Three Rivers College

2020 VISION

LOOKING TOWARD THE FUTURE

Strategic Planning Report 2016-2020

Excellent Student Service

Strategic Theme: The college will continue to make student success the top priority as we provide open access to high quality education at a reasonable cost. Therefore, we must continue to employ effective processes and develop better systems to serve our students efficiently.

Initiatives:

- Assess and improve advising and registration processes
- Assess and improve financial aid processes
- Better utilize student feedback for informed decisions
- Clarify curricular requirements
- Expand student accounts capacity
- Grow academic advisor capacity
- Improve communication to students

Measures:

- Institutional Benchmark III: Student Satisfaction*
- Student Loan Default Rate
- Graduation Survey
- Registration Survey

* **Institutional Benchmark III: Student Satisfaction:** (90% or Better) as measured by the Graduation Survey.

Students were asked to rate their level of agreement with a set of statements on the Graduation Survey.				
% of students who rated their level of satisfaction as "Agree" or "Strongly Agree"	**2016**	**2017**	**2018**	**2019**
I would recommend Three Rivers College to others.	97%	95%	99%	96%
% of students who indicated "Yes"				
Now that you had had a complete experience of Three Rivers College, if you had to, would you choose Three Rivers College again?	95%	96%	97%	95%
Did Three Rivers College meet your educational needs?	98%	99%	100%	98%

Sources: Graduation Survey, Registration Survey, Institutional Benchmark Data, Student Loan Default Rate

Excellent Student Service (cont.)

Strategic Theme: The college will continue to make student success the top priority as we provide open access to high quality education at a reasonable cost. Therefore, we must continue to employ effective processes and develop better systems to serve our students efficiently.

Registration Survey Results: Satisfaction of **Advising Center**

Customer Service

	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020
Very Satisfied/Satisfied	78%	74%	79%	83%	88%	85%	90%	94%	92%
Average	16%	23%	15%	14%	11%	13%	9%	6%	8%
Dissatisfied/Very Dissatisfied	6%	3%	6%	3%	1%	2%	1%	0%	0%

Level of Knowledge

	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020
Very Satisfied/Satisfied	79%	74%	79%	80%	87%	86%	88%	92%	90%
Average	14%	24%	16%	17%	11%	12%	12%	7%	9%
Dissatisfied/Very Dissatisfied	7%	2%	5%	3%	2%	2%	0%	1%	1%

Overall Satisfaction

	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020
Very Satisfied/Satisfied	79%	77%	80%	81%	86%	85%	90%	94%	93%
Average	15%	20%	14%	16%	12%	13%	9%	5%	7%
Dissatisfied/Very Dissatisfied	6%	3%	6%	3%	2%	2%	1%	1%	0%

Sources: Graduation Survey, Registration Survey, Institutional Benchmark Data

Excellent Student Service (cont.)

Strategic Theme: The college will continue to make student success the top priority as we provide open access to high quality education at a reasonable cost. Therefore, we must continue to employ effective processes and develop better systems to serve our students efficiently.

Registration Survey Results: Satisfaction of **Financial Aid Services**

Customer Service

	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020
Very Satisfied/Satisfied	79%	77%	85%	76%	85%	81%	86%	87%	89%
Average	15%	15%	11%	17%	11%	14%	12%	11%	11%
Dissatisfied/Very Dissatisfied	6%	7%	4%	7%	4%	5%	2%	2%	0%

Level of Knowledge

	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020
Very Satisfied/Satisfied	79%	77%	86%	76%	87%	84%	87%	87%	90%
Average	16%	14%	12%	18%	10%	13%	10%	11%	9%
Dissatisfied/Very Dissatisfied	5%	8%	2%	5%	2%	4%	3%	2%	1%

Overall Satisfaction

	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020
Very Satisfied/Satisfied	79%	76%	86%	73%	86%	81%	87%	88%	89%
Average	15%	17%	12%	20%	12%	14%	10%	11%	11%
Dissatisfied/Very Dissatisfied	6%	7%	2%	7%	2%	5%	3%	1%	0%

The Student Loan Default Rate was reduced from 28.2 to 21.2 from FY12 to FY16.

Default rates measure the percentage of students who fail to repay their federal student loans. A lower default rate indicates that a higher percentage of students are paying back their student loans after leaving college.

Sources: Graduation Survey, Registration Survey, Institutional Benchmark Data

Excellent Student Service (cont.)

Strategic Theme: The college will continue to make student success the top priority as we provide open access to high quality education at a reasonable cost. Therefore, we must continue to employ effective processes and develop better systems to serve our students efficiently.

Registration Survey Results: Satisfaction of **Testing Services**

Customer Service

	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020
Very Satisfied/Satisfied	82%	86%	81%	83%	86%	84%	86%	95%	95%
Average	14%	12%	17%	17%	14%	16%	14%	5%	5%
Dissatisfied/Very Dissatisfied	5%	2%	2%	1%	0%	0%	0%	0%	0%
*N/A (I did not visit Testing Services)	-	43% (126/294)	54% (142/264)	-	-	-	-	-	

Level of Knowledge

	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020
Very Satisfied/Satisfied	80%	81%	80%	85%	87%	83%	86%	91%	95%
Average	15%	18%	18%	14%	13%	17%	14%	8%	5%
Dissatisfied/Very Dissatisfied	6%	1%	2%	1%	0%	0%	0%	1%	0%
*N/A (I did not visit Testing Services)	-	42% (122/294)	53% (139/264)	-	-	-	-	-	

Overall Satisfaction

	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020
Very Satisfied/Satisfied	80%	88%	85%	87%	88%	83%	90%	95%	94%
Average	14%	12%	13%	12%	12%	17%	10%	5%	6%
Dissatisfied/Very Dissatisfied	5%	0%	2%	1%	0%	0%	0%	0%	0%
*N/A (I did not visit Testing Services)	-	41% (119/294)	52% (139/264)	-	-	-	-	-	-

***Note: "N/A (I did not visit Testing Services)" included in Fall 2016 and Spring 2017 surveys only.**

Sources: Graduation Survey, Registration Survey, Institutional Benchmark Data

Excellent Student Service (cont.)

Strategic Theme: The college will continue to make student success the top priority as we provide open access to high quality education at a reasonable cost. Therefore, we must continue to employ effective processes and develop better systems to serve our students efficiently.

Registration Survey Results: Satisfaction of **Welcome Center**

Customer Service

	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020
Very Satisfied/Satisfied	84%	84%	86%	88%	91%	92%	92%	95%	92%
Average	11%	13%	11%	11%	6%	8%	7%	4%	6%
Dissatisfied/Very Dissatisfied	4%	3%	3%	1%	2%	1%	1%	1%	2%
*N/A (I did not visit Welcome Center)	-	19% (55/294)	18% (48/266)	-	-	-	-	-	-

Level of Knowledge

	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020
Very Satisfied/Satisfied	83%	82%	84%	88%	90%	89%	87%	95%	90%
Average	12%	17%	12%	12%	7%	11%	12%	4%	8%
Dissatisfied/Very Dissatisfied	5%	1%	4%	0%	3%	0%	1%	1%	2%
*N/A (I did not visit Welcome Center)	-	19% (55/294)	18% (47/266)	-	-	-	-	-	-

Overall Satisfaction

	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020
Very Satisfied/Satisfied	85%	82%	88%	89%	92%	90%	93%	96%	90%
Average	10%	15%	9%	11%	5%	10%	7%	4%	8%
Dissatisfied/Very Dissatisfied	5%	3%	4%	0%	2%	0%	0%	0%	2%
*N/A (I did not visit Welcome Center)	-	18% (53/294)	17% (45/266)	-	-	-	-	-	-

***Note: "N/A (I did not visit Welcome Center)" included in Fall 2016 and Spring 2017 surveys only.**

Sources: Graduation Survey, Registration Survey, Institutional Benchmark Data

Excellent Student Service (cont.)

Strategic Theme: The college will continue to make student success the top priority as we provide open access to high quality education at a reasonable cost. Therefore, we must continue to employ effective processes and develop better systems to serve our students efficiently.

Registration Survey Results: Satisfaction of **Registrar's Office**

Customer Service

	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020
Very Satisfied/Satisfied	77%	84%	85%	87%	88%	90%	85%	90%	94%
Average	17%	13%	12%	12%	8%	9%	12%	9%	2%
Dissatisfied/Very Dissatisfied	6%	2%	4%	2%	3%	1%	3%	0%	0%
*N/A (I did not visit Registrar)	-	29% (85/294)	33% (87/266)	23% (69/300)	22% (50/223)	24% (62/263)	0%	1%	4%

Level of Knowledge

	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020
Very Satisfied/Satisfied	79%	84%	86%	86%	90%	89%	88%	89%	94%
Average	15%	14%	12%	12%	8%	9%	9%	9%	2%
Dissatisfied/Very Dissatisfied	7%	1%	3%	2%	3%	1%	3%	0%	0%
*N/A (I did not visit Registrar)	-	29% (85/294)	32% (86/266)	23% (69/300)	23% (51/223)	23% (61/263)	0%	2%	4%

Overall Satisfaction

	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020
Very Satisfied/Satisfied	79%	84%	87%	86%	88%	91%	88%	93%	94%
Average	14%	14%	11%	11%	10%	9%	9%	5%	2%
Dissatisfied/Very Dissatisfied	6%	1%	3%	3%	3%	1%	3%	0%	0%
*N/A (I did not visit Registrar)	-	29% (84/294)	32% (86/266)	23% (69/300)	23% (50/223)	23% (61/263)	0%	2%	4%

***Note: "N/A (I did not visit Registrar)" added on Fall 2016 survey.**

Sources: Graduation Survey, Registration Survey, Institutional Benchmark Data

Excellent Student Service (cont.)

Strategic Theme: The college will continue to make student success the top priority as we provide open access to high quality education at a reasonable cost. Therefore, we must continue to employ effective processes and develop better systems to serve our students efficiently.

Registration Survey Results: Satisfaction of **Student Accounts**

Customer Service

	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020
Very Satisfied/Satisfied	77%	70%	74%	77%	84%	85%	89%	93%	96%
Average	20%	27%	25%	21%	13%	15%	11%	7%	3%
Dissatisfied/Very Dissatisfied	3%	3%	2%	2%	2%	1%	0%	0%	1%

Level of Knowledge

	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020
Very Satisfied/Satisfied	77%	70%	74%	78%	83%	84%	88%	93%	95%
Average	20%	28%	25%	19%	15%	15%	11%	7%	5%
Dissatisfied/Very Dissatisfied	3%	2%	2%	2%	2%	1%	1%	0%	0%

Overall Satisfaction

	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020
Very Satisfied/Satisfied	78%	70%	75%	78%	84%	85%	88%	95%	95%
Average	19%	27%	24%	19%	13%	13%	11%	5%	3%
Dissatisfied/Very Dissatisfied	3%	3%	2%	2%	3%	2%	1%	0%	2%

Notification regarding Billing Information*

	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020
Very Satisfied/Satisfied	-	-	74%	77%	83%	83%	88%	93%	92%
Average	-	-	21%	18%	13%	15%	12%	6%	5%
Dissatisfied/Very Dissatisfied	-	-	5%	5%	4%	3%	0%	1%	3%

***Note: "Notification regarding Billing Information" added on Spring 2017 survey.**

Sources: Graduation Survey, Registration Survey, Institutional Benchmark Data

Excellent Student Service (cont.)

Strategic Theme: The college will continue to make student success the top priority as we provide open access to high quality education at a reasonable cost. Therefore, we must continue to employ effective processes and develop better systems to serve our students efficiently.

Registration Survey Results: Satisfaction of **The College Store**

Customer Service

	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020
Very Satisfied/Satisfied	83%	83%	83%	83%	92%	90%	89%	93%	93%
Average	13%	16%	15%	16%	7%	9%	9%	6%	6%
Dissatisfied/Very Dissatisfied	4%	2%	3%	2%	0%	1%	2%	1%	1%

Textbook Pick-Up Process

	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020
Very Satisfied/Satisfied	81%	75%	83%	78%	88%	83%	90%	93%	94%
Average	13%	16%	12%	17%	9%	13%	9%	6%	5%
Dissatisfied/Very Dissatisfied	6%	8%	6%	5%	2%	3%	1%	1%	1%

Overall Satisfaction

	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020
Very Satisfied/Satisfied	82%	75%	84%	82%	90%	88%	89%	94%	94%
Average	13%	23%	14%	16%	8%	11%	10%	6%	5%
Combined Dissatisfaction	5%	2%	2%	2%	1%	1%	1%	0%	1%

Staff Level Of Knowledge*

	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020
Very Satisfied/Satisfied	-	-	-	-	-	88%	89%	95%	94%
Average	-	-	-	-	-	9%	10%	4%	6%
Dissatisfied/Very Dissatisfied	-	-	-	-	-	2%	1%	1%	0%

***Note: "Staff Level of Knowledge" added on Fall 2018 survey.**

Sources: Graduation Survey, Registration Survey, Institutional Benchmark Data

Excellent Student Service (cont.)

Strategic Theme: The college will continue to make student success the top priority as we provide open access to high quality education at a reasonable cost. Therefore, we must continue to employ effective processes and develop better systems to serve our students efficiently.

Spring 2020 Registration Survey Student Comments

"If I had the support in 1992 when I graduated from high school, that I have now at TRCC, I would've went to college sooner. I have nothing but high praise for ever single faculty member I've met. They not only encourage me, they go out of their way to help me. It's amazing, and I'm absolutely appreciative for their support. I have no problem going on record, be it a television commercial or a radio advertisement, and let others know, TRCC values you as a student and they desire nothing but success for you as a student. The intimidation factor for a man of my age going back to school has been neutralized by the faculty's support system. I'm in awe."

"My adviser has been so great to work with since starting Three Rivers College. With me being a new student and never been in college before she has walked me through each stage of what to do each semester. I am so thankful for such a great adviser who keeps me in line and updated with all the information that I need to know."

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

"I honestly have an overall wonderful experience every semester. The staff here at Three Rivers are always supportive, caring, and they are always prepared."

"I can't say enough good things about the help I receive every semester with picking up my books. No matter who is working they are friendly, helpful and make sure that I have everything I need before leaving the campus to start each semester prepared"

"Financial aid very speedy in returning contact, I had an issue with getting my Pell Grant to process and an Advisor has helped me every step of the way."

Source: Registration Survey

High Quality Instruction

Strategic Theme: The College will continue to shape its culture by making learning our first priority and the driving force behind all initiatives, decisions and policy development.

Initiatives:

- Align salaries with peer institutions
- Attract and retain high quality candidates through competitive salaries
- Build a supportive environment for adjunct instructors
- Champion innovative teaching strategies
- Enhance instructor training and support
- Expand and improve policies, processes and procedures
- Maintain learning resources appropriate to curriculum
- Promote a culture of continuous learning and improvement
- Promote quality higher education instruction

Measures:

- Number of Faculty Quality Matters Trained
- Noel-Levitz Student Satisfaction Inventory (Scheduled for SP 2019)
- Number of Policy and Regulation changes academically related
- Institutional Assessment
- Tutoring and Learning Center Tutoring Program
- Salary Comparison Study
- Financial Investment in Learning Resources
- Institutional Benchmark IV: Remedial/ Developmental Success*
- Two-Year Graduate Outcome Report
- Adjunct Faculty Feedback Survey

*** Institutional Benchmark IV: Remedial/Developmental Success** Improve from prior year or improve by using data from the 3 year rolling average. % of Students who successfully complete the Remedial/Developmental courses and then enroll and successfully complete the college-level course.

English Developmental Success	Rate
2017	72.3%
2018	71.7%
2019	69.2%

Math Developmental Success	Rate
2017	68.7%
2018	72.6%
2019	77.9%

Students were asked to rate their level of agreement with a set of statements on the Graduation Survey.				
% of students who rated their level of satisfaction as "Agree" or "Strongly Agree"	**2016**	**2017**	**2018**	**2019**
I would recommend Three Rivers College to others.	97%	95%	99%	96%
% of students who indicated "Yes"				
Now that you had had a complete experience of Three Rivers College, if you had to, would you choose Three Rivers College again?	95%	96%	97%	95%
Did Three Rivers College meet your educational needs?	98%	99%	100%	98%

***Note: The percentage of students who successfully complete the Remedial/Developmental courses and then enroll and successfully complete the college-level course.**

Sources: Graduation Survey, Adjunct Faculty Feedback Survey (Climate Survey), National Community College Benchmarking Project (NCCBP), Three Rivers College Annual Budget, Office of Institutional Effectiveness, Office of Instruction, Institutional Benchmarking Data

High Quality Instruction (cont.)

Strategic Theme: The College will continue to shape its culture by making learning our first priority and the driving force behind all initiatives, decisions and policy development.

Of the total Three Rivers College graduates from 2015-2016 , 96.1% are accounted for in the Two-Year Graduate Outcomes Report. Of the 96.1% identified in the report, 90.7% are employed and/or continuing their education.

Over $3.4 million Financial Investment in Learning Resources 2015-2017.

Strategic investment of $274,000.00 to improve the physical holdings of the library in support of instruction.

CRLA
College Reading & Learning Association

Received College Reading and Learning Association Accreditation for the Tutoring and Learning Center (TLC).

Received International Certification from the College Reading and Learning Association (CRLA) International Tutor Training Program for the TRC Tutoring and Learning Center (TLC).

Expanded Library Outreach Assistance Services to all students enrolled in classes.

Adjunct Faculty Feedback Survey Results

I receive adequate support from my department to do my job effectively.

	2015	2016	2017	2018	2019*
Agree	75%	95%	96%	91%	98%
Neutral	19%	5%	4%	9%	-
Disagree	6%	0%	0%	0%	2%

***Note: "Neutral" answer option removed on 2019 survey.**

Sources: Graduation Survey, Adjunct Faculty Feedback Survey (Climate Survey), National Community College Benchmarking Project (NCCBP), Three Rivers College Annual Budget, Office of Institutional Effectiveness, Office of Instruction, Institutional Benchmarking Data

Learning Environment

Strategic Theme: The College will create a dynamic, safe, and caring student-first physical learning environment that promotes open access to opportunities for all students of diverse backgrounds and ensures their preparation for success in a global world.

Initiatives:

- Enhance safety and security
- Ensure a sustainable and flexible technology infrastructure
- Maintain facilities in support of learning
- Support a comprehensive maintenance program to align with Master Plan

Measures:

- Graduation Survey
- Facilities Master Plan
- Technology Plan

Graduation Survey					
Did you have any safety concerns while attending Three Rivers College?					
	2015	**2016**	**2017**	**2018**	**2019**
Yes	7%	7%	7%	5%	6%
No	93%	93%	93%	95%	94%

Student Services is now conveniently located in one building.

Three Rivers College will be second among the two-year colleges in Missouri in square feet per FTE upon completion of the Libla Family Sports Complex.

Mass Notification Emergency Alert System Implemented.

The Rutland Library was expanded inside its existing building which was completely renovated into what is now the Academic Resource Commons (ARC). The building received a complete $2.1M exterior and interior renovation.

Since 2013, percentage of physical book holdings has increased 1059%. This improvement is shown in the following specific subject area examples below:

American Literature	922%
American Studies	1971%
Business Administration	2073%
Education	1570%
Environmental Sciences	1451%

General Science	4272%
Health Sciences and Medicine	833%
Mathematics	652%
U. S. and Canadian History	732%
World and Comparative History	742%

Sources: Graduation Survey, Master Facilities Plan, Technology Plan, Rutland Library

Resource Development

Strategic Theme: The College will seek alternative funding sources and utilize resources in a responsible manner.

Initiatives:

- Create and maintain partnerships
- Develop and implement focused fundraising activities
- Expand and improve scholarship opportunities for students
- Foster a culture of data-informed decisions
- Seek informed cost savings for efficient operations
- Seek targeted alternate funding streams.

Measures:

- Three Rivers College Annual Audit
- Institutional Benchmark VI: College Financial Ratio*
- Total Alternative Funding Received
- Net Position

♦ **Institutional Benchmark VI: College Financial Ratio** This should indicate the college is operating with adequate funds necessary to do so. This data is kept by the Chief Financial Officer of the college. This rate fluctuates based on the college debt ratio and the major building projects.

Over $11.3 Million in alternate funding streams received.

Unqualified Financial Audits and designation as a **low risk** auditee since 2010.

Financial Ratios- CFI Weighted Scores	2017 GASB 68 Excluded	2018 GASB 68 Excluded	2019 GASB 68 Excluded
Primary Reserve Ratio	1.78	2.17	1.82
Net Operating Revenue Ratio	0.56	1.00	.52
Return on Net Assets Ratio	1.23	0.54	.24
Viability Ratio	0.84	0.89	.69
Composite Financial Indicator Score (CFI)	3.87	4.59	3.27

Net Position

2015:	$17,886,235
2016:	$20,424,746
2017:	$22,407,766
2018:	$19,538,526
2019:	$36,797,170

Sources: Office of Development, Office of the Chief Financial Officer

Student Enrollment, Retention, & Transfer

Strategic Initiative: The College will continue to develop and improve student retention initiatives that align with a supportive infrastructure to provide the best possible outcomes for our students to set and achieve their goals. Program completion and job placement rates are a measure of our commitment to student success.

Initiatives:

- Build and Expand relationships with educational partners
- Develop comprehensive student retention initiatives
- Focus enrollment initiative for targets programs
- Improve Job Placement Rates
- Increase Fall to Fall student retention rates
- Increase student completion rates

Measures:

- Institutional Benchmark I: Enrollment*
- Institutional Benchmark II: Retention*
- Factbook: Degree/Certificate Completion
- Institutional Benchmark V: Completion/Transfer Rates*
- Two-Year Graduate Outcomes Report

***Institutional Benchmark V: Completion/Transfer Rates** Key Performance Indicator (KPI) (Meet the KPI) through the National Benchmarking Project 66 rank, or improve rank, or improve from prior year or improve by using data from the 3 year rolling average.

Of the total Three Rivers College graduates from 2015-2016 , 96.1% are accounted for in the Two-Year Graduate Outcomes Report. Of the 96.1% identified in the report, 90.7% are employed and/or continuing their education.

- Implemented and provided training of an intrusive advising model and personal, seamless, and intentional (PSI) process integrated with an updated student planning software to provide future semester planning for our students along with an updated advising manual.
- Created and began implementation of a new Enrollment Management Plan.
- Completed renovations and established. The University Center to include 3 Universities offering 23 programs on the Poplar Bluff Campus and 31 university completion programs online.

Degrees and Certificates Conferred 2013-2019

Degree Type	14-15	15-16	16-17	17-18	18-19	5-Year Average
Short-Term Certificates	106	80	101	112	80	96
1-to 2-Year Certificates	492	407	499	424	378	440
2-Year Certificates	2	2	1	1	1	1
Associate of Arts	259	263	234	199	190	229
Associate of Arts in Teaching	54	55	48	44	35	47
Associate of Science	6	9	26	79	58	36
Associate of Applied Science	171	178	184	163	166	172
Total Credentials	**1090**	**994**	**1093**	**1022**	**908**	**1021**
Unduplicated Headcount	667	574	606	573	511	586

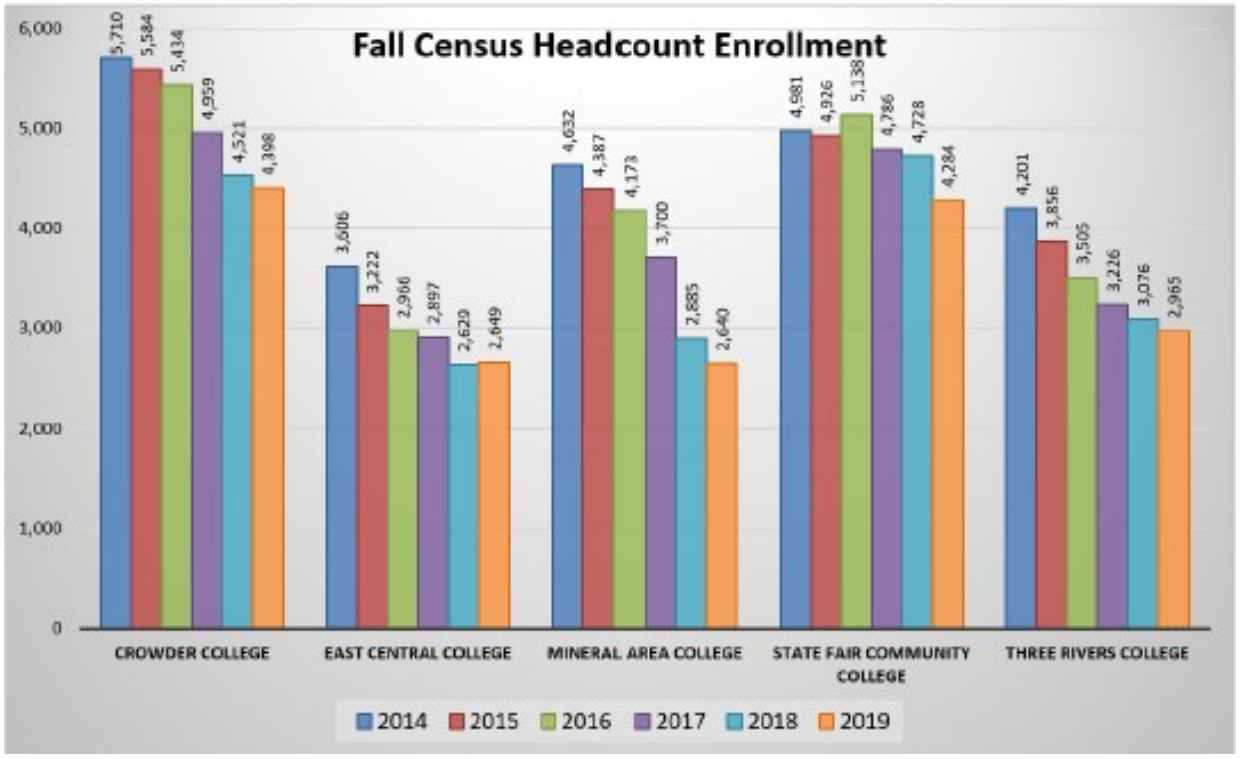
Sources: Institutional Benchmarking Data, Office of Enrollment Services , Factbook 2019, University Center

Student Enrollment, Retention, & Transfer (cont.)

Strategic Initiative: The College will continue to develop and improve student retention initiatives that align with a supportive infrastructure to provide the best possible outcomes for our students to set and achieve their goals. Program completion and job placement rates are a measure of our commitment to student success.

***Institutional Benchmark I: Enrollment** Maintain enrollment at or above "similar institutions" in the state of MO. (i.e. Crowder, Mineral Area, State Fair, and East Central) as measured by Fall Census Headcount.

Missouri 2-Year Institutions	2016	2017	2018	2019	1-year Change	3-year Change	5-year Change
Crowder College	5,434	4,959	4,521	4,398	-2.7%	-19.1%	-23.0%
East Central College	2,966	2,897	2,629	2,649	0.8%	-10.7%	-26.5%
Mineral Area College	4,173	3,700	2,885	2,640	-8.5%	-36.7%	-43.0%
State Fair Community College	5,138	4,786	4,728	4,284	-9.4%	-16.6%	-14.0%
Three Rivers College	**3,505**	**3,226**	**3,076**	**2,965**	-3.6%	-15.4%	-29.4%



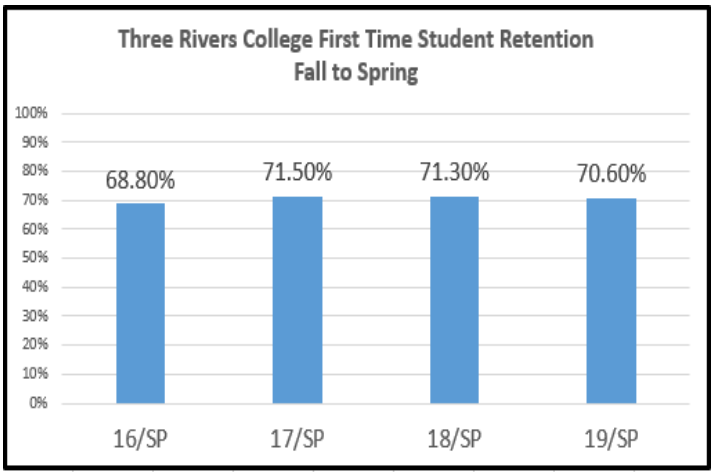
Sources: Institutional Benchmarking Data, Office of Enrollment Services , Factbook 2019, University Center

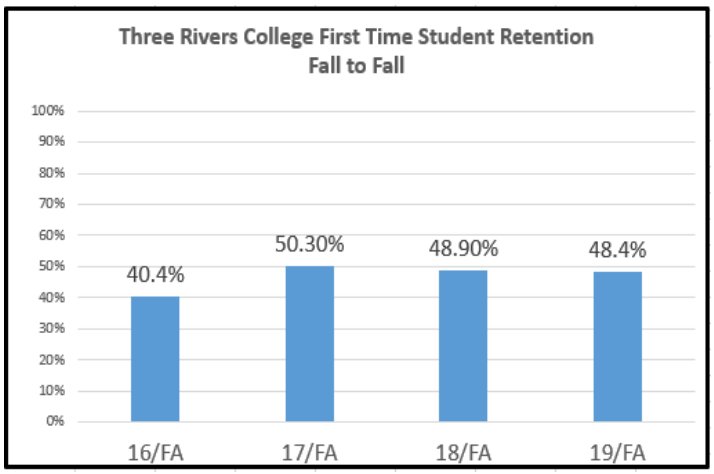
Student Enrollment, Retention, & Transfer (cont.)

Strategic Initiative: The College will continue to develop and improve student retention initiatives that align with a supportive infrastructure to provide the best possible outcomes for our students to set and achieve their goals. Program completion and job placement rates are a measure of our commitment to student success.

***Institutional Benchmark II: Retention** First Time Student Fall to Spring 75% and First Time Student Fall to Fall 52.5 %

% of First Time Students Retained	2015	2016	2017	2018	2019
Fall to Spring	69.7%	69.3%	71.8%	71.3%	70.6%
Fall to Fall	41.9%	40.4%	50.3%	48.9%	48.4%





Sources: Institutional Benchmarking Data, Office of Enrollment Services , Factbook 2019, University Center

Team Member Development

Strategic Theme: The College will build a team of highly skilled and trained individuals leading to an improved student learning culture, excellent services, and more efficient operations.

Adjunct Professional Development Day Survey Results

I have received information that will be valuable to me as an adjunct.

	2015	2016	2017	2018	2019
Agree	77%	89%	90%	87%	98%
Neutral	20%	11%	10%	12%	2%
Disagree	3%	0%	0%	1%	0%

I have a better understanding of my role and expectations.

	2015	2016	2017	2018	2019
Agree	75%	79%	86%	89%	89%
Neutral	17%	21%	14%	11%	11%
Disagree	8%	0%	0%	0%	0%

This training day should be offered in the future.

	2015	2016	2017	2018	2019
Agree	60%	75%	83%	85%	89%
Neutral	25%	25%	14%	10%	11%
Disagree	15%	0%	3%	5%	0%

The Adjunct Professional Development Day was informative regarding my role as an adjunct.

	2015	2016	2017	2018	2019
Strongly Agree/Agree	80%	83%	93%	92%	96%
Neutral	9%	14%	7%	5%	4%
Disagree/Strongly Disagree	11%	3%	0%	3%	0%

Sources: Adjunct Professional Development Survey, Adjunct Faculty Feedback Survey (Climate Survey) , Employee Feedback Survey (Climate Survey), New Employee Orientation Survey, Office of Human Resources, Office of Instruction

Team Member Development (cont.)

Strategic Theme: The College will build a team of highly skilled and trained individuals leading to an improved student learning culture, excellent services, and more efficient operations.

Adjunct Faculty Feedback Survey Results					
I have opportunities to learn and grow.					
	2015	**2016**	**2017**	**2018**	**2019**
Agree	68%	77%	81%	67%	85%
*Neutral	26%	23%	16%	24%	-
Disagree	6%	0%	0%	6%	9%
*N/A	-	-	3%	3%	6%
I feel that professional development is encouraged at Three Rivers College.					
	2015	**2016**	**2017**	**2018**	**2019**
Agree	64%	78%	82%	62%	83%
*Neutral	30%	22%	16%	26%	-
Disagree	6%	0%	0%	6%	11%
*N/A	-	-	2%	6%	6%

***Note: "N/A" answer option added on 2017 survey. "Neutral" answer option removed on 2019 survey.**

New Employee Orientation Survey Results		
Was the 12-month orientation experience beneficial in acclimating you to your position at Three Rivers College?		
	2016	**2017**
Yes	100%	100%
No	0%	0%

New Employee Orientation Survey Results	
% of New Employees who indicated "Yes"	2019
Was the 4-month time frame appropriate for presenting all necessary information? *	92%

***Note: The New Employee Orientation schedule was shortened to four months during the 18-19 Academic Year.**

Sources: Adjunct Professional Development Survey, Adjunct Faculty Feedback Survey (Climate Survey) , Employee Feedback Survey (Climate Survey), New Employee Orientation Survey, Office of Human Resources, Office of Instruction

Team Member Development (cont.)

Strategic Theme: The College will build a team of highly skilled and trained individuals leading to an improved student learning culture, excellent services, and more efficient operations.

Employee Feedback Survey Results		
I have opportunities to learn and grow.		
	2015	**2018**
Agree	66%	77%
Neutral	25%	15%
Disagree	9%	8%
I feel that professional development is encouraged at Three Rivers College.		
	2015	**2018**
Agree	57%	70%
Neutral	36%	15%
Disagree	7%	15%
I am supported in my quest to learn more about the institution and higher education.		
	2015	**2018**
Agree	65%	76%
Neutral	28%	18%
Disagree	7%	6%
I am satisfied with the opportunities for advancement at Three Rivers College.		
	2015	**2018**
Agree	45%	54%
Neutral	41%	30%
Disagree	14%	16%

Sources: Adjunct Professional Development Survey, Adjunct Faculty Feedback Survey (Climate Survey) , Employee Feedback Survey (Climate Survey), New Employee Orientation Survey, Office of Human Resources, Office of Instruction

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