THREE RIVERS COLLEGE

ENGAGE 2030

STRATEGIC PLAN 2025-2030

Effective July 1, 2025

Jason Alford,
Controller

Ivannah Armes,
Student Services Advisor II

Steve Atwood,
Chief Technology Officer

Dr. Michael Baggs,
Instructor, Social Science
(Political Science)

Dr. Ryan Bixby,
Director, Distance
Learning Services

Brandi Brooks,
Director, Enrollment
Services and Student
Development

Kimberly Brooks,
Director, Technical Studies

Cassandra Cates,
Executive Assistant to the
Dean of Student Services

Kathryn Clark,
Instructor/Coordinator,
Agriculture & Forestry

William Cooper,
Chief Academic Officer

Heather Cornman,
Assistant Professor, Early
Childhood Development

Jason Cowan,
Assistant Professor,
Communications &
Language (English)

Kevin Crafford,
Project Technician

Corey Daleski,
Instructor, Social Science
(History)

Dr. Melissa Davis,
Division Chair,
General Studies

Michael DeAngelo,
Associate Professor,
Physical Science

Charlotte Eubank,
Chief Financial Officer

Joseph Giossi,
Instructor, Life Science

Dr. Benjamin Haas,
Associate Professor,
Communication

Kelli Hastings,
Instructor, Life Science

James Huskey,
System Administrator

Jennifer Inman,
Instructor, Accounting

Adrian Jameson,
Director, Housing

Heather King,
Assistant Director, Housing

Cassie Knox,
Coordinator, Testing Services

Frank Ludwig,
Director, Academic Assessment

Missy Marshall,
Director, Sikeston

Ann Matthews,
Dean of Student Services

Zach McAnulty,
Director, Educational Talent
Search

Kristina McDaniel,
Director, Human Resources/
Professional Development

Laura McElroy,
Director, Nursing Program/
Instructor, Nursing

Dustin Midyett,
Network Administrator

Amanda Moore,
Purchasing Specialist

Regina Morris,
Director, Financial Aid

Jeffrey Null,
Head Softball Coach/
Athletic Director

Dr. Maribeth Payne,
Chief Institutional Effectiveness
Officer, Accreditation
Liaison Officer

Dr. Wesley Payne,
President

Andrea Pierce,
Division Chair, Career Studies
& Workforce Development

Myesha Prater,
Outreach & Benefits Coordinator

Amanda Quaite,
Director, Student Accounts
& Billing Services

Corey Reynolds,
Behavioral Health Support
Program Coordinator

Barbie Rogers,
Executive Assistant to the
Chief Technology Officer

Colleen Sanders,
Instructor, Social Science
(Psychology)

Amanda Taylor,
Dual Credit Coordinator

Emily Thurman,
Instructor, Communication
& Language

Robert Tomlinson,
Director, Physical Plant

ENGAGE 2030 is the Three Rivers College strategic plan that provides the comprehensive groundwork for planning efforts for the next five years, to deliver innovative ideas for the future of our institution. At the heart of this plan is preparing our students for a successful future in an ever-changing world. Through our steadfast focus on ENGAGE 2030, we will turn the challenges faced by the College into opportunities while continuing to provide our students with a high-quality education and transformative learning experience central to our mission.

ENGAGE 2030 was created through our shared governance process of a forty-six-member Strategic Planning Steering Committee (SPSC), composed of faculty and staff from across the College. The SPSC worked throughout the Fall 2024 semester to give voice to the current strengths and challenges of the College by reviewing volumes of information along with input from students and community members. Much of the dialogue centered around the need to be flexible while accommodating a wide variety of current and future student needs. It is imperative we respond to the needs of students as we shift our teaching and learning modalities and accommodate the physical learning environment challenges while considering economic impact and sustainability.

The plan is organized into the following five strategic themes: (1) Operational Infrastructure for a Sustainable Future; (2) Community Connection and Impact; 3) Collaborations for Student Success; (4) Create a Culture of Student Engagement; and (5) Enhance Data Informed Practices. 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 supported by 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 ENGAGE 2030 five-year plan begins July 1, 2025. 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 60 years would not have been possible without the confidence and support of our dedicated alumni and College community. Thanks for your continued dedication and support of Three Rivers College and our students!

STRATEGIC THEMES

1 Operational Infrastructure for a Sustainable Future

2 Community Connection and Impact

3 Collaborations for Student Success

4 Create a Culture of Student Engagement

5 Enhance Data Informed Practices for Improved Outcomes

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.

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.

MESSAGE FROM THE PRESIDENT

To paraphrase Alice in Lewis Carroll's "Alice in Wonderland," if you don't know where you are going, any road will get you there. At Three Rivers, we do know where we are going and ENGAGE 2030 serves as our roadmap to get there. Through this we will actualize our plan toward becoming the preeminent, cutting-edge community of learners with a student-first focus.

The approach we used to develop ENGAGE 2030, focused on collaborating with our entire campus community and external stakeholders who empowered the Strategic Planning Steering Committee to create this data informed path to our future. Through this process we were committed to being as transparent as possible by communicating regularly and providing a feedback loop 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 ENGAGE 2030!

Wesley A. Payne

Wesley A. Payne, Ph.D
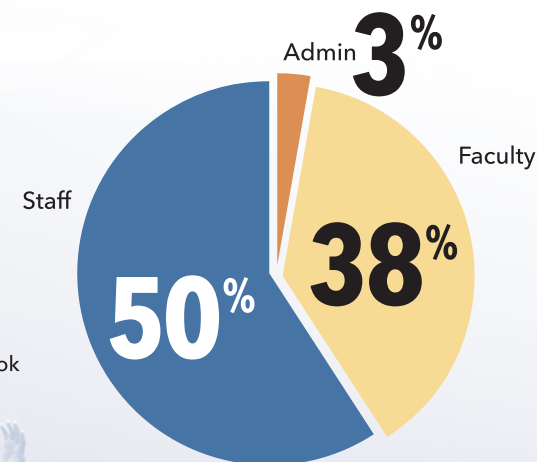President, Three Rivers College

DIAMOND™
POWERED BY SPOL

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 6,000 planning objectives and counting!

Fall 2024
Student Enrollment

- Online Only 50%
- Mixed Modality 32%
- Face-to-Face Only 18%

2024-25 Factbook
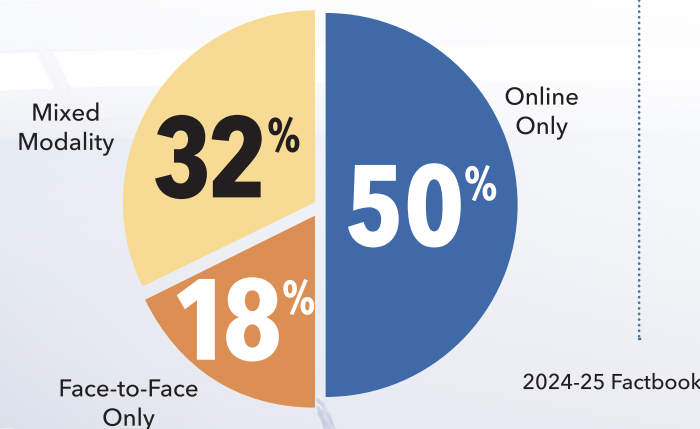
Fall 2024
Full-Time Employees
TOTAL=177

- Admin 3%
- Faculty 38%
- Staff 50%

OPERATIONAL INFRASTRUCTURE FOR A SUSTAINABLE FUTURE

Respond to the educational needs of students and employees to ensure an organizational environment which promotes success through effective and efficient operations.
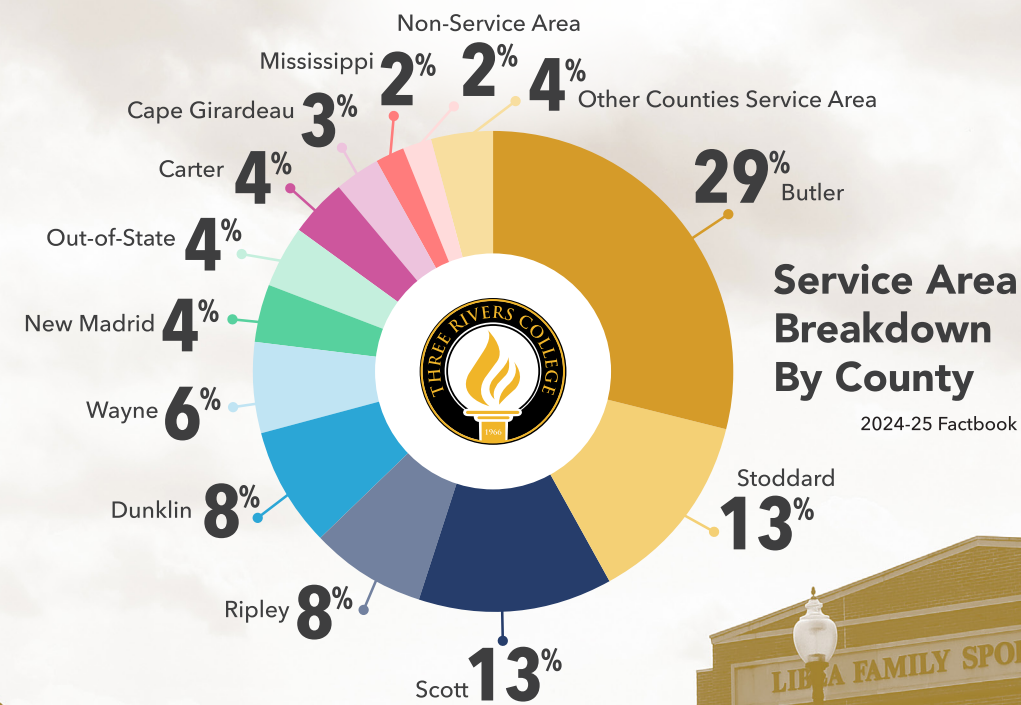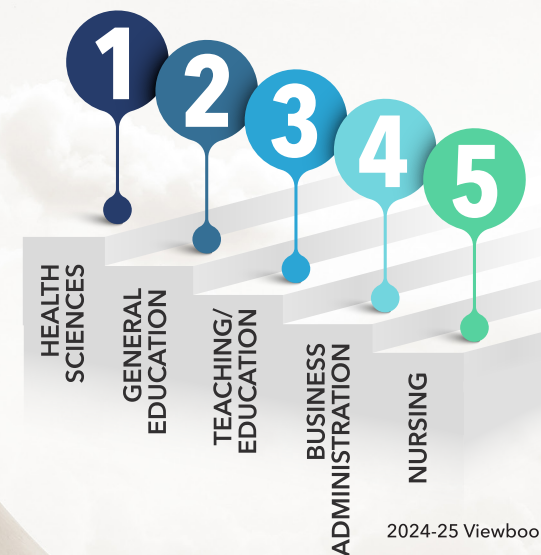
- Create a work culture to foster growth of potential, fully supported by professional development opportunities to increase knowledge and skills.

- Design a seamless learning experience for students that considers all available platforms, modalities, and support to enhance student learning.

- Develop an infrastructure (e.g., policies, guidelines, training, etc.) to support the ethical use of new technologies (e.g., Artificial Intelligence) in support of the curriculum and in College operations.

- Enhance the quality of online instruction and programming through improved organizational infrastructure.

- Ensure quality instruction through evaluating processes (e.g., curriculum, program assessment, etc.) to add efficiency while strengthening the processes.

- Evaluate LMS options for improved online functionality and course design.

- Evaluate the use of electronics in the classroom: laptops, tablets, phones, etc.

- Evaluate workload responsibilities to ensure positions are balanced for optimal productivity.

- Explore and adopt technologies that enhance learning and operations.

- Formalize evaluation processes for functional areas that address improved infrastructure, facilities, and equipment for better alignment and student success.

- Improve communication across departments.

- Improve onboarding, guidelines, and mentorships for new employees.

- Increase the use of interdepartmental teams to collaborate on College initiatives and share results and use of results for improvement.

- Expand use of myTRCC information portal.

- Provide appropriate technology support for students.

- Repurpose underutilized space for students, faculty, and staff.

STRATEGIC THEME **1**

6

7

Top Areas Of Study

1. HEALTH SCIENCES
2. GENERAL EDUCATION
3. TEACHING/ EDUCATION
4. BUSINESS ADMINISTRATION
5. NURSING

2024-25 Viewbook

Service Area Breakdown By County

2024-25 Factbook

- Non-Service Area 2%
- Mississippi 2%
- Cape Girardeau 3%
- Carter 4%
- Out-of-State 4%
- New Madrid 4%
- Wayne 6%
- Dunklin 8%
- Ripley 8%
- Scott 13%
- Other Counties Service Area 4%
- Butler 29%
- Stoddard 13%

COMMUNITY CONNECTION AND IMPACT

Reinforce the alignment of the College with the community through partnerships seeking to further embed the College in our service area's culture and build a better community for all.
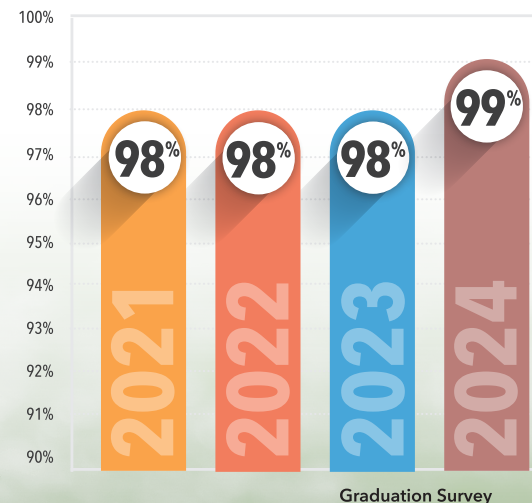
- Create more donor and scholarship opportunities.

- Enhance marketing to capitalize on online content through website visibility, using accurate and current content as a strategy that expands reach to increase program enrollment.

- Focus on campus beautification to enhance the "wow factor impact" and instill College pride.

- Enhance relationships with local communities and entities, (e.g., libraries, schools, civic organizations, community groups, etc.).

- Improve and expand alumni relations.

- Increase the number of small-scale community educational events and use of College facilities for improved student enrollment.

- Provide educational opportunities that address community needs through community organizations.

- Systematically highlight alumni and current student success stories and testimonials.

STUDENT SUCCESS ACADEMY

98% Students believe faculty were genuinely interested in their success.
2020-25 Registration Survey

100% I would recommend Three Rivers College to others.
2024 Graduation Survey

96% I was prepared for my first day of classes.
2020-25 Registration Survey

Student Satisfaction

| 2021 | 2022 | 2023 | 2024 |
| 98% | 98% | 98% | 99% |

Graduation Survey

2021-2024
TRC Met Student Satisfaction Benchmarks
Graduation Survey

99% Did Three Rivers College meet your education needs?
2024 Graduation Survey

98% Now that you have had a complete experience of Three Rivers College, if you had to, would you choose Three Rivers College again?
2024 Graduation Survey

COLLABORATIONS FOR STUDENT SUCCESS

Collaborate with faculty and staff as well as business and industry partners to build a workforce for the future by educating students in areas of need.

- Create programs in areas of high labor market demand.

- Design a comprehensive enrollment management plan that considers future community growth and development.

- Design an educational, fun, and inviting student life program that creates a sense of campus community which promotes balanced, healthy approaches and provides life skills experiences.

- Enhance career services to connect College programs, faculty, College advisors, and students to ensure career readiness, improved program completion, and job placement.

- Develop an internal retention-focused marketing campaign.

- Enhance partnerships with high schools and Career Technology Centers to create dual credit educational systems designed to improve student learning, outcomes, and outputs.

- Evaluate institutional practices, policies, and regulations, as well as procedures and processes, to eliminate unnecessary barriers for students.

- Improve advising to systematically include all relevant parties with appropriate roles and responsibilities as part of a comprehensive advising and retention plan.

- Increase collaboration among faculty, advisors, and student life staff to strategize application of student services focused on retaining "at-risk students" through seminars/activities (e.g., money management, job interview skills, etc.).

- Increase student access to internships, apprenticeships, and work-based learning experiences.

Online/Distance Learning Percentage of Students Enrolled in Online Courses

2025 National Community College Benchmark Project

Legend: ● Enrolled ● Enrolled Only Online

85%
61%

National Percentiles: TRC, 10, 25, 50, 75, 90
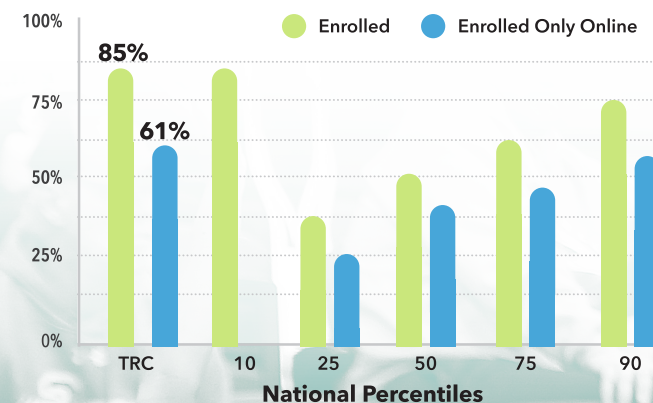
Fall 2024 Faculty
TOTAL=175

Full-Time Faculty **46%**
Part-Time Faculty **54%**

2024-25 Factbook

99% I am treated like an individual.
2020-25 Registration Survey

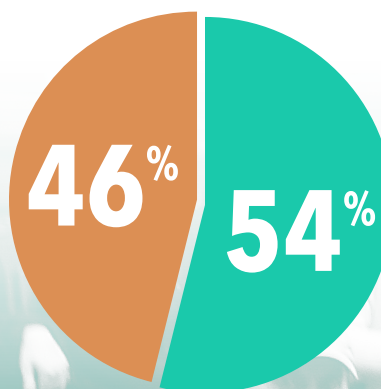**99%** Students indicated Three Rivers College has a positive student focused culture.
2020-25 Registration Survey

CREATE A CULTURE OF STUDENT ENGAGEMENT

Ensure student retention through inclusive student engagement activities and events that provide the tools and skills necessary for students to succeed.

- Address high withdrawal rates of students with emphasis on ACAD 101 and Developmental Course retention and success.

- Align curriculum in all modalities as appropriate.

- Allocate funds to enhance quality instruction and student support.

- Enhance the faculty mentor program to ensure adjuncts are fully informed and involved in the academic process and to ensure appropriate engagement and instructional methodologies.

- Ensure the technological competency of students.

- Evaluate course scheduling and location options for improved enrollment, retention, and student engagement.

- Increase "Regular and Substantive Interaction" (RSI) between faculty and students and ensure RSI is integrated in the design of all new and existing distance courses.

- Increase housing and Division II athletic opportunities for students.

- Involve faculty and staff to create a campus culture focused on student engagement which includes a broad range of knowledge and skills.

- Provide substantive and timely feedback to students to improve engagement.

- Maximize timely academic services that engage students before they fail or withdraw.

- Provide professional development opportunities in educational delivery methods, teaching methods, student engagement, and other pedagogical/andragogical methods in the learning environment.

- Showcase TRC students to enhance and cultivate an appreciation of our students' success.

TRC Met Completion/ Transfer Rates Benchmarks

3-Year Completion/ Transfer Rate for Full-Time, First-Time Students	Total Number That Completed a Degree or Certificate Plus Number Transferred to a 4-Year Institution	Full-Time, First-Time Students in Fall Cohort (Unduplicated Head Count)	Rate
Fall 2017 Cohort	241	639	37.7%
Fall 2018 Cohort	207	569	36.4%
Fall 2019 Cohort	210	530	39.6%
Fall 2020 Cohort	223	534	41.8%
Fall 2017-2019 3-year Total	658	1,738	37.9%
Fall 2018-2020 3-year Total	640	1,633	39.2%

National Community College Benchmark Project (NCCBP)

Graduates
Career vs. Transfer

AAS Degrees **31%**

AA Degrees
AAT Degrees
AS Degrees **69%**

2024-25 Factbook
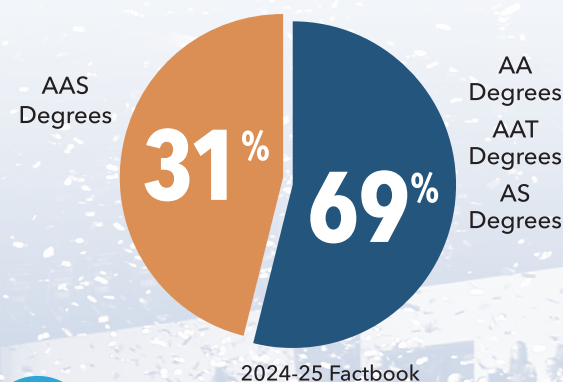
84% 2024 Graduates indicated they plan to continue their education after Three Rivers.

2024 Graduation Survey

ENHANCE DATA INFORMED PRACTICES FOR IMPROVED OUTCOMES

Implement targeted approaches to planning that focus on student retention and graduation strategies for potential growth and operational improvement.

- Align interdepartmental operations through shared data approaches.

- Assess training efforts and use results to promote and increase the value of College provided training.

- Expand the inclusion of faculty and staff in planning and implementation of student recruitment efforts.

- Implement a tracking system for professional development.

- Improve student learning by taking definitive action to alter the curriculum and/or instructional methods based on academic assessment results through the annual planning and assessment process.

- Increase advisor knowledge of curriculum, programming, and transfer requirements for improved outcomes.

- Increase student participation in tutoring services.

- Increase student enrollment and retention through alignment of services, (e.g., advising, career services, counseling, financial aid, tutoring, and instruction).

- Provide faculty and staff appropriate data to enable effective collaboration for improved operations and student success.

THREE RIVERS COLLEGE

2080 THREE RIVERS BLVD | POPLAR BLUFF, MO 63901

877-879-8722 | TRCC.EDU