



Revised September 15, 1998

A STRATEGIC FOCUS FOR NOW AND THE NEXT MILLENNIUM

CRITICAL ISSUES

- Critical Issue 1:** Respond to the need for a skilled workforce through timely development of quality career programs and contracted training
- Critical Issue 2:** Provide quality academic instruction that successfully prepares students for transfer to a university and life-long learning
- Critical Issue 3:** Operate effectively as a multi-campus district serving Hidalgo and Starr Counties
- Critical Issue 4:** Provide faculty and staff of the highest caliber to meet the needs of our students and community
- Critical Issue 5:** Provide a responsive organizational infrastructure that is effective, efficient and responsive
- Critical Issue 6:** Secure financial resources necessary to accommodate anticipated growth and development of the college
- Critical Issue 7:** Develop facilities that address the dynamic and diverse needs of the college and community
- Critical Issue 8:** Facilitate student success by providing quality student support services and programs
- Critical Issue 9:** Promote an institutional identity that reflects the core values of the institution and its unique bicultural location
- Critical Issue 10:** Provide technology that supports quality education and training activities, promotes widespread access to information and effective communication and facilitates operations of the College
- Critical Issue 11:** Strengthen partnerships, collaborative efforts and mutually beneficial relationships

Critical Issue 12: Improve effective communications to foster collegiality and mutual respect within, and among, all segments of the college community

Critical Issue 1: Respond to the need for a skilled workforce through timely development of quality career programs and contracted training

1998-99 STRATEGIC RESPONSES		DEPARTMENT RESPONSIBLE
1.1	Develop exemplary technical programs to meet needs of the Information Age workforce	Instruction
1.2	Develop plan for enrollment management and recruiting in targeted career programs	Enrollment Management
1.3	Continue expansion of the Partnership for Business and Industry Training	Partnership Business & Industry
1.4	Develop plan for the role of continuing education in workforce development and training	Continuing Education
1.5	Develop STCC Helps South Texas Work program to accommodate adults transitioning off welfare	Student Development
1.6	Develop a focus group process for “listening” to business and industry about their expectations of STCC graduates	Instructional Divisions
1.7	Target and market to specific student populations for enrollment in career programs	Public Relations & Marketing
1.8	Develop career programs in response to documented research-based manpower needs assessment of job demand and potential student enrollment and utilize potential salary earnings as a marketing strategy to recruit for specific career programs	Instructional Divisions
1.9	Improve accessibility to high demand career programs and provide bridging programs to facilitate student access	Instructional Divisions
1.10	Develop plan to improve the image of technical career options for marketing to students and their parents	Public Relations & Marketing
1.11	Integrate literacy, language, and communication skills throughout all programs so students become proficient in the written and spoken word and effective in the workforce	Instructional Divisions
1.12	Integrate workplace, academic basics and thinking skills to produce a technically competent workforce	Instructional Divisions
1.13	Certify graduates have the basic “workplace competencies” for successful employment in their program area	Instructional Divisions
1.14	Market the Center for Advanced and Applied Technology (CAAT)	Public Relations & Marketing Technology/Business Divisions

1.15	Develop career programs in the new and emerging technologies	Nursing/Allied Health Division Technology/Business Divisions
1.16	Develop plan to be the industry training provider for developing the workforce market south of the Mexican border	Technology/Business Divisions Partnership Business & Industry
1.17	Develop plan to increase training partnerships with the Maquiladora industry	Technology/Business Divisions Partnership Business & Industry
1.18	Develop new nursing and allied health programs and expand access to current programs	Nursing/Allied Health Division
1.19	Expand the college's capacity to provide customized training services as well as existing technical training programs to employees of corporations, business and industry, offering	Instructional Divisions Partnership Business & Industry
1.20	Offer selected technical courses in a compressed, short-term, intensive format	Business/Technology Divisions
1.21	Promote the graduate guarantee for technical degrees and certificates to employers	Instructional Divisions
1.22	Review and strengthen technical programs to assure their relevance to new technologies, industry connectedness, effective design and efficient delivery	Instructional Divisions
1.23	Maintain a 95% employment rate for career program graduates	Job Placement Services Instructional Divisions
1.24	Implement program review process for all career and technical programs	Instruction

Critical Issue 2: Provide quality academic instruction that successfully prepares students for transfer to a university and life-long learning

1998-99 STRATEGIC RESPONSES		DEPARTMENT RESPONSIBLE
2.1	Increase the number of full-time faculty teaching in academic programs	Instruction
2.2	Strengthen academic standards while preparing a technically proficient workforce	Instruction
2.3	Increase the TASP test passing rate	Student Success Developmental Studies Instructional Divisions
2.4	Improve the amount and rate of academic progress for students	Instructional Divisions Student Success
2.5	Improve student performance in developmental courses and their academic success after developmental studies	Developmental Studies
2.6	Reduce the number of students placed on academic suspension and/or probation	Instructional Divisions Student Success
2.7	Develop process for curriculum development and evaluation	Instruction
2.8	Implement the core curriculum and develop system to recognize students who have completed their “academic basics”	Instruction
2.9	Implement review process for all academic programs	Instruction
2.10	Determine the feasibility of implementing a communications competency skills assessment program	Communications/Arts/Humanities Division
2.11	Pilot test departmental finals in selected areas	Instructional Divisions
2.12	Implement textbook evaluation and selection process which includes assessment of reading level for all textbooks	Instruction
2.13	Develop plan to infuse SCANS, problem solving, critical thinking and oral communication across the curriculum	Instruction

2.14	Expand programs in Spanish as a Second language and English as a Second Language	Continuing Education
2.15	Improve the academic performance of students upon transfer to four year institutions.	Instruction
2.16	Continue to expand the Honor's program and Phi Theta Kappa, the national community college honor society	Instruction
2.17	Continue to expand the Valley Scholars program and facilitate financial support for scholars upon transfer	Instruction
2.18	Establish departmental transfer liaisons with senior institutions and joint focus groups to discuss articulation and transfer	Instruction
2.19	Establish process for direct dialogue with UTPA department by department	Instruction

Critical Issue 3: Operate effectively as a multi-campus district serving Hidalgo and Starr Counties

1998-99 STRATEGIC RESPONSES		DEPARTMENT RESPONSIBLE
3.1	Expand access to learning resource center services from throughout the district	Learning Resource Center
3.2	Clarify administrative structure for operation of the Centers	President
3.3	Develop plan for Pecan Campus and Centers to work together as an integrated system	President
3.4	Infuse customer service commitment throughout the district	President
3.5	Develop distance learning system with virtual classroom services throughout the district	Information & Technology Services Instruction
3.6	Provide access to bookstore services from throughout the service area	Administrative Services Instruction
3.7	Provide technology support services throughout the service area	Information & Technology Services
3.8	Provide for equity of student access to services throughout the service area	Student Development
3.9	Insure consistent instructional quality throughout the district	Instruction
3.10	Develop Centers of Excellence for programs which cannot be duplicated throughout the district	Instruction
3.11	Determine the feasibility of developing a transportation system among the campuses and centers	Administrative Services
3.12	Support a vigorous institutional research function to assess institutional performance	Institutional Research/Effectiveness
3.13	Plan for Baldrige standards of excellence as institutional performance measures	President
3.14	Maintain Board of Trustee commitment to continue its focus on the College's district-wide service area	President Board of Trustees

Critical Issue 4: Provide faculty and staff of the highest caliber to meet the needs of our students and community

1998-99 STRATEGIC RESPONSES		DEPARTMENT RESPONSIBLE
4.1	Develop STCC Leadership Program	Associate Dean of Instruction
4.2	Develop program for faculty and staff to participate in professional development based on self-assessment and individual goals	Associate Dean of Instruction
4.3	Sustain an ongoing commitment to the professional development of all faculty and staff	Associate Dean of Instruction
4.4	Develop plan to maintain faculty focus on quality teaching	Associate Dean of Instruction
4.5	Develop orientation program and support system to ensure quality of adjunct faculty	Associate Dean of Instruction
4.6	Develop program for socialization and orientation of new faculty and staff to the community, college and its core values	Associate Dean of Instruction
4.7	Develop peer mentor program for new faculty and staff	Associate Dean of Instruction Human Resources
4.8	Promote professionalism among all faculty and staff	Associate Dean of Instruction Division Directors
4.9	Develop plan to prevent faculty and staff “burnout”	Associate Dean of Instruction Division Directors
4.10	Develop recruitment strategy to attract the very best faculty and staff	Human Resources
4.11	Develop wellness program for employees	Human Resources
4.12	Review and revise compensation package for all employee groups: faculty, administration, professional technical and classified personnel	Human Resources
4.13	Continue to improve faculty salaries with aim of achieving a pay rate equal to the state average	Instruction Human Resources
4.14	Actively recruit for employment under represented populations and maintain policies and procedures that ensure fair and equal treatment of faculty and staff	Human Resources
4.15	Develop performance evaluation system for all employee groups: administration, professional technical and classified personnel	Human Resources

4.16	Review and revise faculty evaluation system	Associate Dean of Instruction
4.17	Streamline and improve efficiency of hiring process	Human Resources
4.18	Develop plan to maintain appropriate ratio of full-time to adjunct faculty	Instruction
4.19	Develop program to recognize the professional efforts and achievements of faculty and staff	Instruction Human Resources
4.20	Take time to herald our successes and establish traditions, celebrations, and family appreciation days	Human Resources
4.21	Encourage the active involvement of college personnel in professional and community organizations	Human Resources
4.22	Provide faculty with the tools which are essential to providing quality instruction	Instruction
4.23	Provide a process to recruit, retain, develop and reward well qualified faculty and staff	Human Resources
4.24	Develop internal challenge grant program for faculty requesting funding for initiatives which improve student retention and success	President Instruction
4.25	Develop job descriptions for all positions which include responsibilities, competencies, and performance expectations	Human Resources

Critical Issue 5: Provide a responsive organizational infrastructure that is effective, efficient and responsive

1998-99 STRATEGIC RESPONSES		DEPARTMENT RESPONSIBLE
5.1	Continue to improve campus security to provide a violence free campus for students and employees	Facilities
5.2	Train staff in the principles of delegation and empower staff to make decisions in the best interest of serving students	President
5.3	Expand human resources available to support the mission of the college	President Human Resources
5.4	Expand electronic communication, e-mail, etc.	Information & Technology Services
5.5	Expand access to technology	Information & Technology Services
5.6	Review Board adopted policies and revise as necessary	President
5.7	Improve administrative effectiveness	President
5.8	Implement long range strategic planning process	President
5.9	Develop written standard operating procedures and clear processes for all significant college functions	All Units
5.10	Improve efficiency and response time of purchasing	Administrative Services
5.11	Establish clear deadlines and adhere to them	All Units
5.12	Develop operational approach which is lean on costs, people oriented and responsive	All Units
5.13	Communicate organizational chart throughout institution	President
5.14	Improve bookstore operation and service to students	Administrative Services
5.15	Integrate processes and procedures for efficient operations	Administrative Services
5.16	Promote teamwork throughout the institution	All Units
5.17	Develop plan to accommodate the rapid rate of growth	All Units
5.18	Develop procedures for addressing student complaints	Associate Dean of Student Dev.
5.19	Develop process for evaluating and accepting transfer credit from proprietary institutions	Admissions and Records

5.20	Provide for the security of student records	Admissions and Records
5.21	Provide training for all employees in customer service and being a student centered service oriented college	President
5.22	Conduct SACS accreditation self-study and receive ten year continued accreditation status	Accreditation All Units
5.23	Complete SACS substantive change approval process for Downtown Center, Mid Valley Center, Starr County Center, the Center for Advanced and Applied Technologies and the Nursing and Allied Health Center	Accreditation
5.24	Distribute policy manuals, employee handbooks and procedure manual through the WEB to all employees and units of the college	Human Resources
5.25	Revise all institutional forms and place on WEB	All Units
5.26	Develop plan to improve schedule development process	Associate Dean of Instruction
5.27	Develop plan for institutional record retention	All Units
5.28	Implement phone and WEB registration for continuing education	Continuing Education Information and Technology Services
5.29	Re-examine all systems and processes to provide “one-stop” service to our students	Associate Dean of Student Dev.
5.30	Develop outreach centers on high school campuses to provide advising, admissions, financial aid and registration services to seniors planning to attend STCC	Associate Dean of Student Dev.
5.31	Continue implementing the institutional effectiveness and program review cycle and use the results for continuous institutional improvement	All Units Institutional Research/Effectiveness
5.32	Develop a process to monitor, interpret, and utilize data available during registration to determine when demand exceeds course availability	Admissions and Records
5.33	Develop systems for effective communication throughout the district	All Units
5.34	Develop written procedures for maintaining a violence-free campus for staff and students	Human Resources Facilities
5.35	Develop procedures for the distribution of timely and accurate classroom rosters	Admissions and Records

Critical Issue 6: Secure financial resources necessary to accommodate anticipated growth and development of the college

1998-99 STRATEGIC RESPONSES		DEPARTMENT RESPONSIBLE
6.1	Develop financial plan which identifies the financial resources required to accommodate anticipated growth in enrollment	President Finance & Administrative Serv.
6.2	Develop plan to keep tuition and fees affordable for students	Finance & Administrative Serv.
6.3	Develop appropriate controls, processes and procedures for fiscal accountability	Comptroller
6.4	Prepare to be more competitive for grants	Resource Development
6.5	Develop Foundation at STCC as a financially self-sufficient funding source for the College	Institutional Advancement
6.6	Develop Alumni Association as future funding source	Institutional Advancement
6.7	Determine feasibility of expanding the current maximum property tax rate beyond the eight (8) cent maximum rate	President Board of Trustees
6.8	Determine feasibility of seeking voter approval for increased bond issue funding for construction of additional facilities	President Board of Trustees
6.9	Prepare for performance-based funding from the state	President
6.10	Develop plan to secure special appropriations from legislature to support high enrollment growth and other initiatives	President Institutional Advancement
6.11	Conduct economic impact study to determine role of STCC in the local economy.	President
6.12	Incorporate the development of annual and five year unit strategic planning into the budget development and allocation process	President Administrative Services
6.13	Allocate resources to support and encourage innovation in teaching and learning	Administrative Services Instruction
6.14	Increase the college budget through external resource development	Institutional Advancement
6.15	Seek additional revenues to support college programs and operations and strategize to identify means of seeking the additional revenues	Institutional Advancement
	Secure grants from business and industry to fund the equipment needed for the development of technical	

6.16	programs and workforce training initiatives	Institutional Advancement
6.17	Begin the development of a \$1 million Scholarship Endowment Fund	Institutional Advancement
6.18	Allocate financial resources to enhance institutional effectiveness	Administrative Services
6.19	Provide budgetary and financial management practices which ensure effective and efficient use of fiscal resources	Administrative Services
6.20	Continue to receive unqualified financial opinion on external financial audits	Comptroller
6.21	Maintain unit costs within state-wide averages while maintaining quality standards	Finance & Administrative Serv.
6.22	Develop bar-code fixed asset inventory and tracking system for all locations	Administrative Services Fixed Assets

Critical Issue 7: Develop facilities that address the dynamic and diverse needs of the college and community

1998-99 STRATEGIC RESPONSES		DEPARTMENT RESPONSIBLE
7.1	Conduct new facilities master plan for the district	President
7.2	Expand Pecan Campus and Centers to accommodate anticipated enrollment	Facilities
7.3	Complete construction of Starr County and Mid-Valley Centers	Facilities
7.4	Expand parking at all locations	Facilities
7.5	Develop additional faculty and staff office space at all locations	Facilities
7.6	Expand facilities for Student Success Centers at all locations	Facilities Developmental Studies
7.7	Develop increased space for student study areas and open access to computers at all locations	Facilities
7.8	Develop Nursing & Allied Health Center	President/Board of Trustees
7.9	Develop new Library for Pecan Campus	President/Board of Trustees
7.10	Pursue options for the development of shared use facilities with private and public sector	President
7.11	Develop partnership with City of McAllen for use of civic center	President
7.12	Develop childcare centers on Pecan Campus, Starr County Center, and Mid-Valley Center	Facilities
7.13	Complete renovation of remaining square footage at CAAT	Facilities
7.14	Acquire training site for Culinary Arts and Travel and Tourism programs	Facilities
7.15	Complete renovation of space at CAAT for Transportation Technology.	Facilities Technology Division
7.16	Develop Skill Development Center	Partnership for Business & Industry
7.17	Develop Continuing Education Center	Continuing Education
7.18	Develop Manufacturing Center	Partnership for Business & Industry
7.19	Develop Magnet Technology High School	President/Instruction

7.20	Develop University Partnership Center	President/Board of Trustees Instruction
7.21	Develop fitness and student activity facility	Facilities
7.22	Develop facilities maintenance plan	Facilities
7.23	Expand custodial services at all locations	Facilities
7.24	Expand groundskeeping services at all locations	Facilities
7.25	Develop plan for replacement of Downtown Center	President/Board of Trustees
7.26	Promote community access to college facilities and develop guidelines for their use	Facilities
7.27	Ensure that facilities are safe and adequate for the growing enrollment at each site	Facilities
7.28	Develop a safety training program for personnel at all sites	Facilities
7.29	Continue to improve the handicap accessibility of all facilities	Facilities
7.30	Develop written hazardous materials communications, storage and disposal plan	Facilities
7.31	Develop outdoor student activity areas at all locations	Facilities
7.32	Develop Center for Performing Arts	President/Board of Trustees

Critical Issue 8: Facilitate student success by providing quality student support services and programs

1998-99 STRATEGIC RESPONSES		DEPARTMENT RESPONSIBLE
8.1	Expand student access to child care services at all locations	Associate Dean of Student Success
8.2	Develop an effective advising program	Associate Dean of Student Success
8.3	Clarify the role of faculty in the advising process	Instruction Associate Dean of Student Success
8.4	Reduce the number of students placed on academic probation/suspension	Associate Dean of Student Success
8.5	Develop plan for organizing student support groups	Associate Dean of Student Success
8.6	Develop non-transferable master student course which becomes mandatory for an increasing percentage of entering students	Developmental Studies
8.7	Develop programs to enhance student self-esteem	Developmental Studies
8.8	Develop programs to help students be successful by providing additional support services	Associate Dean of Student Success
8.9	Increase the number of degrees and certificates awarded as well as the overall graduation rate	All Units
8.10	Improve student retention from fall semester to fall semester	All Units
8.11	Improve the passage rate on the TASP test	Instruction Associate Dean of Student Success
8.12	Develop plan to award certificate recognizing completion of the 42 hour Core Curriculum	Associate Dean of Instruction
8.13	Develop student leadership opportunities through expanded student activities	Student Activities
8.14	Develop statement of student rights and responsibilities	Associate Dean of Student Dev.
8.15	Develop program of student health services	Associate Dean of Student Dev.
8.16	Focus institutional efforts on the assessment and achievement of students in developmental studies	Developmental Studies
8.17	Develop tracking system for evaluating the student transfer rate and success upon transfer to senior institutions	Instruction Institutional Research
8.18	Expand job placement services for enrolled and former students	Job Placement

8.19	Re-engineer the way we induct and conduct students through the total college experience	Associate Dean of Student Success
8.20	Assist students in overcoming both external and internal barriers to their success	Associate Dean of Student Success
8.21	Provide a comprehensive learning environment distinguished by excellence in teaching	Instruction
8.22	Provide an unprecedented level of learning support to all instructional programs across the college to enhance the capacity for effective learning and retention	Instruction
8.23	Improve access for students with disabilities and make the college exceptionally effective in serving students with disabilities, with particular emphasis on expanding efforts in the classroom	Associate Dean of Student Success
8.24	Develop and implement a plan to periodically evaluate all curricula	Instruction
8.25	Develop system to automatically identify graduates and monitor progress of others toward the goal of graduation	Admissions and Records
8.26	Develop Intervention-Tracking-Retention system	Associate Dean of Student Success.
8.27	Implement an automated degree auditing system	Admissions and Records
8.28	Implement a comprehensive, ongoing and systematic plan for the review, evaluation, and improvement of all programs	Instruction
8.29	Develop early admissions program for qualified high school seniors	Admissions and Records
8.30	Offer a full range of integrated student support services to foster student success with attention paid to assessment, retention, tracking, career planning, child care needs, financial aid, student life activities and job placement	Associate Dean of Student Dev. Associate Dean of Student Success
8.31	Assess student needs and develop plan for implementing support services such as advisory learning labs, testing and assessment center, career planning, job placement, childcare, LRC and special needs assistance	Associate Dean of Student Dev. Associate Dean of Student Success
8.32	Help employees understand the significance of their role in the operation of the college so that we maintain our welcoming and responsive environment	All Units
8.33	Identify and implement more effective instructional delivery and teaching strategies	Instruction
8.34	Develop follow-up program for “stop-outs” to encourage their return	Associate Dean of Student Success
8.35	Implement processes that facilitate 100% of financial aid applicants being awarded Pell Grant assistance in time to register for the semester	Financial Aid

8.36	Provide a well structured, efficiently run Work Study Program	Financial Aid
8.37	Expand on campus employment opportunities for students	Financial Aid Job Placement
8.38	Develop “early intervention” program requiring students with a D or F at end of 4 weeks to attend tutoring	Associate Dean of Student Success
8.39	Provide job placement listings on the WEB and provide student access	Job Placement
8.40	Expand opportunity to participate in students activities for all students	Student Activities
8.41	Develop written procedures for addressing student complaints	Student Development

Critical Issue 9: Promote an institutional identity that reflects the core values of the institution and its unique bicultural location

1998-99 STRATEGIC RESPONSES		DEPARTMENT RESPONSIBLE
9.1	Reaffirm the college's commitment to excellence and focus on quality in all we do	Public Relations & Marketing
9.2	Develop plan to expand marketing efforts	Public Relations & Marketing
9.3	Develop marketing strategy of using other people to tell our story	Public Relations & Marketing
9.4	Assess perceptions of STCC and develop plan to modify perceptions as necessary	Institutional Research
9.5	Develop plan to market and promote awareness of transferability of academic courses	Public Relations & Marketing
9.6	Enhance the image of STCC as a higher education institution and develop strategic response to the image of being less than a university	Public Relations & Marketing
9.7	Develop marketing program to promote the economic value of earning an AA, AS, or AAS degree	Public Relations & Marketing
9.8	Develop plan to market the core values of the college internally to faculty and staff and externally to our community	Public Relations & Marketing
9.9	Capitalize on our border location as strength of the college and continue to expand on the opportunities provided by NAFTA	All Units
9.10	Promote an institutional culture of being sensitive, understanding and responsive to the needs of students and our community	All Units
9.11	Continue to evolve the college's marketing strategy to enhance public awareness and understanding of the college services and to improve our penetration of potential markets	Public Relations & Marketing
9.12	Develop marketing plan to present image of STCC as student friendly and customer centered which provides quality education and training	Public Relations & Marketing
9.13	Establish Speaker's bureau	Public Relations & Marketing All Units
9.14	Model an inclusive multi-cultural environment with faculty and staff who are sensitive and connected to their environment	All Units

Critical Issue 10: Provide technology that supports quality education and training activities, promotes widespread access to information and effective communication and facilitates operations of the College

1998-99 STRATEGIC RESPONSES		DEPARTMENT RESPONSIBLE
10.1	Improve access to technology for faculty, staff and students	Information & Technology Services
10.2	Provide training program to promote effective and efficient use of technology	Information & Technology Services
10.3	Integrate all academic and administrative technology systems	Information & Technology Services
10.4	Develop distance learning system for the district	Information & Technology Services Instruction
10.5	Develop technology plan which addresses rapidly changing technology and the escalating need for more technology	Information & Technology Services
10.6	Implement electronic imaging and storage system for institutional records	Information & Technology Services
10.7	Develop unified customer service response to client needs for information and technologies services	Information & Technology Services
10.8	Utilize Internet access to be training provider in world market	Information & Technology Services Instructional Divisions
10.9	Develop an integrated library automation system to connect Learning Resource Centers at all locations to the Pecan Campus	Learning Resource Center Information & Technology Services
10.10	Continue to invest in technology for both instructional and administrative systems and provide user training to ensure the effective use of technology	Information & Technology Services All Units
10.11	Use the IA administrative software to its fullest potential to provide streamlined efficient services that will benefit students and employees	Information & Technology Services
10.12	Implement the college's Technology Plan according to schedule and budget	Information & Technology Services
10.13	Revise the Technology Plan to meet the existing and future needs for state of the art technology	Information & Technology Services
10.14	Complete the data network infrastructure to support information and instructional technologies at all locations and user workstations	Information & Technology Services
10.15	Become a recognized leader in the effective use of technology in the education environment	Information & Technology Services

10.16	Commit financial resources for technology and technological issues that are sufficient to support strategic initiatives	Information & Technology Services
10.17	Dedicate a specific revenue stream in support of technology needs	Information & Technology Services
10.18	Create an organizational structure for support and implementation of technology that provides leadership to support instruction, college operations and collaboration among all college units	Information & Technology Services All Units
10.19	Employ technology that creates multiple access capabilities for everyone	Information & Technology Services
10.20	Provide hardware and software for the use of students, faculty, and staff that is compatible with the products used by business and industry	Information & Technology Services
10.21	Provide telecommunications technology throughout the college which allows for high speed transfer of voice, data, and video for both internal and external communication	Information & Technology Services
10.22	Provide video teleconferencing capabilities at all locations	Information & Technology Services
10.23	Implement voice registration and access to student information: grades, financial aid, etc.	Information & Technology Services

Critical Issue 11: Strengthen partnerships, collaborative efforts and mutually beneficial relationships

1998-99 STRATEGIC RESPONSES		DEPARTMENT RESPONSIBLE
11.1	Develop partnerships to promote the shared use of facilities	Facilities
11.2	Develop closer relationships with high schools to promote increased awareness of STCC with both students and counselors	Associate Dean of Student Dev. Outreach Services
11.3	Expand partnerships which facilitate development of career programs	Instruction
11.4	Expand partnerships for professional development	Associate Dean of Instruction
11.5	Accept the uniqueness of STCC and UTPA and recognize the interdependence between the two institutions	Instruction
11.6	Expand partnerships between STCC and UTPA and establish focus groups to identify and develop expanded cooperative efforts	Instruction
11.7	Expand electronic sharing of information and processing between STCC and UTPA to include electronic transfer of transcripts, an electronic student application process and electronic financial aid transferring processes	Information & Technology Services Admission and Records Financial Aid
11.8	Work closely with four year institutions to expand and increase the number of articulation agreements	Instructional Program Development
11.10	Develop plan to market our academic quality to four year institutions	Public Relations & Marketing
11.11	Increase partnerships with government agencies	Instruction
11.12	Develop plan to track the academic progress of students transferring to 4 year institutions and those transferring back and forth between STCC and UTPA	Institutional Research/Effectiveness
11.13	Increase partnerships with community based organizations	Instruction
11.14	Develop community service projects	Instruction
11.15	Strengthen partnerships with other educational institution, businesses and industries	Instruction
11.16	Expand partnerships with high schools or others to increase access and for shared use of facilities	Instruction
11.17	Develop international partnerships	Instruction
11.18	Reassess the tuition and fee structure for international students which may be serving as a barrier to	Administrative Services

	international partnerships	Instruction
11.19	Develop partnerships with public schools to reduce the number of students in need of remediation	Instruction
11.20	Develop summer College for Kids in partnership with area school districts	Continuing Education
11.21	Interact with institutions which receive the majority of our transfer students in order to determine appropriate competencies, curriculum alignment and standards for success	Instruction
11.22	Foster partnerships with school districts to integrate efforts to facilitate the transition for high school graduates to college	Instruction
11.23	Foster partnerships with four year colleges and universities to strengthen programs and increase transfer pathways	Instruction
11.24	Continue to be an active partner in economic development	President Partnership for Business & Industry

Critical Issue 12: Improve effective communications to foster collegiality and mutual respect within, and among, all segments of the college community

1998-99 STRATEGIC RESPONSES		DEPARTMENT RESPONSIBLE
12.1	Increase the opportunity for faculty and staff participation in decision making	All Units
1 2.2	Continue to improve communication and the development of trust throughout the College	All Units
12.3	Improve internal communication among all employee groups	All Units
12.4	Improve communication among the Pecan Campus and all Centers	All Units
12.5	Improve communication throughout the college and the district	All Units
12.6	Publish and distribute to affected employers the major actions and decisions of committees, task forces, and administrative councils	All Units
12.7	Improve the dissemination of institutional information	All Units
12.8	Improve fax and e-mail service	All Units
12.9	Improve internal mail delivery	Administrative Services
12.10	Promote communication with all departments on their activities to the Student Information Center	All Units
12.11	Develop master calendar with daily events posted at all locations	All Units
12.12	Implement suggestions for improving communications from 2/27/98 In-service activities	All Units