

**Truckee Meadows Community College**

Philip M. Ringle, Ph.D., President

# Academic Master Plan

2006-2013



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NOTE: The most up-to-date and detailed version of this document is available at [www.tmcc.edu/vp/aa](http://www.tmcc.edu/vp/aa) and individual division plans are available at the site of each division.

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## TMCC Mission

Truckee Meadows Community College provides access for lifelong learning opportunities to improve the quality of life for our diverse community. The college anticipates and responds to educational needs of individuals to achieve their goals, aspirations and dreams.

TMCC creates a supportive, intellectually and culturally dynamic environment by offering the following:

- General education programs
- Transfer degree programs
- Developmental education programs
- Occupational/technical degrees and programs
- Customized job training
- Continuing education
- Recreational programs and cultural events
- Student and academic support services

## TMCC Strategic Goals

### 1. **Achieving Student Success**

To foster an institutional culture that ensures easy access to and participation in programs and services essential to students' academic and personal achievement.

### 2. **Achieving Academic Excellence**

To foster an institutional culture that values, demands and supports excellence in teaching and learning.

### 3. **Diversity**

To foster a mutually respectful academic community inclusive of men and women of all generations and ability levels, diverse ideological perspectives, racial and ethnic backgrounds, and sexual orientations that is dedicated to equitable practices and values diversity.

### 4. **Technology**

To develop a technology infrastructure that provides faculty, staff and students with the best practices of the industry.

### 5. **Strategic Partnerships**

To expand and to forge new, mutually beneficial partnerships, ensuring the vitality and relevance of our curriculum and programs, distinguishing TMCC as an integral and influential member of the community.

### 6. **Facilities**

To develop and maintain aesthetically pleasing, safe and environmentally friendly facilities and physical resources supportive of the teaching and learning experience.

### 7. **Welcoming and Supportive Environment**

To enhance and ensure a welcoming environment that is socially supportive and physically pleasing and provides opportunities for personal growth.

### 8. **Finance and Institutional Effectiveness**

To achieve college goals through responsible human and fiscal resource development and management.

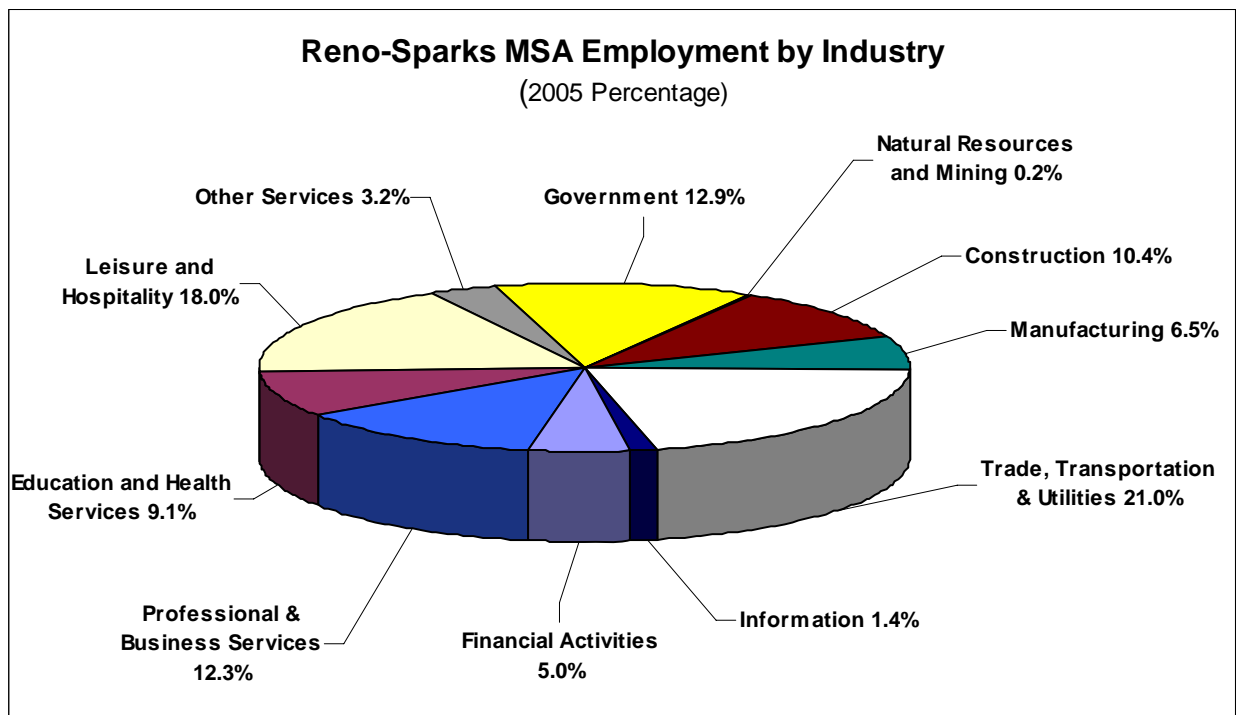
## Introduction to the Academic Master Plan

Truckee Meadows Community College exists in a changing environment. The growth of the state and Washoe County has been extraordinary over the past ten years. Washoe County is becoming more and more diverse with the Hispanic residents accounting for nearly 25% of the population. The growth of the college reflects several trends:

- The number of students age 24 and below has increased by almost 50% since fall 2006;
- The growth in FTE has outpaced the growth in headcount;
- A higher percentage of our students are taking a heavier credit load.

The Academic Master Plan is built to better plan for the future of the college, to accommodate the population growth of Washoe County and to anticipate the needs of the community. The TMCC master plan was accomplished by a collaborative effort among the deans, the department chairs, coordinators and directors.

### Total Employment by Industry Number of Individuals Employed by Industry, 2005



### Total Employment by Industry (Thousands)

Industry	Reno-Sparks MSA		Nevada	
	Number	Percent	Number	Percent
Natural Resources and Mining	0.4	0.2%	10.6	0.9%
Construction	22.4	10.4%	135.2	11.0%
Manufacturing	14.1	6.5%	47.8	3.9%
Trade, Transportation & Utilities	45.3	21.0%	215.4	17.6%
<i>Wholesale</i>	<i>10.9</i>	<i>5.0%</i>	<i>37.4</i>	<i>3.1%</i>
<i>Retail</i>	<i>23.5</i>	<i>10.9%</i>	<i>131.8</i>	<i>10.8%</i>
Information	3.0	1.4%	14.6	1.2%
Financial Activities	10.9	5.0%	65.2	5.3%
Professional & Business Services	26.6	12.3%	144.8	11.8%
Education and Health Services	19.6	9.1%	84.5	6.9%
Leisure and Hospitality	38.8	18.0%	327.9	26.8%
<i>Casino Hotels and Gaming</i>	<i>23.3</i>	<i>10.8%</i>	<i>214.9</i>	<i>17.6%</i>
<i>Food Services and Drinking Places</i>	<i>12.0</i>	<i>5.6%</i>	<i>85.8</i>	<i>7.0%</i>
Other Services	7.0	3.2%	34.4	2.8%
Government	27.9	12.9%	143.8	11.7%
<b>Total All Industry</b>	<b>216.0</b>	<b>100.0%</b>	<b>1224.2</b>	<b>100.0%</b>

Source: Department of Employment, Training & Rehabilitation

### Process:

In 2003 the college contracted with the consulting firm of Paulien and Associates to help lead the Academic Affairs team in the first phase of the development of the Academic Master Plan. The study resulted in the following:

- An environmental scan;
- A demographic study relevant to the college;
- A projection of enrollment growth for each division based on clusters of disciplines;
- A projection of faculty and staff needs for each division. The study specifically attempted to have the faculty need based on a ratio of sixty percent full-time to forty percent part-time;
- A space needs analysis to accommodate the anticipated growth.

A facilities master planning process was subsequently initiated. The Facilities Master Plan took the Paulien data into consideration and anticipated the needed gross square feet for Truckee Meadows Community College, its deficit in space and the projection of an infrastructure to meet the needs of the college in the years to come.

In 2003 the Vice President for Academic Affairs charged the Academic Deans to develop the Academic Master Plan. Dean Barbara Wright-Sanders, supported by Dean John Adlish provided the leadership for the development of the plan. Each dean was charged to involve faculty and staff from his or her division in developing the plan.

The divisions discussed the drafts of their plans with their constituents in August 2006. Following a template drawn from each division's draft plans, each dean submitted his or her plan. The divisions will post their individual plans on their respective Web sites.

### **Principles for the Report:**

- Data provided through the Paulien report and Institutional Research Office were used.
- The following data elements were considered:
  - ✓ Projected growth: Deans took into account workforce changes, legislative changes and local demands;
  - ✓ Categories of trades, disciplines and market demands;
  - ✓ Space needs: classrooms, laboratories, and office;
  - ✓ Full-time to part-time faculty ratio of 60 to 40.

The plans reflect the TMCC strategic goals and objectives and the Nevada System of Higher Education master plan (integrated in the TMCC goals). The following activities and initiatives emerged from discussions and considerations by each academic area:

- Changes to curriculum or programs;
- Changes to services;
- New services to support changes or new goals;
- New programs;
- Redesigned or expanded programs;
- New activities or expanded activities;
- Redesigned activities: Learning outcomes and assessment, for example;
- Resources desired for implementation.

The plan does not reflect any activity that is ongoing as our goal is to project into the future. Current goals and activities are covered through other planning processes such as operational goals, program and discipline reviews and other activities supported through shared-governance.

### **Partnerships:**

Accomplishing this plan requires varying levels of partnerships. The divisions are seeking such at the college, at sister institutions or in the community.

### **Institutional Activities Supporting the Academic Master Plan:**

Several activities, processes and plans support the Academic Master Plan. The following is just a sample:

- Budget process
- Strategic Enrollment Management Plan
- Fund-raising plans
- Facilities Master Plan

The Academic Master Plan is realized and accomplished through the yearly operational goals. The plan will serve as one source from which goals may be generated.

This plan is meant to be dynamic and to be updated as activities are accomplished and new opportunities arise. The TMCC academic deans, department chairs, faculty and staff are to be commended for their efforts to look toward the future and meet the needs of the Truckee Meadows.

**Resources to Implement the Academic Master Plan:**

Certain costs will be incurred for implementation of the Academic Master Plan. Each academic division has planned to:

- Reallocate resources using the program and discipline review recommendations or other planning efforts;
- Prioritize when necessary;
- Request appropriate funding;
- Seek outside funding or partnerships.

## Academic Master Plan Clusters

### Executive Summary

The Academic Master Plan presents several clusters of activities. We have grouped them to give the reader a brief overview and the interrelatedness of the activities presented in the document. The clusters we have identified are the following:

- Career and Technical Education programs: This cluster represents the programs and curricula that are designed to advance workforce training. We consider only new career programs or emphases.
- Transfer Initiatives: These activities prepare students for transferring to the universities and the state college. Some of the activities may well be career in nature, but their primary goal is transfer.
- Outreach Initiatives: These initiatives focus on moving the college to the community or the community to the college in partnerships to either enhance the program or curricula at the college or to provide valuable services to the community.
- Redesign or Expansion: The initiatives in the Academic Master Plan are meant to either redesign or expand a program or an activity.
- New Programs: These are initiatives to design new offerings at the college other than career and technical programs.
- New Activity: This category encompasses activities other than programs to enhance student experiences within a department, division or college-wide.

#### Cluster: Career and Technical Education

<b>Title: Description</b>	<b>Timeline</b>	<b>Division*</b>	<b>Department</b>	<b>Comments</b>
Horticulture AS	2007	MSET	Applied Industrial Technologies	Also built for transfer
Courses in renewable energy	2007	MSET	Physical Sciences	UNR-DRI partnerships
Alternative Fuels Training program	2008	MSET	Applied Industrial Technologies	Build on existing Auto program
Production Systems: Manufacturing	2008	MSET	Applied Industrial Technologies	Build on existing Manufacturing program
Electro-Mechanical	2008	MSET	Applied Industrial Technologies	Support Manufacturing
Diagnosis Medical Technology	2008	HSS	Radiologic Tech	Enrich current Rad Tech program
Fire Officer I & II	2008	HSS	Fire Technology	Build on existing program
Supervisory Management	2008	WDCE (initial)	Continuing Education	Initiate program later for SSB
Laboratory Animal	2009	MSET	Veterinary Technology	Cooperation with Charles River Labs
Aviation Tech	2009	MSET	Applied Industrial Technologies	Need major support
Paramedic Medicine	2009	HSS	Health Sciences	Support current health program
Fire: Homeland Security	2009	HSS	Fire Technology	First responder curriculum

<b>Title: Description</b>	<b>Timeline</b>	<b>Division*</b>	<b>Department</b>	<b>Comments</b>
Certified Dietary Manager (CDM)	2009	HSS	Dietetic Technician	Build on existing program
Dental Lab Tech	2009	HSS	Dental Assisting	New focus to Reno
Pharmacy Technology	2009	HSS	Health Sciences	Expansion of curriculum
Respiratory Technician	2009	HSS	Health Sciences	New curriculum in Sleep Disorders
Physical Therapist Assistant	2010	HSS	Health Sciences	Expansion of health curriculum
Dental Assisting Technology	2010	HSS	Dental Assisting	Bring new focus to profession
Gerontology	2010	HSS	Health Sciences	Contribute to health sciences programs
Respiratory Tech (Sleep Technician)	2011	HSS	Health Sciences	Program option
Medical Lab Technician	2011	HSS	Health Sciences	Expansion of health curriculum
Diagnostic Medical Sonography	2011	HSS	Radiologic Tech	Expansion of health curriculum
Nuclear Medicine	2012	HSS	Radiologic Tech	Expansion of health curriculum
Biotechnology	2012	MSET	Biology	Regional need may expand

**Cluster: Transfer**

<b>Title: Description</b>	<b>Timeline</b>	<b>Division*</b>	<b>Department</b>	<b>Comments</b>
Economics AA	2007	SSB	Business	Facilitate transfer
History emphasis: AA	2007	SSB	History, Political Science and Law	Facilitate transfer
Nursing emphasis: AS	2008	MSET	Biology	Facilitate transfer to UNR/UNLV BSN
Nursing emphasis: AS	2008	HSS	Nursing	Facilitate transfer of ADN Nurses to BSN: UNR/UNLV
Social Sciences AA degree: Psychology	2009	SSB	Social Sciences	Facilitate advising
Social Sciences AA degree: Sociology	2009	SSB	Social Sciences	Facilitate advising
Political Science emphasis: AA	2009	SSB	History, Political Science and Law	Facilitate transfer and emphasize International Relations
Chemistry emphasis: AS	2009	MSET	Physical Sciences	Facilitate transfer
Geophysics emphasis: AS	2009	MSET	Physical Sciences	Facilitate transfer

<b>Title: Description</b>	<b>Timeline</b>	<b>Division*</b>	<b>Department</b>	<b>Comments</b>
Physics emphasis: AS	2009	MSET	Physical Sciences	Facilitate transfer
Social Work AA	2010	SSB	Social Sciences	Facilitate transfer
English emphasis: AA	2010	AH	English	Facilitate transfer
Peace Studies program	2011	SSB	Social Sciences	Enrich transfer possibilities
Communication emphasis: AA	2011	AH	Humanities	Facilitate transfer
Theology emphasis: AA	2011	AH	Humanities	Facilitate transfer
Foreign Languages emphasis: AA	2011	AH	Humanities	Facilitate transfer and preparation
Pre-engineering emphasis: AS	2011	MSET	Physical Sciences	Facilitate transfer

### **Cluster: Outreach**

<b>Title: Description</b>	<b>Timeline</b>	<b>Division*</b>	<b>Department</b>	<b>Comments</b>
Exposure of Applied Technology Center	2007	MSET	Applied Industrial Technologies	Make the Center better known
Exposure of Veterinary Tech to rural Nevada	2007	MSET	Veterinary Technology	Share program with rural Nevada and the community
Partnership with SPCA and Animal Control	2007	MSET	Veterinary Technology	Share facilities for students' training
Forming advisory committee	2008	SSB	Social Sciences: Anthropology	DRI, UNR & BLM
Marketing plan for program	2008	SSB	Social Sciences: ECE	Market the program more extensively
Outreach to high schools: Writing	2008	AH	English	Access to ENG 090 for WCSD students
Extend offerings	2009	SSB	Business	Expand offerings at Redfield center
Community networking	2009	SSB	Social Sciences: Psychology	Enhance partnership with the community
Internships for students	2010	SSB	Social Sciences: Anthropology	Other colleges, universities & DRI
Recruitment plan	2010	SSB	Social Sciences: ECE	Reach out to wider audience of students
Partnership with DRI	2011	MSET	Physical Sciences	Internships for faculty and students
Partnership with NSHE institutions	2013	SSB	Social Sciences: Education	Bachelor's granting institutions: EDU
Partnership with NSHE institutions	2013	SSB	Social Sciences: Psychology	Bachelor's granting institutions: Psych

<b>Title: Description</b>	<b>Timeline</b>	<b>Division*</b>	<b>Department</b>	<b>Comments</b>
Outreach to NSC: Graphic Arts	2013	AH	Visual and Performing Arts	Partner with NSC for BA in Reno
Partnerships with K-12 for science	2013	MSET	Physical Sciences	Provide training for teachers

### **Cluster: Redesign**

<b>Title: Description</b>	<b>Timeline</b>	<b>Division*</b>	<b>Department</b>	<b>Comments</b>
Develop mission statement	2007	SSB	Social Sciences: Anthropology	Formalize direction of the discipline
Degree revision	2007	SSB	Social Sciences: Education	TMCC curriculum in line with NSHE
Online teaching best practices	2007	SSB	Social Sciences: Sociology	Support faculty's efforts
Strengthen Business transfer	2007	SSB	Business	Revise transfer with UNR
CEUs for Architects	2007	MSET	Applied Industrial Technologies	Meet industry needs
Access to technology	2007	MSET	Computer Technologies	Provide server access to students
Automate testing in Math Center courses	2007	MSET	Mathematics	Consistency in testing
Expand Anthropology program	2008	SSB	Social Sciences: Anthropology	Enhancing breadth of program
Assessment	2008	SSB	Social Sciences: Anthropology	Full implementation of assessment
Curriculum review	2008	SSB	Social Sciences: ECE	Evaluate program integrity: wholeness
Strengthen advisory committee	2008	SSB	Social Sciences: ECE	Strengthen structure of committee
Evaluate practicum	2008	SSB	Social Sciences: ECE	Alternative delivery of course
Review coordinator position	2008	SSB	Social Sciences: Education	Evaluate position for role and compensation
Advisory committee	2008	SSB	Business	Reconstitute advisory committee
Revitalize Accounting Tech	2008	SSB	Business	Revamp program to be offered
Diversify course offerings	2008	SSB	History, Political Science and Law	Provide diversity options
Assessment	2008	SSB	History, Political Science and Law	Implementation of assessment
Expand diversity courses	2008	SSB	History, Political Science and Law	Offer more diversity courses in history

<b>Title: Description</b>	<b>Timeline</b>	<b>Division*</b>	<b>Department</b>	<b>Comments</b>
Strengthen Women's Studies	2008	SSB	History, Political Science and Law	Strengthen offerings in Women's Studies
Assessment of learning outcomes	2008	AH	English	Full implementation of assessment
Evaluate Study Skills offerings	2008	AH	English: Study Skills	Evaluate curriculum for the course
Formalize tutor training	2008	AH	English: Writing Center	Provide greater support for tutors
Expand Honors program	2008	AH	Humanities: Honors program	Expand to other sites and disciplines
Expand offerings	2008	AH	Visual and Performing Arts	Offer courses at other sites
Additional space for Graphic Arts: AAS	2008	AH	Visual and Performing Arts	Expand Graphic Arts offerings
Expand enrollment in transportation	2008	MSET	AIT	Meet industry demands
Expand offerings	2008	MSET	Biology	Microbiology offerings
Programming lab	2008	MSET	Computer Technologies	Provide technology access to students
Combine computer labs	2008	MSET	Computer Technologies	More efficient use of labs
Instructional support for COT	2008	MSET	Computer Technologies	New advisory committee
New criteria for skills assessment	2008	MSET	Veterinary Technology	Extended accreditation
Internship in Criminal Justice	2008	HSS	Criminal Justice	Provide internship opportunities for students
Expand Culinary functions	2008	HSS	Culinary Arts	Expand program to meet community needs
Certification for Nurse Educators	2008	HSS	Nursing	Raise stature of faculty
Evaluate lab space and technology use	2009	SSB	Social Sciences: Anthropology	Partner with DRI and evaluate space efficiency
Extend services to students	2009	SSB	Social Sciences: ECE	
Review degree	2009	SSB	Social Sciences: Education	Increase student success in program
Refine leadership role	2009	AH	English	Establish the role of each unit

<b>Title: Description</b>	<b>Timeline</b>	<b>Division*</b>	<b>Department</b>	<b>Comments</b>
Writing Center across curriculum	2009	AH	English: Writing Center	Support writing across divisions
Bridge to Nursing	2010	HSS	Nursing	Paramedic to Nursing option
Curriculum alignment	2010	SSB	Social Sciences: Education	Align content and objectives
Assessment of outcomes	2010	SSB	Social Sciences: Psychology	Implementation of assessment
Online offerings	2010	SSB	Business	Meet demands for online courses
Online offerings	2010	SSB	History, Political Science and Law	Meet demands for online courses
Expand offerings	2010	SSB	History, Political Science and Law	Expand curriculum
Reorganization of department	2010	AH	English	Reorganize department
Explore structure in organization	2010	AH	English: ESL	Include in English reorganization
Expand offerings in Journalism	2010	AH	English: Journalism	Offer additional courses
Expand Reading offerings	2010	AH	English: Reading	Provide courses for requirements
Expand Writing Center	2010	AH	English: Writing Center	Expand to all college sites
Establish robust writing in courses	2010	AH	Humanities: CH courses	Full implementation of outcomes and assessment
Photography lab improvement	2010	AH	Visual and Performing Arts	Access and improvement of lab
Expand program growth	2010	AH	Visual and Performing Arts	Increase enrollment in program
Expand Graphics labs	2010	AH	Visual and Performing Arts	Expand technology and offerings
Expand labs for Geoscience degree	2010	MSET	Physical Sciences	Implementation of new degree
New Performing Arts Center	2012	AH	Visual and Performing Arts	Move from temporary space
Expand faculty and expertise	2013	SSB	Social Sciences: ECE	Expand program reach
ECE classroom needs	2013	SSB	Social Sciences: ECE	Evaluate quality of space for instruction
Innovative course offerings	2013	AH	English	Offer theme-based courses

<b>Title: Description</b>	<b>Timeline</b>	<b>Division*</b>	<b>Department</b>	<b>Comments</b>
Expand offerings in developmental ed	2013	AH	English: Writing	Evaluate other courses to offer
Redesign ESL offerings	2013	AH	English: ESL	Meet varied needs of clientele
Coordinate offerings with UNR	2013	AH	Humanities: CH courses	To effectively serve students
Science in Humanities	2013	AH	Humanities: CH courses	Strengthen partnerships with the sciences
Studio improvement	2013	AH	Visual and Performing Arts	Improvement needed
Expand Music offerings	2013	AH	Visual and Performing Arts	Diversify offerings
Tutoring at all sites	2013	MSET	Mathematics: Math Center	Provide access to tutoring collegewide
Expand Math department	2013	MSET	Math	Deploy faculty to all locations
Plan for joint building with DRI	2013	MSET	Physical Sciences and Biology	Develop activities for new building
Expand Physical Sciences labs	2013	MSET	Physical Sciences	Expand labs for higher learning
Nursing expansion to 300 slots	2013	HSS	Nursing	Depending on legislative funding

### **Cluster: New Programs**

<b>Title: Description</b>	<b>Timeline</b>	<b>Division*</b>	<b>Department</b>	<b>Comments</b>
Real Estate Licensing	2008	SSB	Business: Real Estate	Partnership with Board of Realtors
Reading across curriculum	2008	AH	English: Reading	Expansion of Reading
Associate degree in Fine Arts	2008	AH	Visual and Performing Arts	New degree option to explore
Women's Studies emphasis: AA	2008	SSB	History, Political Science and Law	Facilitate transfer
Bookkeeping	2009	SSB	Business: Accounting	Payroll professionals
Journalism transfer	2009	AH	English: Journalism	Option for students
Computational science program	2009	MSET	Physical Sciences	New emphasis for science students
Creative Writing certificate	2010	AH	English	Organized option for students
ESL certificate	2010	AH	English: ESL	Document students' progress in ESL

**Cluster: New Activities**

<b>Title: Description</b>	<b>Timeline</b>	<b>Division*</b>	<b>Department</b>	<b>Comments</b>
Advisory committee	2007	SSB	Social Sciences: Education	Initiate new committee
Advisory committee	2007	SSB	Social Sciences: Mental Health	Initiate new committee
Strategic learning lab	2007	SSB	Business	To meet students' academic needs
Outcomes assessment	2007	SSB	Business	Review all courses for outcomes
Community Legal Center	2007	SSB	Paralegal program	Opportunities for students and partner with legal community
Interdisciplinary projects	2007	MSET	Applied Industrial Technologies	Students work together across programs
Initiate training with Workforce Development and Continuing Education	2007	MSET	Applied Industrial Technologies and Computer Information Technology	Implement ITC and ITTC
Lunch seminars	2007	MSET	Computer Information Technology	Initiate lunch seminars for IT professionals
Effectiveness of Web-assisted classes	2007	MSET	Mathematics	Recommendation of program review
Assessment prototype	2007	MSET	Physical Sciences	Develop meaningful course assessment
Scholarships and mentoring	2007	MSET	Physical Sciences	Involvement of community to support students
Open labs for distance education	2007	MSET	Physical Sciences: Environmental Science	Support for distance education students
Standards for Web courses	2007	MSET	Physical Sciences	Maintain quality of courses
Enrollment management	2008	SSB	Social Sciences: Anthropology	Enhance student access
Program accreditation	2008	SSB	Social Sciences: Early Childhood	Enhance program stature
Meetings of full- and part-time faculty	2008	SSB	Social Sciences: Early Childhood	Synchronize curriculum delivery
Outcomes assessment	2008	SSB	Social Sciences: Early Childhood	Implement assessment
Outcomes assessment	2008	SSB	Social Sciences: Education	Implement assessment

<b>Title: Description</b>	<b>Timeline</b>	<b>Division*</b>	<b>Department</b>	<b>Comments</b>
Portfolio assessment	2008	SSB	Social Sciences: Education	Training for faculty to implement
Program direction	2008	SSB	Social Sciences: Education	Determine program direction
Student outreach	2008	SSB	Social Sciences: Education	Enhance student advisement
Outcomes assessment	2008	SSB	Social Sciences: Mental Health	Implementation of assessment
Marketing	2008	SSB	Social Sciences: Mental Health	Improve access for students
Partnership with mental health organizations	2008	SSB	Social Sciences: Mental Health	Meet community needs
Prerequisites analysis	2008	SSB	Social Sciences: Psychology	Determine proper requirements for courses
Outcomes assessment	2008	SSB	Social Sciences: Social Work	Implementation of assessment
Outcomes assessment	2008	SSB	Social Sciences: Sociology	Implementation of assessment
Prerequisites analysis	2008	SSB	Social Sciences: Sociology	Determine proper requirements for courses
Two-year course calendar	2008	AH	English	Enrollment planning
Learning Community	2008	AH	English	Implement learning communities
Science Center	2008	MSET	Biology and Physical Sciences	Develop center to support students
Field learning labs	2008	MSET	Physical Sciences: Geology	Reinforce learning in Geo-science
Program completion	2009	SSB	Social Sciences: Early Childhood	Enhance student success
Mentoring for part-time faculty	2009	SSB	Social Sciences: Education	Ensure program quality
Enrollment management	2009	SSB	Social Sciences: Education	Better scheduling and student needs
Student advisement	2009	SSB	Social Sciences: Mental Health	Improve program integrity
Colloquia for program	2009	SSB	Social Sciences: Psychology	Enhance opportunities for majors
Enrollment management	2009	SSB	Social Sciences: Psychology	Better scheduling and student needs

<b>Title: Description</b>	<b>Timeline</b>	<b>Division*</b>	<b>Department</b>	<b>Comments</b>
Enrollment management	2009	SSB	Social Sciences: Sociology	Market sociology courses to other programs
Mentoring for part-time faculty	2009	AH	English	Enhance teaching and orientation
Incorporate technology	2009	AH	English	Develop technology interface for courses
Placing properly in mathematics courses	2009	MSET	Mathematics	Develop electronic tracking for students' placement
Remediation for Chemistry	2009	MSET	Physical Sciences	Target at-risk students enrolled in chemistry
Student advisement	2010	SSB	Social Sciences: Anthropology	Enhance student success
Expand technology	2010	SSB	Social Sciences: Psychology	Enhance technology for students
Open labs for students	2010	MSET	Physical Sciences	To support students' projects
Retention of online students	2011	SSB	Social Sciences: Early Childhood	Enhance student success
Student retention	2011	SSB	Social Sciences: Psychology	Resolve low student retention
Student retention	2011	SSB	Social Sciences: Sociology	Resolve low student retention
Program diversity	2013	SSB	Social Sciences: Early Childhood	Increase student diversity
Program ownership	2013	SSB	Social Sciences: Mental Health	Assign faculty to program: integrity
Professional development	2013	SSB	Social Sciences: Psychology	Facilitate teaching and learning
Mentoring for part-time faculty	2013	SSB	Social Sciences: Psychology	Ensure program quality
Mentoring for part-time faculty	2013	SSB	Social Sciences: Sociology	Ensure program quality
Professional development	2013	SSB	Social Sciences: Sociology	Facilitate teaching with technology
Training program for ENG 090 faculty	2013	AH	English	Enhance teaching effectiveness

\*AH = Arts and Humanities; HSS = Health Sciences and Safety; MSET = Math, Science, Engineering and Technology; SSB = Social Sciences and Business; WDCE = Workforce Development and Continuing Education

## **Conclusion**

Since June 2002, TMCC has been on a path to build an infrastructure to support its growth, make decisions based on agreed-upon planning principles and goals, and clearly define its future. The initiatives supporting this new era at the college have been exemplified in the program and discipline review, administrative unit review, Planning Council, the review of general education, the Facilities Master Plan, learning outcomes and assessment, administrative evaluation, college self-study, budget review process, development of a strategic enrollment management plan, and various other initiatives. They have all contributed directly or indirectly to the development and implementation of the Academic Master Plan.

The development of this plan involved a large constituency of the college. The participation of the faculty and department chairs has resulted in a document that may surpass its intended lifespan. Its design and principles are meant to build a portfolio of which a snapshot may be taken at any time to meet internal or external accountabilities. The Academic Master Plan may be expanded as the college reaches further into the community and new opportunities become available.

Finally, each faculty, department, division and the office of the Vice President for Academic Affairs are accountable for realizing the initiatives herein inscribed and to report annually to the college community.

## **Leadership Team Contributors**

### **Department Chairs, Coordinators, Directors, Associate Deans**

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Daniel Lorz  
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John Reid  
Mary Stubbs

Visual and Performing Arts  
Emergency Medical Services  
Radiologic Technology  
Business  
Criminal Justice and Military Occupations  
Police Academy  
Biology  
Culinary Arts  
Paramedic  
Humanities  
Computer Technologies  
Nursing  
Veterinary Technology  
English  
Social Sciences  
Mathematics  
Dietetic Technician and Nutrition  
Fire Academy and Fire Science  
Dental Hygiene  
Physical Sciences  
Dental Assisting  
Applied Industrial Technologies  
History, Political Science and Law  
Certified Nursing Assistant