outcomes:
- New or adapted curricula that effectively meet the diverse and changing needs of the community.
- Scheduling and course delivery options that are flexible for all learners.
- Developmental education structure, curricula, and delivery methods that effectively interface with Academic Success services and enhance student readiness for and completion of credit courses.
- Identification of barriers to student retention.

Goal 2

Implement a comprehensive strategic enrollment plan to ensure that students have the institutional resources to succeed.

To further engage productive teaching and learning, the college will continue to develop a comprehensive strategic enrollment plan that empowers students by providing academic programs and services that will lead to student success. This plan will not only focus on recruiting new students but will place an emphasis on retaining existing students. The college will continue to develop a welcoming campus community by creating a vibrant, engaging campus life for current and prospective students and the community.

Through activities, student organizations, multi-cultural events, student leadership training, opportunities for student involvement and engagement, creation of student spaces, and acquisition of diversity symbolisms and icons for the campus, the college will foster a climate of inclusiveness.

Expected Outcomes:
- Strategies and practices that will provide long-term support for increased enrollment and successful retention of students.
- A dynamic marketing plan that is research driven and encompasses student recruitment.
- A comprehensive annual recruitment plan that includes enrollment growth potential and target markets.
- An enhanced quality of campus life and offerings that foster student engagement.
- Cutting-edge academic support programs that reflect the needs of students and support the institutional commitment of student success.
Strengthen relationships with the local community to cultivate strategic partnerships that contribute to student success and to ensure that the college is prepared to meet the educational needs of a continuously changing environment.

Expected Outcomes:
- A comprehensive Outreach and Engagement Plan to strengthen partnerships with businesses, alumni, elected officials and funders.
- Increased visibility of the college and its leadership within the community.
- Increased financial support from external funders.

Enhance and expand existing evaluation and assessment processes to promote continuous improvement throughout the college.

The college will assess the effectiveness of its courses, programs, support processes and procedures in order to improve the quality of instruction, the productivity of staff and to maximize resources. Assessment will be comprehensive in nature and will be especially crucial to those areas that most impact student success, including program vitality, faculty development structure and curricular processes, developmental education and student support programs. A careful assessment of the relevance and currency of these areas will enable us to identify those that need revitalization, modification or withdrawal.

Expected Outcomes:
- Assessment structures for academic and student support programs that lead to improved student learning.
- A continuous process improvement plan for all areas of the institution providing measurable outcomes that will result in the improvement of services, institutional quality and student success.

Enhance campus environment to promote student success.

Facilities will be updated to foster a positive learning and social environment. Improvements will include creating flexible learning spaces; transforming out-dated lecture halls into electronic presentation halls; upgrading designated science labs; and, maintaining and/or replacing infrastructures of the institution. As facilities are remodeled, the design will emphasize flexibility of usage, state-of-the-art technological enhancements and sustainable building technologies where feasible.
Expected Outcomes:
- A systematic process to update and replace instructional equipment to update laboratories.
- Facilities and equipment that will support student learning and student engagement.
- A facility plan to maintain a campus infrastructure that will provide a physical environment conducive to positive educational and social outcomes. Embedded in the plan will be campus safety and security that will provide for a healthy and safe environment for students, faculty and the community.

**Goal 6**

*Enhance Triton’s virtual campus environment.*

The college will increase the quantity and enhance the quality of online, blended and Web-enhanced classes. Online student support services will be expanded and enhanced. The average age of the Triton student is 30.3, and many of our students have varied and substantial work and family obligations. Given these factors it is imperative to address the unique needs of the adult population we serve by providing an online infrastructure that supports optimal faculty and student interaction for quality learning outcomes.

Expected Outcomes:
- An infrastructure that supports the development, delivery and assessment of online courses.
- Improved and/or new business support processes that complement a virtual campus and provide enhanced student and staff satisfaction.
- Enhance online student support services and systems that increase access.

**Goal 7**

*Recruit and develop a highly qualified and diverse workforce to support the mission and goals of the institution.*

The Professional Development Center and the Center for Teaching and Excellence will provide training resources and programs for faculty and staff that support the educational enterprise of the college. To eliminate silos and to facilitate student success, the college will adhere to high professional standards and develop cross-functional teams.

Expected Outcomes:
- Professional development opportunities that reinforce professional and team-orientated behavior for new and existing employees.
- A human resource and succession plan that fosters growth, professional behavior and performance.
Goal 8

Provide technology that promotes, supports and sustains effective teaching and learning.

Recognizing that student success is improved by greater access to technology, Triton will expand and enhance the resources needed. In doing so, the college will assure that the technology solutions proposed and delivered will enable and empower students and staff to effectively complete their work. Technology initiatives will be strategic and have the student’s perspective foremost in the solutions proposed.

Expected Outcomes:

- Introduction of new technologies and functionality to advance the mission of the college based on trends and best practices to support student success.
- A technology plan for a reliable and secure infrastructure that provides access to college resources and contributes to a positive educational experience.

In closing, the Master Plan includes methods of assessment to evaluate the success of these eight goals as well as the overall effectiveness of the plan as implemented within the institution. Each year the college will assess the effectiveness of the Master Plan and make modifications and improvements to ensure that Triton College remains responsive to the changing needs of its diverse district and in step with national trends affecting community colleges at large.

The working document of the Master Plan for Fiscal Year 2012-2013 Vol. IV can be viewed by clicking here.