

Strategic Direction 6

South Texas College champions a culture of excellence based on evidence.

Strategic Outcome 6.1

Develop a locally and nationally recognized program for effective performance based leadership.

Activities and Strategies:

#	Description	Units Involved
1	Identify behaviors that exemplify superior leadership w/in area of expertise by each discipline	Deans; Department Chairs; Faculty
2	Establish a Banner “check-person/help desk” as a go-to for Banner-related issues and problems	Technology Resources; IS&P Help Desk
3	Evaluate and publicize student licensure rates, programs with exemplary status’, and mentoring programs	Program Chairs
4	Initiate a staff mentoring program for new staff	HR; Prof Dev; Chairs
5	Partner and collaborate w/Institute of Manufacturing to develop a college-wide leadership academy, and validate that leadership program with Industry	Partnership and Instructional Divisions; Prof Dev.
6	Develop student teams to be involved in family nutrition diagnosis in the colonias	Nursing; Social Sciences
7	Establish student institutes to develop leadership skills based upon gender needs/barriers	Continuing Education; Student Life
8	Identify student leadership qualities for an “Outstanding Leader” within each discipline	Chairs; Faculty; Student Reps
9	Preceptor students w/outstanding community leaders in the discipline area	Community Leaders; Deans; Faculty; Chairs
10	Incorporate assignments into curriculum requiring students to investigate and acquire leadership roles in the STC community	Departments, Student Activities, Student Organizations
11	Recognize and publicize programs w/high job placement rates.	OIRE
12	Cross-train new staff on all aspects of STC with new orientation program	Professional Development
13	Visit other schools w/exemplary leadership status and replicate successful leadership initiatives	Prof Development; Instructional Division
14	Become repository for community service organizations to recruit volunteers w/students earning awards or credits for involvement in volunteer organizations	Student Services; Outreach; Advising; Faculty
15	Encourage involvement of staff/faculty in national organizations as officers or leaders with recognition provided for these leadership roles	Chairs, department supervisors

16	Evaluate strengths/weaknesses of current leadership programs at STC	Prof Development; Human Resources
17	Encourage the development of personal leadership plans by students with presentation of that plan to peers	Faculty; Chairs; College Success; Students; Deans
18	Evaluate President and VPs by students and faculty/staff in down-up evaluation process to eliminate isolation	HR, Administration
19	Initiate dual-enrollment open houses at the high schools students are involved in to create a college-life experience via open house	Outreach; Individual Departments
20	Create institute for leadership skills as elective or seminar session for all high school students	Continuing Education
21	Expect volunteerism from administration to the degree it is expected from faculty	Volunteer Pool; Deans
22	Expand leadership academies beyond STC's Pecan campus	Prof Development
23	Develop training program for students to aide other students in orientation and during first days of classes	Student Services
24	Research grant opportunities for leadership program funding	Accountability Office
25	Profile faculty/staff/administration on monthly basis in local newspaper for recognition (similar to current student profiles)	Public Relations
26	Provide funding for faculty/staff and students to attend leadership conferences	Individual Departments
27	Develop on-line leadership training open to faculty/staff and students and offer CEUs for participation	Human Resources/Professional Development

Strategic Outcome 6.2

Validate excellence through accreditations, external awards, recognitions, and publications.

Activities and Strategies:

#	Description	Units Involved
1	Better publicize upcoming events (speakers, conferences) to community	Public Relations
2	Recognize temporary and grant employees for years of service (5 year and 10 year pins)	Human Resources
3	Encourage site visits from other institutions	Public Relations
4	Develop incentives (course release, submission requirements for evidence of completed work) for ABDs to complete dissertations	Individual Departments; Academic Affairs
5	Develop better access to major journals/databases/research information through the library	Library Services
6	Recognize departments for accomplishments on annual basis per formal announcement and/or at Employee Recognition Ceremony	Human Resources, Administrators
7	Prioritize conference presentations over conference attendance alone to initiate research culture within departments	Individual Departments
8	Further develop honor society and seek out high-ranking student awards (Fulbright, national scholarships) and publicize students who earn these and help them w/participation in conferences	PTK Honors; Faculty; Student Life

9	Hold seminars for students to educate them on benefits of and process for applying for awards, group/association memberships, and publishing	Deans; Chairs; Faculty
10	Develop external surveys to compare STC programs and awards against other institutions and internal surveys to measure departments against other departments	Individual Departments; OIRE
11	Establish incentive program for faculty/staff for publishing, including "Author of the Year" award given at Employee Recognition Ceremony and other recognition for publication accomplishments	Individual Departments; Human Resources
12	Research and identify internal awards/certifications (Beacon Mentoring Program) and external awards and accreditations for each discipline to target and apply for	Chairs; Faculty; Student Services
13	Recognize and publicize state of the art, and accredited programs via radio/television spots and awards	Individual Programs; Public Relations
14	Work in cooperation w/UTPA (hire liaison) to encourage joint publications	Deans; Public Relations
15	Develop in-house, online STC journal for showcasing achievements, initiatives, curriculum, best practices, and publication	English Department; Dev Writing Dept
16	Develop webpage for to showcase college awards, faculty/staff publication announcements, and program accreditation updates	Individual Department Chairs; Assigned Individual from Departs

Strategic Outcome 6.3

Improve student performance through new and established benchmarks.

Activities and Strategies:

#	Description	Units Involved
1	Identify benchmarks and establish new ones within each discipline based on student, faculty, departmental and community feedback. Evaluate yearly the strengths/weaknesses of each program and each discipline identify goals and how to meet them	Deans; Faculty; Chairs; Community Leaders; Student Reps
2	Evaluate programs in relation to student work preparation (content, knowledge of equipment) based on graduate surveys	OIRE; Individual Departments
3	Establish overall college goals for improving graduation rates	PDC
4	Develop more student internships and mentoring programs	Local Industry; Individual Depts.
5	Investigate the "successful" student to determine best practices and benchmarks to aide other students; and identify challenges and barriers to success	Student Life; Student Services; Advising
6	Encourage full-time course loads for students to expedite degree attainment	Registration; Advising
7	Establish Dean's List with early registration incentive	VPs
8	Establish a system for students to check GPA at any point during the semester	Technology Resources; Faculty; Deans
9	Form a student government w/in each division to identify goals and needs and strategies to meet them	Deans; Chairs; Faculty; Student Reps

10	Enforce consequences (holds) for not completing orientation	Admissions
11	Create an information booth on campuses that remains open 7 days/week	Student Services
12	Encourage participation in student life activities	Student Life; Student Services
13	Hold intensive and extended orientation for new students in individual programs	Admissions; Student Services
14	Assign a student mentor to each new student or group of students	Student Services
15	Involve students in Distinguished Speaker and/or other committees	Distinguished Speaker Committee, other committee chairs
16.	Recognize successful students (based on GPA, credit or hours completed) with an award or pin	Admissions; Deans
17	Research current non-traditional programs (learning communities, supplemental instruction) for measuring success	OIRE
18	Encourage student publications in STC journals and presentations in local conferences for assignment credits	Individual Department; Faculty
20	Identify career pathways for all students with undeclared majors with job and career layouts on degree plans	Advising; Admissions, Academic Affairs
21	Develop a "Friday Program," invitation only for at-risk students, to provide tutoring, make-up work, to focus on grade improvement	Academic Affairs, Student Success Centers
22	Develop departmental/divisional tuition scholarships based on community service/GPA each semester, and solicit local individuals or businesses to donating funds to departments for scholarship monies	Individual Departments/Divisions; Deans; Chairs; Business Dept; Fin Aid
23	Develop summer and after-school academies for high school students to prepare for college entrance exams w/emphasis on significance of doing well on exams to bypass developmental classes	Testing Center; Student Services; Outreach
24	Develop a program in high schools to make sure all students entering STC will have an ACT or SAT score w/in next three years	Testing; Dual Enrollment
25	Hire an individual to act as UTPA liaison stationed at STC (or vice versa) to aid students in taking the correct courses for transfer or other transfer issues	Faculty; Administration
26	Raise entrance requirements, but allow lower scorers to take Early College Courses to be admitted	Deans
27	Benchmark students writing ability at orientation w/developmental English departmental writing assessment and give writing support for students in need of refresher course	Student Services; Testing Center; Developmental English Department
28	Coordinate Career Services more w/College Success courses and move Career Services up on website to give it higher priority	Public Relations, College Success department

Strategic Outcome 6.4

Actively recruit, reward and retain the best faculty and staff.

Activities and Strategies:

#	Description	Units Involved
1	Offer online job applications	Human Resources
2	Develop evaluations from bottom-up perspective to evaluate department heads, deans, and administrators	Human Resources
3	Initiate a professional development plan for each employee to attain certification or degrees to improve skills	Human Resources
4	Offer a free wellness center/pool for faculty and staff including wellness promotions/clinics/wt loss programs w/incentives or partner w/UTPA for access to their new recreation center	Student Services
5	Designate HR specialist for international faculty applicants	Human Resources
6	Publicize departmental budgets	Chairs
7	Initiate job sharing and job flexibility (flex time, work from home opportunities when merited)	President; Board
8	Establish merit raises for faculty/staff (stipends attached to excellence awards, or numerous club/committee involvement)	President; Board
9	Provide access to benefits for part-time employees (mileage to part-time faculty, insurance (paid by employee), leave accrual-prorated based upon hours worked, etc.)	President; Board
10	Increase professional development budget to send employees to seminars/conferences	President; Board
11	Provide more definitive job descriptions on webpage w/less general information and more specifics about position and potential salary	Human Resources
12	Conduct exit interviews to determine employee's reasons for leaving	Human Resources; OIRE
13	Distribute yearly "Quality of Work Environment" surveys to faculty/staff to determine and meet non-monetary needs	OIRE
14	Diversify advertising by consulting w/individual departments for where to best advertise positions	Human Resources
15	Establish "real" tenure track positions for faculty	President; Board; HR
16	Hire a full-time professional faculty/staff recruiter	Human Resources
17	Initiate faculty/staff spousal placement incentives where available	Human Resources; Board
18	Provide better healthcare benefits, dental healthcare w/more provider options, and other healthcare benefits	State of Texas
19	Establish a career ladder for faculty/staff based on performance	Human Resources
20	Provide incentives for retirement packages that would reward loyalty (longer years of service to STC= more incentives)	President; Board
21	Reimburse qualified faculty applicants travel expenses for interviews	President; Board
22	Base leave policy increases on seniority and reward employees with longer leave time for longer years of service	President; Board
23	Initiate across-the-board incentives/rewards for overall college performance improvements	President; Board
24	Establish clear faculty promotion schedules w/clear criteria tying faculty rank to pay scale	Faculty Senate; President
25	Provide pay raise increases to be at or above state average for faculty/staff w/goal of being in top 10% for pay in state	President; Board

Strategic Outcome 6.5

Generate and utilize relevant, timely, and accurate data to implement, evaluate, and continuously improve student learning and student success initiatives.

Activities and Strategies:

#	Description	Units Involved
1	Implement mandatory probation for all students who fail 2 classes in one semester	Registrar; CLE
2	Require all probationary students to meet at least every 2 weeks with an advisor/CLE	Registrar; CLE; Advisors
3	Use data to promote graduation rates	OIRE
4	Purchase(DASHBOARD)/develop program or webpage to run in real time to make institutional data available to staff	OIRE; Technology Resources
5	Evaluate current Centers for Learning Excellence	Academic Affairs
6	Improve writing quality of students by embedding writing across curriculum	Faculty
7	Assess best pedagogical practices in conjunction w/data in lieu of using best business practices without assessment for improving student learning	PDC
8	Include learning outcomes training in orientation for new faculty	Public Relations
9	Identify and train a faculty member in each academic program to be an expert in learning outcomes assessment	Chairs; Deans
10	Bring in learning outcomes experts w/Prof Dev monies to aid faculty	Professional Development
11	Evaluate current system of student success initiatives	OIRE
12	Include data evaluations as part of the departmental Institutional Effectiveness Plans	Chairs
13	Periodically evaluate all new student success initiatives for effectiveness	OIRE
14	Hire a data developer to identify data needs specific to student learning and produce reports specific to student learning	OIRE
15	Encourage faculty to review and/or collect data on student performance to identify potential areas of improvement	Deans; Chairs; Faculty
16	Require students to take ACT or SAT upon entrance and base admission to programs on scores	Academic Affairs
17	Ensure all students meet ACT, SAT, THEA, COMPASS, etc requirements before enrolling in degree seeking courses	Admissions; Advisors
18	Require all new students to complete entrance questionnaire to inquire about student needs to improve student learning	OIRE; Student Services; Admissions
19	Require all non-returning students to complete exit questionnaire to inquire about drop-out reasons to improve student learning	OIRE; Student Svcs; Registrar; CLE
20	Require all probationary-status students to complete questionnaire to inquire about needs and reasons for poor performance to improve student learning	OIRE; Student Services;

Strategic Outcome 6.6

Share sustainable, model initiatives with local, national, and global colleagues.

Activities and Strategies:

#	Description	Units Involved
1	Create a “successful models” web page to share initiatives and contact information	Prof Dev; Public Relations; Technology Resources; Chairs
2	Encourage presentations by faculty/staff on STC initiatives in local, regional, national, and international conferences	Academic Affairs; Faculty/Staff
3	Focus on diversity-serving instead of minority-serving	College as a whole
4	Establish sister-school relationships	Academic Affairs
5	Encourage the development of national STC-sponsored conference w/national advertising	President; Academic Affairs; Administration
6	Encourage faculty to perform research and publish the findings	Chairs
7	Establish connections w/local media outlets and periodically advertise STC’s accomplishments	HR
8	Develop topic-specific seminars through free webinars and advertise for participation/attendance	Individual Departments, Instructional Technologies; Distance Ed
9	Host institutional visits at STC via broad-based invitation	President
10	Establish scholarship fund to send faculty/staff to do presentations	President

Strategic Outcome 6.7

Strengthen methods for effective planning, evaluation, and assessment

Activities and Strategies:

#	Description	Units Involved
1	Revisit existing evaluation assessments if disagreements exist	President, PDC
2	Make academic and fiscal year calendars readily available for planning budgetary appropriations	Academic Affairs, Business Office
3	Facilitate a needs assessment (immediate and future) in each discipline including the identified need, success plan, and evaluation measures	Chairs; Faculty; Students
4	Develop a college wide committee to address each disciplines needs and plan for evaluation	Deans; Chairs; Faculty
5	Hire external peer audit groups to independently assess strengths and weaknesses	President; HR
6	Present a yearly summarized report from each department to reflect planned outcomes to actual outcomes with a score assigned to performance	OIRE; College Departments
7	Grant budget based on performance related to planned outcomes	VPs; President; Business Office
8	Structure courses across departments for cross-divisional cohesiveness for majors	Deans; Faculty; Program Chairs
9	Ensure participation of all faculty/staff in development and planning of assessments	Department Heads; VPs
10	Publish Council of Chairs meeting agenda & minutes w/follow up announcements and feedback blog	Chair of Council of Chairs

11	Utilize technology to post minutes/agendas from all college groups and committees. Communicate w/faculty regarding college level meetings to impact student learning	Technology Resources
13	Investigate/study other college models by sending faculty/staff to other institutions	OIRE; Faculty; Technology Resources; IE Team
14	Focus on "correct data" gathering w/fine tuning of Banner applications and response to individual concerns regarding data integrity	Technology Resources, OIRE
15	Utilize College-Wide Professional Development to host Planning and Development activities and training	Professional Development
16	Include more faculty/staff in college wide development and planning activities	IS&P
17	Evaluate in innovative ways (from student perspective) the current process for performance evaluations for best-fit approach w/focus on results and outcomes for benefits improvements	HR; Individual Departments

Strategic Outcome 6.8

Achieve regional and national recognition for the implementation and use of information technology in support of student success.

Activities and Strategies:

#	Description	Units Involved
1	Invite other colleges to STC to showcase all aspects of institution	President's Office
2	Advertise accomplishments in academic journals	PR, HR
3	Encourage faculty to publish articles in discipline journals expounding on what STC has, uses, and how it impacts students	Division Deans, Academic Affairs
4	Attend and host booths at academic workshops/seminars/conferences to share what STC has, uses, and how it impacts students	Individual Department, Outreach, Administrators
5	Seek student input on technology through user-friendly web site	Public Relations
6	Set target goals for technology usage	Technology Resources and Instructional Technologies
7	Conduct annual student survey to determine level of technology use	OIRE, IT/Instructional Technologies
8	Hire independent auditor for evaluation of IT	Technology Resources
9	Research whether the technology is influencing graduation rates and GPA, and follow up student enrollment in universities	OIRE, Technology Resources, Instructional Technologies
10	Survey students on opinion of IT support and its relationship to classroom success	OIRE
11	Survey faculty on student success in relation to technological innovations in classroom	OIRE
12	Send faculty who use extensive IT in classrooms to do presentations at conferences	Department Chairs, Division Deans
13	Invite public to see technology in classrooms and facilities	Public Relations
14	Promote IT classroom success in media outlets	Public Relations
15	Provide basic computer workshops to public	Public Relations; IS&P;Comp Sci Dept

16	Provide training for faculty on updated equipment and technology w/seminars done by faculty for other faculty	Instructional Technologies; Technology Resources; Professional Development
17	Promote more variation in online courses w/different delivery systems for distance education	Distance Learning
18	Provide computer literacy workshops for “older” students/adults	Faculty; Student Success; CLE
19	Host national/international IT conference on ongoing basis	Comp Sci; Tech Div
20	Provide more faculty training/ongoing support for Blackboard	Professional Dev; Distance Education
21	Host national/international Professional Development conference for community colleges	Prof Dev; PR; Continuing Education
22	Develop program for students to rent or borrow laptops for at-home use during semester and extend computer lab hours to facilitate student success (card swiping access during extended hours)	Library Services, IS&P
23	Continue to purchase and implement systems for student convenience (stand alone cashier system, event planning software, etc.)	Business Office; Technology Resources
24	Ensure IT automates all manual and time-consuming processes recommended by other departments by keeping a list that is shared openly	Technology Resources; Individual Departments
25	Initiate partnership between departments and IT to make presentations of technology implementations at conferences	Technology Resources; Individual Departments
26	Ensure IT involvement with the Texas Connection Consortium to push IT items relevant to STC to the forefront	Technology Resources; Student Services
27	Ensure sufficient IT staff is hired to implement IT system	Technology Resources; Business Office

Strategic Outcome 6.9

Demonstrate excellence in fiscal responsibility and accountability to the public.

Activities and Strategies:

#	Description	Units Involved
1	Continue to perform the Governmental Finance Officer Association requirements for the Certificate in Excellence in Financial Reporting and obtain certificate	Business Office
2	Perform the Governmental Finance Officer Association requirements for the Certificate in Excellence in Budget Report and obtain certificate	Business Office
3	Perform the Texas Treasurers Association requirements for the Recognition of Investment Policy Excellence and obtain certificate	Business Office
4	Continue to prepare the four core ratios to calculate the Composite Financial Index to demonstrate the College financial health and stability over the long-term	Business Office
5	Continue to maintain a fund balance sufficient to cover 3 to 4 months of operation as recommended by NACUBO	Business Office
6	Train faculty/staff on fiscal responsibility	PD; Business Office

7	Develop "Your Tax Dollars at Work" campaign to showcase STC and benefits to community	Public Relations
8	Publicize fiscal/annual end-of-year report to public	President; VP Finance; Business Office
9	Publicize audit results	VP Finance; Bus Off
10	Publicize fiscal responsibility recognitions/awards	Pres; Bus Office; VP Finance
11	Educate public on community college funding processes and present college expenditure in laymen-friendly format	PR; President; VP Finance
12	Benchmark fiscal policies and procedures against other institutions	VP Finance; Business Office
13	Facilitate open communication from deans to faculty regarding budgetary information	Deans
14	Design web link to fiscal report	Business Office; PR; VPIPS
15	Publish faculty/staff/administrative salaries on web site	HR
16	Publically present college success and insufficient state funding rates in college newsletter and community newspapers	PR
17	Disclose vender contracts/terms for STC business transactions	Business Office
18	Disclose STC property tax statements and holdings	Business Office