



**SOUTH TEXAS
COLLEGE**



COMPREHENSIVE OPERATIONAL PLAN



FY2020 - 2021 to FY2022 - 2023

TABLE OF CONTENTS

INTRODUCTION

Message from the President	2
Board of Trustees	3
Strategic Plan for FY 2019-2020 to FY 2024-2025	4-5
Key Performance Indicators (KPIs)	6-10
South Texas College Fact Sheet	11
Achievements, Awards, National Rankings, and Accreditations	12-13

OFFICE OF THE PRESIDENT

Continuing, Professional, and Workforce Education	15-16
Office of Industry Training and Economic Development	17-18
Public Relations and Marketing	19
Regional Center for Public Safety Excellence	20-21
Resource Development, Management and Compliance	22-23

ACADEMIC AFFAIRS

Office of the Vice President for Academic Affairs	25-26
Campuses	
Mid-Valley Campus	27
Starr County Campus	28
Academic Advancement	
Learning Outcomes	29-30
Curriculum	31
Academic Excellence	32-33
Distance Learning	34-35
Dual Credit Programs	36-37
Academies and High School Projects	38
Dual Credit Pathways	39
Professional and Organizational Development	40-41
Instructional Divisions	
Division of Business, Public Safety, and Technology	42
Division of Liberal Arts	43-44
Division of Math, Science, Information Technology, and Bachelor Programs	45-46
University Relations, Transfer and Articulation Center	47-48
Division of Nursing and Allied Health	49-50
Division of Social and Behavioral Sciences	51-52

STUDENT AFFAIRS AND ENROLLMENT MANAGEMENT

Office of the Vice President for Student Affairs and Enrollment Management	54-55
Student Affairs	56
Career and Employer Services	57-59
Center for Student Rights and Responsibilities	60-61
Comprehensive Advisement and Mentoring Services	62-63
Counseling and Student Accessibility Services	64
Student Activities and Wellness	65
Enrollment Services	66-67
College Connections and Admissions	68-69
Dual2Degree	70-71
Student Financial Services, Testing, and Veteran Affairs	72-73
Student Assessment Center	74
Student Financial Aid Services	75
Student Records and Registrar	76

INFORMATION SERVICES, PLANNING, PERFORMANCE, AND STRATEGIC INITIATIVES

Office of the Vice President for Information Services, Planning, Performance, and Strategic Initiatives ----- 78-79
Chief Information Officer----- 80-81
Chief Information Security Officer ----- 82-83
Institutional Research, Effectiveness, and Strategic Planning----- 84-85
 Institutional Effectiveness, and Assessment ----- 86-87
 Research and Analytical Services----- 88
Library and Learning Support Services----- 89-90
 Centers for Learning Excellence ----- 91-92
 Educational Technologies ----- 93-95
 Learning Commons and Open Labs----- 96-97
 Library Services ----- 98-102
Strategic Initiatives----- 103

FINANCE AND ADMINISTRATIVE SERVICES

Office of the Vice President for Finance and Administrative Services ----- 105-106
Accountability, Risk, and Compliance----- 107
Comptroller ----- 108-109
Department of Public Safety ----- 110-111
Facilities Operations and Maintenance----- 112
Facilities Planning and Construction ----- 113-114
Office of Human Resources----- 115-116
Office of Internal Audits ----- 117-118
Purchasing and Distribution Services ----- 119-120

QUALITY ENHANCEMENT PLAN ----- 122-123



INTRODUCTION



Experience
Exceptional

MESSAGE FROM THE PRESIDENT: *BUILDING THE FUTURE TOGETHER*

We live in a time of unparalleled challenges and opportunities for institutions of higher education. Since its inception, South Texas College has been characterized by innovation and the commitment to the people of Hidalgo and Starr counties to improve the quality of life for our graduates, their families, and future generations. These last 27 years have been a time of unprecedented growth and change in Hidalgo and Starr counties with South Texas College contributing an enormous social and economic benefit to the region.

It has been a herculean task to achieve such growth at the institution while also receiving national accolades. It takes bold planning, creative ideas, committed partnerships, a supportive Board of Trustees, outstanding faculty & staff and an unwavering commitment to change lives and improve the overall quality of life in our communities.



South Texas College has made the expectation and opportunity to attend college a possibility for everyone in the communities we serve. The economic growth in Hidalgo and Starr counties, decrease in unemployment rates, increased achievements in public and private schools, and a stronger and more capable workforce are the result of South Texas College's commitment to being a world-class institution dedicated to excellence.

In an effort to continue responding to changing needs of the community, South Texas College has developed the Comprehensive Operational Plan as a planning tool to continue to build on the already established foundation of serving as a dynamic world class, higher education institution in a rapidly growing and developing region of deep South Texas. The Comprehensive Operational Plan is a planning tool that presents the medium-range operational projects that support the achievement of the College's Comprehensive Mission and Strategic Plan.

This four-year Comprehensive Operational Plan, taking us from Fall 2020 through Spring 2023, serves as the culmination of detailed systematic planning and includes the broad participation of faculty, staff, and students from across all our campuses.

A commitment to the success of our students remains our number one priority, and every member of the Board of Trustees, administration, faculty, and staff share wholly in this commitment.

With warm regards,

David C. Plummer, M.B.A., Ed.D.
Interim President

SOUTH TEXAS COLLEGE BOARD OF TRUSTEES



ROSE BENAVIDEZ – Chair

President of Starr County Industrial Foundation

District 1

Representing Starr County

First Elected November 2009; current term through May 2024

Serves as Chair of the Board.

Serves as a Member of the Facilities Committee and the Finance, Audit, and Human Resources Committee.

Formerly served as Vice Chair of the Board.



DR. ALEJO SALINAS, JR. – Vice Chair

Retired Superintendent, Superintendent Emeritus, Hidalgo ISD

District 5

Representing Northwest Hidalgo County, Edinburg, North San Juan, and Northeast Pharr

First Elected May 1996; current term through May 2020

Serves as Chair of the Education and Workforce Development Committee and a Member of the Facilities Committee.

Formerly served as Chair and Vice Chair of the Board.



VICTORIA CANTU - Secretary

CEO of Children's Education Station, LLC

District 2

Representing La Joya, Western Mission, Palmview, Sullivan City, Pefitas, and West Alton

First Term: May 2018 – May 2024

Serves as a Member of the Education and Workforce Development Committee.



DANNY GUZMAN - Member

Right-of-Way Agent, Hidalgo County Precinct #1

District 7

Representing Northeast Hidalgo County, North Weslaco, Edcouch, Elsa, La Villa, Mercedes, Monte Alto, Northeast Alamo, Northeast Edinburg, and Hargill

First elected November 2020, through May 2026



GARY GURWITZ - Member

Managing Partner, Atlas, Hall & Rodriguez, L.L.P., McAllen

District 4

Representing North McAllen, Northwest Pharr, Palmhurst, Northeast Mission, and Southwest Edinburg

First Appointed 1993; current term through May 2022

Serves as Chair of the Facilities Committee and a Member of the Education and Workforce Development Committee.

Formerly served as Chair, Vice Chair, and Secretary of the Board.



PAUL R. RODRIGUEZ - Member

CEO of Valley Land Title Co

District 3

Representing South McAllen, Southwest Pharr, Hidalgo, Sharyland, Southeast Mission, and Granjeno

First Appointed August 2012; current term through May 2022

Serves as Chairman of the Board.

Serves as a Member of the Facilities Committee and the Finance, Audit, and Human Resources Committee. Previously served as Chair of the Finance and Human Resources Committee.

Formerly served as Chair and Secretary of the Board.



RENE GUAJARDO - Member

Student Services Director at Crystal City Independent School District

District 6

Representing Donna, South Alamo, South San Juan, Southeast Pharr, South Weslaco, and Progreso

First Term: May 2018 – May 2024

Serves as a Member of the Finance, Audit, and Human Resources Committee.

Comprehensive Mission and Strategic Directions for South Texas College

VISION STATEMENT

South Texas College will be a global model in educational innovation serving as a catalyst to drive regional prosperity, economic development, and the social mobility of those we serve.

MISSION STATEMENT

South Texas College is a public institution of higher education that provides educational opportunities through excellence in teaching and learning, workforce development, cultural enrichment, community service, and regional and global collaborations.

CORE VALUES

Student Success: We are committed to the personal, academic and career goals of each student.

Excellence: We are committed to excellence and innovation in teaching, learning, and services.

Opportunity: We are committed to providing access and support for students to achieve their academic and career goals.

Community: We are committed to equitable results through inclusion, diversity, collaboration, and engagement.

Integrity: We are committed to being respectful, professional, honest, accountable, and transparent.



STRATEGIC GOALS AND DIRECTIONS

Laying the Foundation: Developing the 2019-2025 Strategic Plan

Strategic planning at South Texas College is a systematic and collaborative process that establishes the future direction for the college and translates its vision into specific achievable goals and objectives.

LEAD COMMUNITY ENGAGEMENT

South Texas College is the catalyst for engaging and strengthening the communities through diverse efforts.

1. Enhance and leverage partnerships with school districts to improve college matriculation.
2. Strengthen and develop partnerships with local organizations to align educational opportunities with community and workforce needs.
3. Improve community awareness of South Texas College's educational options, programs and services.

PROMOTE ACADEMIC INTEGRITY AND EXCELLENCE

South Texas College is dedicated to creating a dynamic and innovative educational environment based on excellence, academic honesty, rigor, and continuous improvement.

1. Promote, support, develop and expand the use of dynamic, innovative, and engaging classroom instruction.
2. Recruit and retain excellent faculty and staff.
3. Expand professional development for all faculty and staff.
4. Nurture a culture that values meaningful assessment of student learning.

CREATE EDUCATIONAL OPPORTUNITIES FOR STUDENTS

South Texas College is committed to providing accessible and inclusive educational opportunities that enable a seamless transfer to advanced degrees or align with emerging workforce needs.

1. Strengthen college readiness for all students in our region.
2. Align programs with emerging technologies and changing needs in the job market.
3. Deliver world class online programs and student experiences.
4. Expand and enhance transfer opportunities.

FOSTER STUDENT SUCCESS

South Texas College is devoted to providing students with accessible pathways and effective support structures that promote persistence, educational attainment, academic achievement, personal and professional growth.

1. Develop pathways to academic and educational achievement to encompass all students.
2. Construct a network of support systems to help students enter and stay on a path leading to employment and/or further education.
3. Provide educational guidance, student mentoring, internship program opportunities, and other experiences.

CULTIVATE INSTITUTIONAL EXCELLENCE

South Texas College creates a culture of excellence through integrity, collaboration, transparency, accountability, and fiscal responsibility and by leveraging technology.

1. Establish a streamlined, well-structured, and efficient set of communication processes at the College.
2. Improve leadership and personal accountability at every level of the institution to better facilitate regular and effective cross-functional teamwork and dialogue.
3. Safeguard the sound financial condition and financial management of the College.
4. Deliver high level innovative customer-oriented services and business practices.

KEY PERFORMANCE INDICATORS (KPIs)

Student Achievement Goals

(STC Key Performance Indicators)

South Texas College evaluates student achievement through the South Texas College *Key Performance Indicators (KPIs)*. *Key Performance Indicators* have been defined across six focus areas of student achievement: Enrollment, College Readiness, Progress, Completion, Transfer, and Post-Graduation Success in order to evaluate success along the entire student pathway. The KPI's are utilized as metrics for measuring progress towards the Comprehensive Mission of South Texas College.

1. Enrollment

1.1 Traditional Enrollment: Growth in Traditional enrollment. **1.2 Dual Matriculation:** Matriculation of Dual Enrollment

A. Fall to Fall B. Spring to Spring C. Summer to Summer

Target: 1.5% increase per year.

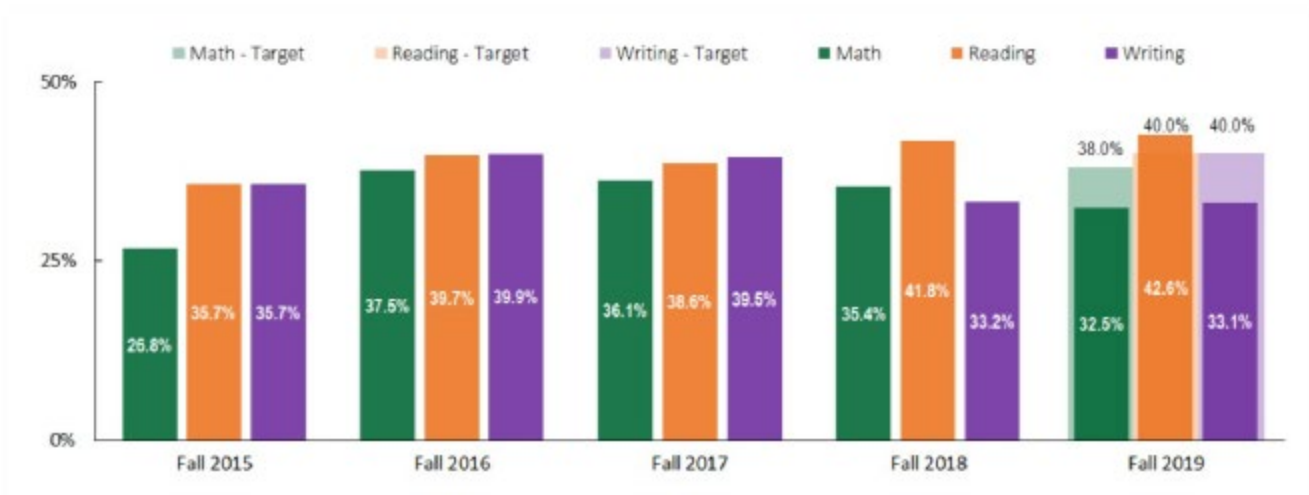
Graduating Seniors to STC the Fall Semester following graduation.

Target: Reach 24.5% in Fall 2020.



2. College Readiness

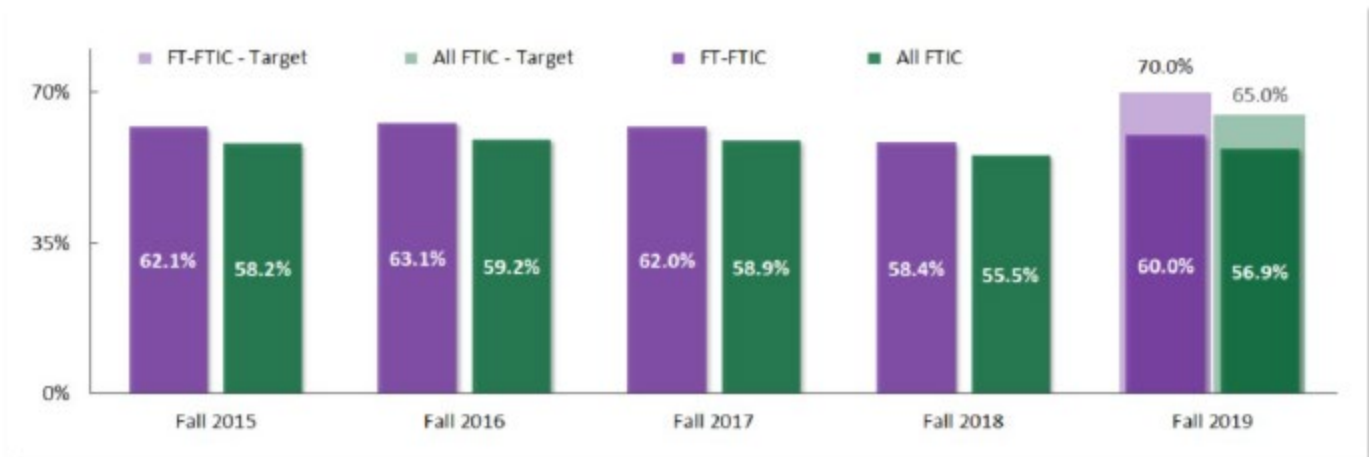
Students who meet Texas Success Initiative (TSI) Obligation*: % of underprepared students (from FTIC credential seeking students) who satisfied TSI obligation within 1 year. **Targets:** Math - reach 38% in Fall 2019; Reading - reach 40% in Fall 2019; Writing - reach 40% in Fall 2019.



*Texas Success Initiative (TSI) Obligation is the guidance for determining students' readiness for college coursework in reading, writing, and mathematics.

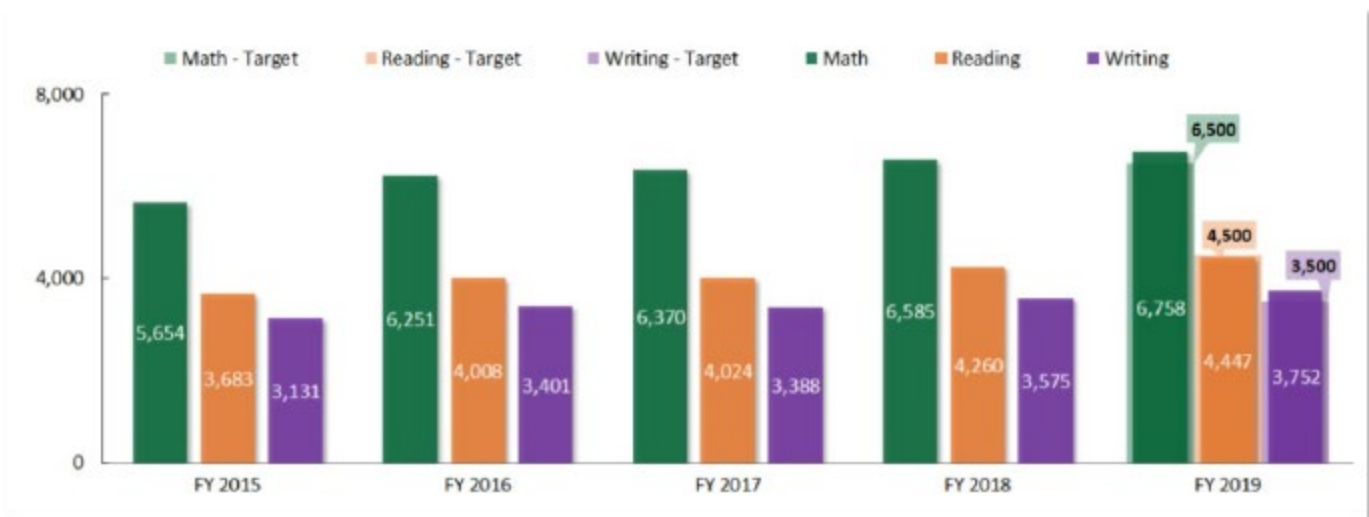
3. Progress

3.1 Persistence*: Fall to Fall Persistence Rates. **Targets:** Reach % in Fall 2019: FT-FTIC: 70%; All FTIC: 65%.



*Persistence is defined as of students who either have graduated within one year from STC or are still enrolled at STC (Fall-To-Fall).

3.2 First College-Level Course Completion*: Completion of First College Level Course in Math, Reading, and Writing. **Targets:** Reach in FY 2019: • Math: 6,500 • Reading: 4,500 • Writing, 3,500.

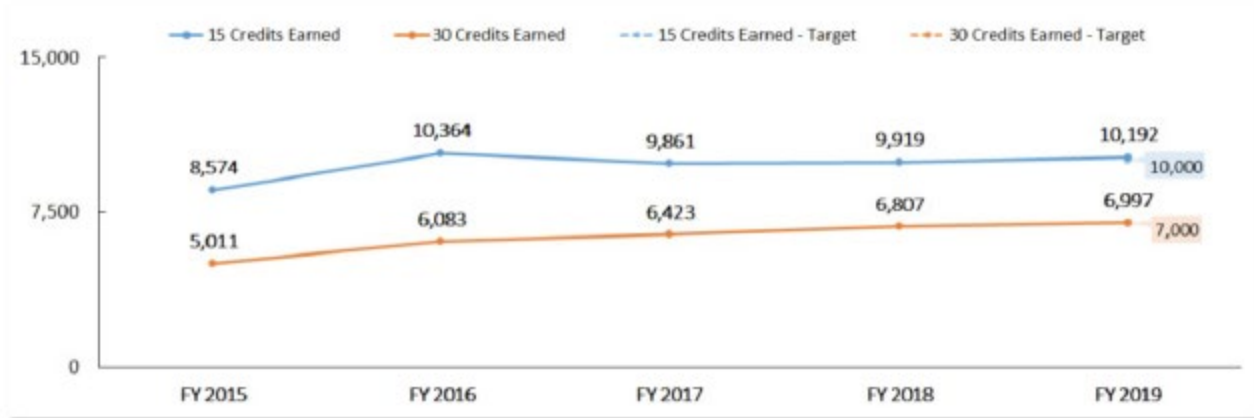


*Counts are based on Texas Higher Education Coordinating Board's Success Points measures where first college-level math course is awarded 1 point, first college level reading course is awarded .5 point, and first college level writing course is awarded .5 point.

3.3 Credits Earned:

Number of students who complete 15 credit hours during the academic year. **Target:** Reach 10,000 in FY 2019;

Number of students who complete 30 credit hours during the academic year. **Target:** Reach 7,000 in FY 2019.



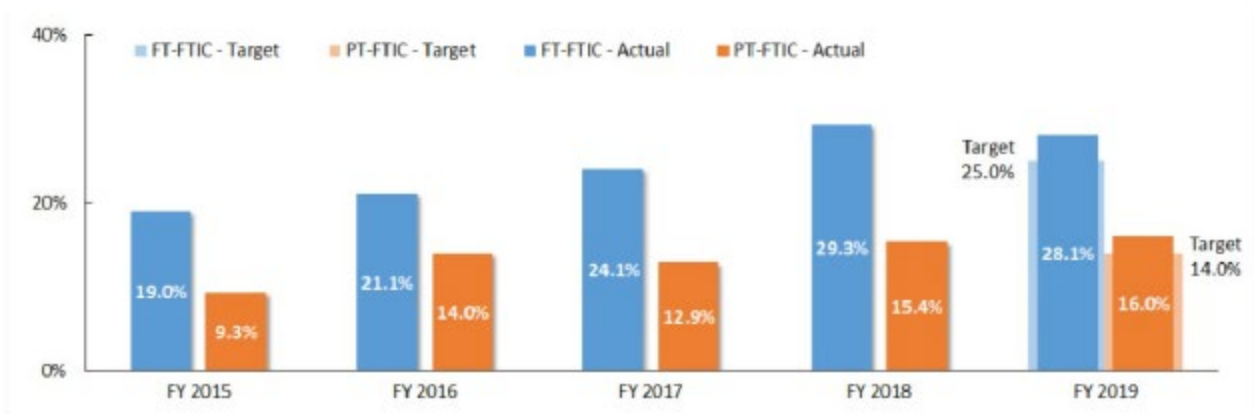
3.4 Successful Course Completion*: Overall successful course completion rate per semester. **Target:** Maintain minimum course pass rate of 80% in the near future.



*Completion with a grade of A, B, C, or P.

4. Completion

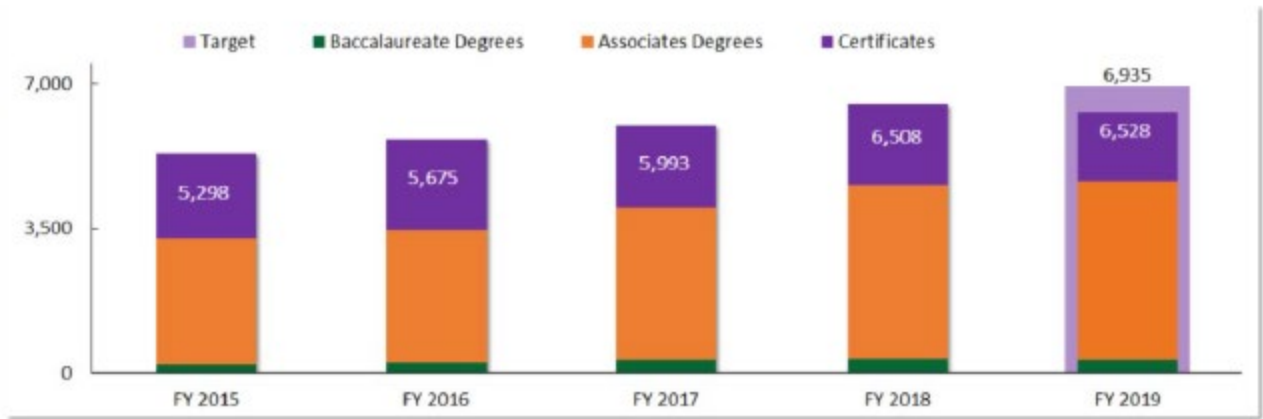
4.1 Graduation Rate: Full Time/Part Time 3-Year Graduation Rates. **Targets:** Full-Time: Reach 25% in FY 2019 and sustain; Part-Time: Reach 14% in FY 2019 and sustain.



4.2 IPEDS Graduation Rate: Full Time FTIC students who graduated in the 150% of the program length. **Target:** Reach 25% in FY 2020.



4.3 Degrees and Certificates Awarded: Sum of baccalaureate, associated degrees, and certificates awarded per academic year. **Target:** Total awards reach 6,935 by FY 2019.



5. Transfer

Transfer: Percent of students transferring to a Senior institution. **Target:** Reach 25% in FY 2019.



6. Post-Graduation Success

6.1 Licensure Exam Passing Rates: Percent of student who pass applicable licensure exams required for professional practice.

Target: 90% pass rate for each program requiring licensure for employment, or within 5% of the State Average.

2018 - 2019 STC Program	Licensure Exam Pass Rates			THECB Standard ¹ for Comparison	
	Major	Tested	Passed	% Passed	State Average (last three years)
Criminal Justice/Police Science	52	51	98%	100%	90%
Fire Science/Firefighting	44	19	43%	87%	90%
Occupational Therapist Assistant	17	16	94%	96%	90%
Physical Therapist Technician/Assistant	19	19	100%	97%	90%
Emergency Medical Technology/Technician (EMT Paramedic)	102	87	85%	78%	90%
Respiratory Care Therapy/Therapist	15	15	100%	92%	90%
Diagnostic Medical Sonography/Sonographer and Ultrasound Technician	7	7	100%	97%	90%
Radiologic Technology/Science - Radiographer	17	17	100%	96%	90%
Registered Nursing/Registered Nurse	246	232	94%	92%	90%
Licensed Practical/Vocational Nurse Training	107	98	92%	92%	90%
Nursing Assistant/Aide and Patient Care Assistant/Aide	52	50	96%	88%	90%
All Programs Combined	678	611	90%	90%	90%

¹THECB = Texas Higher Education Coordination Board. THECB Standard is that 90% of students tested on a specific licensure exam pass, or the percentage of students who take licensure exams and pass is not more than 5% below state average for the last 3 years for the specific exam.

6.2 Graduate Success: Graduate Success in the fourth quarter after graduation. **Target:** Minimum 88% Placement Rate overall for all technical programs.





FACT SHEET



ABOUT

Founded in 1993, South Texas College is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate and associate degrees. More than 45,000 students attend STC, and a faculty and staff of more than 2,200 serve STC's five state of the art campuses, two Higher Education Centers, a Regional Center for Public Safety Excellence and one virtual campus.

CREATION

South Texas College was created on September 1, 1993, by Texas Senate Bill 251 to serve Hidalgo and Starr counties. A confirmation election, held on August 12, 1995, established a taxing district for the college. Seven districts, based on population, were also approved for single-member representation on the Board of Trustees. A community leader from each of the seven districts was originally appointed by Governor Ann Richards to serve on the founding Board of Trustees. Since then, an election process has been established, and all board members are elected for six-year terms.

DUAL CREDIT

The Dual Credit Program is one of the largest in the State of Texas, is a national model of collaboration and is accredited by the National Alliance of Concurrent Enrollment Partnerships. The Dual Credit Programs offers 4 options, including dual credit course, career and technical education programs, designated high schools and academy programs. The Program currently collaborates with 21 school districts and 70 high school partners throughout Hidalgo and Starr counties; which allow eligible students to take college courses while attending high school. Since 2000, South Texas College has provided tuition-free dual credit to over 118,000 students; saving families over \$280 million.

CONTINUING, PROFESSIONAL & WORKFORCE EDUCATION

The program provides opportunities for lifelong learners who want to upgrade their skills, change careers, renew licenses and certifications, or seek personal enrichment. There is a wide variety of course offerings including online classes. Additionally, the division also offers customized training to area businesses, industries and the community. Training programs are tailored to a client's specific needs in terms of content, schedule and location.

ARTICULATION AGREEMENTS

For those students who wish to continue their education beyond an associate's degree, STC has more than 60 articulation agreements in place with colleges across the country.

ACCREDITATION

South Texas College is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award Baccalaureate and Associate degrees. Contact the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of South Texas College.

South Texas College's offerings are approved by the Texas Higher Education Coordinating Board and the Texas Education Agency.

ASSOCIATE DEGREES AND CERTIFICATES

South Texas College offers 127 degrees and certificate program options including Associate's degrees in various art, science, technology and allied health fields of study. Of those, 32 associate degrees and certificate options are available through South Texas College Online.

BACCALAUREATE DEGREES

South Texas College is proud to be among the first of three Community Colleges authorized by the 78th Legislative session in 2003 to begin offering baccalaureate degrees in Applied Technology and Applied Science. South Texas College offers Bachelor of Applied Technology degrees in Technology Management, Computer and Information Technologies, and Medical and Health Services Management. A Bachelor of Applied Science in Organizational Leadership is also offered. Additionally, South Texas College was granted legislative authority during the 85th Legislative Session to offer the Bachelor of Science in Nursing.

SOUTH TEXAS COLLEGE ONLINE

Through South Texas College Online, students have access to all online services including registration, library services, advising, counseling, payment services, financial aid and so much more. Currently 22 associate degrees, 10 certificates and all four bachelor programs are available online, making it possible for students to earn their degrees without ever setting foot on campus.

INDUSTRY TRAINING & ECONOMIC DEVELOPMENT

ITED is committed to fostering long-term sustained economic growth in by serving the advanced manufacturing and related industries. Through the Institute for Advanced Manufacturing, ITED provides customized training to new and incumbent workers in these sectors which include suppliers to end producers and supporting services. The goal of the IAM is to develop and deliver advanced, customized training to business, industry and other community partners.

NON-DISCRIMINATION

South Texas College does not tolerate discrimination against any employee, student, or applicant, that is prohibited by College policies, local, state, or federal laws. To request accommodations, contact the Office of Human Resources at 956-872-4448 or Counseling and Student Accessibility Services at 956-872-2173.

VITAL STATISTICS

- Over 28,000 credit students (Fall 2020)
- Close to 17,000 non-credit students (2019-2020 year)
- More than 95% of students are Hispanic
- 63% of the traditional student population are the first in their families to attend college (excludes dual enrollment)
- Over 63% of traditional students receive Pell grants (excludes dual enrollment)

Class size averages 20 students per faculty member.



LOCATIONS

Pecan Campus
McAllen, TX

Mid-Valley Campus
Weslaco, TX

Starr County Campus
Rio Grande City, TX

Technology Campus
McAllen, TX

**Dr. Ramiro R. Casso
Nursing & Allied Health Campus**
McAllen, TX

**STC Regional Center
for Public Safety Excellence**
Pharr, TX

Higher Education Center at La Joya
La Joya, TX

Higher Education Center at Pharr
Pharr, TX

INTERIM PRESIDENT

David C. Plummer
M.B.A., Ed.D

BOARD OF TRUSTEES

Rose Benavidez
Chair

Dr. Alejo Salinas
Vice Chair

Victoria Cantú
Secretary

Paul R. Rodriguez
Member

Gary Gurwitz
Member

Rene Guajardo
Member

Danny Guzman
Member



ACHIEVEMENTS, AWARDS, NATIONAL RANKINGS AND ACCREDITATIONS

South Texas College has continued its tradition of being recognized and honored for its dedication to excellence and its innovative endeavors. The College has received numerous awards from national, state and local sources that demonstrate its leadership among the community colleges in the State of Texas and the nation. Some of the recent accomplishments and initiatives include:

ACHIEVEMENTS

- Over 33,000 students each semester on 5 campuses, a Regional Center for Public Safety Excellence, two Higher Education Centers, and a virtual campus.
- Over 123 degree and certificate options, and 32 fully online programs.
- Authorized by the Texas Higher Education Coordinating Board to offer Bachelor of Applied Technology, Bachelor of Applied Science, and Bachelor of Science degrees.
- South Texas College was granted the legislative authority by the passage of SB2118 during the 85th Legislative Session to offer the Bachelor of Science in Nursing.
- Procurement of more than \$250 million in local, state, and federal grant monies to fund student success initiatives, scholarships, and workforce training programs.
- Pioneered tuition-free dual enrollment to over 106,000 high school students at 70 school sites, saving families over \$200 million in tuition since 2000.
- South Texas College leads the nation in the number of partnerships that it has developed with area Independent School Districts, which includes collaborative partnerships with 24 school districts, 78 high schools, 66 middle schools, and 191 elementary schools.
- STC has instituted a wide variety of innovations of dual credit programs including 7 Dual Credit Academies, 29 Early College High Schools, and 2 Career and Technical Early College High Schools with over 15,000 students on track to earn up to Associate Degree in addition to their high school diploma.
- Partnered with 6 local high schools to develop the High School Recovery Program which has helped over 5,900 high school dropouts earn a diploma and college credit since 2008.
- 2019 recipient of the Institutional Catalyst Award from Teach for America's Honor Roll event for the College's successful educational impact and collective leadership to fostering advancement in educational excellence and equity through a sustained commitment to students, schools and the community.
- 2018 ACCT Western Regional Chief Executive Officer Award for exemplary leadership and significant contributions to the region.
- Awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association, for fiscal year end 2018 for the 16th consecutive year.
- 2018 Idahlynn Karre Exemplary Leadership Award by The Chair Academy for South Texas College team who developed the Starfish Early Alert system.
- Recognized by the U.S. Department of State Bureau of Educational and Cultural Affairs as a 2017-2018 Gilman Greatest Growth Institution in Associate's Colleges for South Texas College's commitment to broadening the student study abroad population.
- South Texas College was recognized by Excelencia in Education as the 2017 national winner in the Baccalaureate category for its Competency-Based Bachelor of Applied Science in Organizational Leadership.
- National Recognition as a National Center of Academic Excellence in Cyber Defense Two-Year Education by the US Department of Homeland Security and the US National Security Agency in 2017.
- The Advanced Manufacturing Technology Program received an award of excellence from the Texas Association of College Education Educators (TACTE) in April 2017.
- Received Texas Comptroller of Public Accounts Transparency Stars Program Awards in 2016 consisting of a Traditional Finance Transparency Star, an Economic Development Transparency Star, and a Debt Obligation Transparency Star, for providing meaningful financial data to Texas taxpayers.
- Commendation in 2016 from Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) for the College's Dual Credit program for its commitment to achieving the promise of creating a college-going culture for the lives of students and future generations of students in the South Texas Region through its extensive network of off-campus sites.

AWARDS

- Recipient of the 2019 Seal of Excelencia by Excelencia in Education. The Seal of Excelencia documents South Texas College has intentionally implemented evidence-based practices to achieve and exceed the success metrics for all Hispanic students.
- 2019 Pioneer Award from the Community College Baccalaureate Association in recognition of progress toward making baccalaureates accessible to all.

NATIONAL RANKINGS

- South Texas College’s program for Pharmacy Technicians recognized as 2nd in Texas by
- The Pharmacy Technician Guide’s Top 30 Pharmacy Technical Schools in Texas 2019-2020.
- Ranked **1st** in the nation as the most affordable online college for Bachelor Degrees by Online College Plan.
- In 2019, Hispanic Outlook’s Top 100 list ranked South Texas College:
 - **3rd** in nation for enrolling the most Hispanics among the nation’s 4-year institutions.
 - **1st** in nation for awarding Engineering Degrees to Hispanics.
 - **1st** in nation for awarding Teacher Education & Professional Development Degrees to Hispanics.
 - **4th** in nation for awarding Criminal Justice Degrees to Hispanics.
- Diverse Issue in Higher Education’s 2019 list of “Top 100 Degree Producers” ranked South Texas College:
 - **1st** in the Nation in awarding Associate Degrees to Hispanic students in Education.
 - **2nd** in the Nation in awarding Associate Degrees to Hispanic students in all Disciplines.
 - **5th** in the Nation for awarding Bachelor Degrees in Business and Commerce to Hispanic students.
- Ranked **1st** in Texas and 8th in the Nation in 2018 by Opportunity Insights, a not-for-profit organization based at Harvard University, for advancing the upward economic mobility of the region.
- Community College Week’s Top 100 Associate Degree & Certificate Producers, 2016 ranks South Texas College 2nd in awarding Associate Degrees to Hispanic students and 25th out of more than 1,100 community colleges in awarding Associate Degrees in all disciplines.
- South Texas College Online Ranked by ONLINEU as No. 1 Most Affordable Online College in the Nation for 2016.
- South Texas College’s program for Pharmacy Technicians recognized in 2016 as one of the best in the nation by The Community for Accredited Online Schools (AccreditedSchoolsOnline.org), honoring South Texas College as the #22 Best Pharmacy Technician Program in the Nation.
- Ranked **10th** in the Nation by The National Institute for Metalworking Skills.
- South Texas College’s Nursing Program ranked as one of the Top 50 Nursing Schools in the Southwest by the Nursing Schools Almanac, 2016.

ACCREDITATIONS

- South Texas College is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award the Baccalaureate and Associate degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of South Texas College.
- Accreditation Council for Business Schools & Programs.
- Accreditation Council for Occupational Therapy Education.
- American Society of Health-System Pharmacists.
- Accreditation Council for Pharmacy Education.
- ASE Education Foundation.
- Commission on Accreditation of Allied Health Education Programs.
- Commission on Accreditation for Health Informatics and Information Management Education.
- Commission on Accreditation in Physical Therapy Education.
- Committee on Accreditation of Educational Programs (Emergency Medical Technology).
- Committee on Accreditation for Respiratory Care.
- National Accreditation Commission for Early Care and Education Programs.
- National Centers of Academic Excellence in Cyber Defense Education.
- National Institute for Metalworking Skills, Inc.
- Texas Board of Nursing.
- Texas Department of State Health Services.
- Texas Health and Human Services.





OFFICE OF THE PRESIDENT



SOUTH TEXAS
COLLEGE

Experience
Exceptional

CONTINUING, PROFESSIONAL, & WORKFORCE EDUCATION

Continuing, Professional, & Workforce Education FY 2020-2021		Strategic Direction	Final Completion Year
1	Develop a Customized Corporate Training Program: Phase 1: Identify courses that employers need, begin curriculum development, identify employers in need of training.	3.2	FY 20-21
2	Develop New Programs for the Community: Phase 1: Develop CDL program and purchase equipment, identify other programs based on community interest and need and begin development.	3.2	FY 20-21
3	Expand Offerings to School Districts for Students, Parents, and Staff: Identify districts currently being served and programs currently offered; create list of contacts at ISDs not being served; set up meetings to determine districts' needs.	1.2	FY 20-21
4	Develop Professional CEU Programs: Phase 1: Identify needs and submission requirements for each professional group.	1.3	FY 20-21
5	Convert All Courses to Online Format: Phase 1: Identify courses that bring in the most enrollment and/or revenue, work with Distance Learning to set target timeline for each course, begin conversion of top courses.	3.3	FY 20-21
6	Fully Implement Online Student Services: Phase 1: Resolve issues with account creation and online registration; outline other services that need to be converted to online.	5.4	FY 20-21
7	Pursue Grants and Contracts for Training and Capacity Building: Phase 1: Submit applications for the Meadows Foundation, Dollar General Literacy grant, Skills Development Fund grant; identify agencies willing to pay for training for their participants.	1.2	FY 20-21

Continuing, Professional, & Workforce Education FY 2021-2022		Strategic Direction	Final Completion Year
1	Develop a Customized Corporate Training Program: Phase 2: Complete curriculum development, create marketing material for new customized corporate training program.	3.2	FY 21-22
2	Develop New Programs for the Community: Phase 2: Launch CDL program, finish development of programs identified in FY 20-21, continue identifying new programs for development.	3.2	FY 21-22
3	Expand Offerings to School Districts for Students, Parents, and Staff: Phase 2: Develop programs needed by districts, offer customized corporate training programs for staff development.	1.2	FY 21-22
4	Develop Professional CEU Programs: Phase 2: Submit applications for CEU approval from certifying agencies.	1.3	FY 21-22
5	Convert All Courses to Online Format: Phase 2: Complete conversion of all courses.	3.3	FY 21-22

Continuing, Professional, & Workforce Education FY 2021-2022		Strategic Direction	Final Completion Year
6	Fully Implement Online Student Services: Phase 2: Convert remaining identified services to online format.	5.4	FY 21-22
7	Pursue Grants and Contracts for Training and Capacity Building: Phase 2: Submit applications for TWC Skills Development Fund and Skills for Small Business; identify additional grant opportunities.	1.2	FY 21-22

Continuing, Professional, & Workforce Education FY 2022-2023		Strategic Direction	Final Completion Year
1	Develop a Customized Corporate Training Program: Phase 3: Review current offerings and update as needed, identify new programs for development.	3.2	FY 22-23
2	Develop New Programs for the Community: Phase 3: Review current offerings and update as needed, identify new programs for development.	3.2	FY 22-23
3	Expand Offerings to School Districts for Students, Parents, and Staff: Phase 3: Review current offerings and update as needed, identify new programs for development.	1.2	FY 22-23
4	Pursue Grants and Contracts for Training and Capacity Building: Phase 3: Submit applications for TWC Skills Development Fund and Skills for Small Business; identify additional grant opportunities.	1.2	FY 22-23

OFFICE OF INDUSTRY TRAINING & ECONOMIC DEVELOPMENT

Office of Industry Training & Economic Development FY 2020-2021		Strategic Direction	Final Completion Year
1	Establish the Institute for Advanced Manufacturing (IAM) As A Regional Training and Certification Center: Phase 1: Develop marketing plan targeting industrial clients in the region inclusive of Northern Mexico.	1.3	FY 20-21
2	Develop a Multi-Year Marketing Campaign for Industrial Automation and Robotics Programs: Phase 1: Complete initial phase that establishes scalable infrastructure for expanded use. Complete initial marketing phase.	1.3	FY 20-21
3	Establish Career Pathway Program For COVID-Impacted Dislocated Workers: Phase 1: Work with community partners to identify prospective clientele.	1.2	FY 20-21
4	Redesign Departmental Web Page: Continue working with STC PR and Marketing to operationalize enhanced web design.	1.3	FY 20-21
5	Automate Department Registration and Enrollment Process: Phase 1: Work with appropriate STC departments and develop process manual.	5.1	FY 20-21

Office of Industry Training & Economic Development FY 2021-2022		Strategic Direction	Final Completion Year
1	Establish IAM As a Regional Training and Certification Center: Phase 2: Begin training and credentialing program to regional partners.	4.1	FY 21-22
2	Develop a Multi-Year Marketing Campaign for Industrial Automation and Robotics Programs: Phase 2: Expand marketing efforts to reach statewide and additional international markets.	4.1	FY 21-22
3	Establish Career Pathway Program For COVID-Impacted Dislocated Workers: Phase 2: Implement career pathway training programs for clients.	4.1	FY 21-22
4	Automate Department Registration and Enrollment Process: Phase 2: Train staff on new processes and operationalize initiative.	5.1	FY 21-22

Office of Industry Training & Economic Development FY 2022-2023		Strategic Direction	Final Completion Year
1	Establish IAM as a Regional Training and Certification Center: Phase 3: Expand training and credentialing programs to additional regional partners.	4.1	FY 22-23
2	Develop a Multi-Year Marketing Campaign for Industrial Automation and Robotics Programs: Phase 3: Increase marketing efforts targeting existing target market.	1.3	FY 22-23
3	Establish Career Pathway Program for COVID-Impacted Dislocated Workers: Phase 3: Expand existing program to include additional industry recognized credentials to pathway training programs.	4.1	FY 22-23
4	Automate Department Registration and Enrollment Process: Phase 3: Replicate automation process with other client-based activities such as course/instructor satisfaction surveys.	5.1	FY 22-23

PUBLIC RELATIONS & MARKETING

Public Relations & Marketing FY 2020-2021		Strategic Direction	Final Completion Year
1	Expand Existing Marketing Efforts to Included Strategies to Target Additional Adult-Learner Segments: Phase 1: Conduct audience research and develop brand personas. Create Competency Based Education (CBE) marketing plan and launch small targeted campaign.	1.3	FY 20-21
2	Implement Online Brand Templating Software to Allow for the Creation of College Branded Marketing Collateral: Phase 1: Identify needed templates and online platform. Begin template design.	1.3	FY 20-21

Public Relations & Marketing FY 2021-2022		Strategic Direction	Final Completion Year
1	Establish an Enrollment Marketing Committee to Provide Guidance Towards Increasing Enrollment, Maximizing Student Retention, and Strengthening Community Awareness and Engagement: Phase 1: Committee established to provide input regarding target audiences, messaging, branding, and marketing strategies. The committee will meet at least 4 times per long semester.	1.3	FY 21-22
2	Develop Data Centralization Strategies Within the Student Marketing Journey to Achieve Full-Funnel Visibility and Attribution Level Tracking: Phase 1: Identify scope and budget of redesign; identify vendors; prepare RFP for services to begin FY2022-2023.	1.3	FY 21-22
3	Redesign College Website: Phase 1: Identify scope and budget of redesign; identify potential research and design vendors; prepare RFP for services to begin FY2022-2023.	1.3	FY 21-22

Public Relations & Marketing FY 2022-2023		Strategic Direction	Final Completion Year
1	Establish an Enrollment Marketing Committee to Provide Guidance Towards Increasing Enrollment, Maximizing Student Retention, and Strengthening Community Awareness and Engagement: Phase 2: Evaluate and review effectiveness of efforts; consider recommendations to implement; adapt strategies accordingly.	1.3	FY 22-23
2	Develop Data Centralization Strategies Within the Student Marketing Journey to Achieve Full-Funnel Visibility and Attribution Level Tracking: Phase 2: Execute scope of project.	1.3	FY 22-23
3	Redesign College Website: Phase 2: Execute scope of project; include, but not limited to, research, design and layout, information architecture, and data centralization.	1.3	FY 22-23

REGIONAL CENTER FOR PUBLIC SAFETY EXCELLENCE

Regional Center for Public Safety Excellence FY 2020-2021		Strategic Direction	Final Completion Year
1	Increase Enrollment: Phase 1: Continue to provide mandated, and specialized courses to all levels of law enforcement. TCOLE certified trainers for police trainings.	1.1	FY 20-21
2	Maintain Local and State Compliance: Phase 1: Continue in compliance with city ordinances and all regulations. South Texas College policies and procedures. State mandated training requirements.	1.2	FY 20-21
3	Align New Programs: Phase 1: Continue training for all levels of law enforcement addressing programs that will provide better community service.	1.3	FY 20-21
4	Additional Training Simulators/Indoor Firearms Range: Phase 1: Purchase new training simulator for fire agencies, police agencies, and the private sector to utilize for training. The Indoor Firearms Range is a current project at RCPSE.	2.1	FY 20-21

Regional Center for Public Safety Excellence FY 2021-2022		Strategic Direction	Final Completion Year
1	Increase Enrollment: Phase 2: Deliver new trainings that law enforcement will see as a need to their agency.	2.1	FY 21-22
2	Maintain Local and State Compliance: Phase 2: Review for additional local or state updates regarding meeting compliance at all levels.	2.2	FY 21-22
3	Align New Programs: Phase 2: Expanding new programs based on community needs.	2.3	FY 21-22
4	Additional Training Simulators/Indoor Firearms Range: Phase 2: Hire certified fire trainers to provide trainings at RCPSE. Have partnerships aligned for the indoor range.	2.4	FY 21-22

Regional Center for Public Safety Excellence FY 2022-2023		Strategic Direction	Final Completion Year
1	Increase Enrollment: Phase 3: Provide possible online courses regarding continuing education for law enforcement. The new training simulators will be utilized to expand training participants.	3.1	FY 22-23
2	Maintain Local and State Compliance: Phase 3: Implement any new local or state revisions to stay in compliance.	3.2	FY 22-23
3	Align New Programs: Phase 3: Continue to develop new programs that will provide an overall better quality of life for the communities.	3.3	FY 22-23
4	Additional Training Simulators/Indoor Firearms Range: Phase 3: Use the simulator at RCPSE and provide mobile training for police, fire agencies and private sectors if needed. The development and collaboration with partnerships to complete a schematic diagram on the indoor range to pursue construction.	3.4	FY 22-23

RESOURCE DEVELOPMENT, MANAGEMENT & COMPLIANCE

Resource Development, Management & Compliance FY 2020-2021		Strategic Direction	Final Completion Year
1	Develop a Process to Identify and Target Priorities and Needs for External Resources for the College: Phase 1: A request will be submitted to Research & Analytical Services for input and guidance in support of developing a survey that will then be distributed by RDMC to gather input from its Grant Advisory Committee members.	5.1	FY 20-21
2	Coordinate with Other College Departments to Establish Grant Record Retention Plans: Phase 1: Expand upon the RDMC Grant Record Retention to develop and implement a coordinated plan with other department owners of grant records that includes guidance for the storage, retention period, and destruction of grant records.	5.2	FY 20-21
3	Improve Documentation to Demonstrate Mitigation of Risk of Non-Compliance with Grants: Phase 1: Redesign Status Reviews to include documentation by Grant Compliance staff with interventions, technical assistance, and activity to mitigate risk of noncompliance when an issue or concern is evident or noted.	5.1	FY 20-21
4	Develop Resources to Support the Perkins V Required Comprehensive Local Needs Assessment: Phase 1: Refine developed timeline, guidance documents, and training in support of the institutional CLNA and develop additional resources to support defining roles for the CLNA process.	5.1	FY 20-21

Resource Development, Management & Compliance FY 2021-2022		Strategic Direction	Final Completion Year
1	Develop a Process to Identify and Target Priorities and Needs for External Resources for the College: Phase 2: Conduct targeted grant research and document in Grant Research Logs aligned to annual survey results and College IE Plans.	5.1	FY 21-22
2	Coordinate with Other College Departments to Establish Grant Record Retention Plans: Phase 2: Develop a coordinated plan with other department owners of grant documents and with Accountability, Risk and Compliance, to include storage, retention period and grant record destruction timeline per grant requirements.	5.2	FY 21-22
3	Improve Documentation to Demonstrate Mitigation of Risk of Non-Compliance with Grants: Phase 2: Implement improved documentation process with consistency among all Grant Compliance staff.	5.1	FY 21-22
4	Develop Resources to Support the Perkins V Required Comprehensive Local Needs Assessment: Phase 2: Work with Perkins Liaisons, provide refined resources for CLNA updates (Years 3 and 4) and submit to THECB.	5.1	FY 21-22

Resource Development, Management & Compliance FY 2022-2023		Strategic Direction	Final Completion Year
1	Develop a Process to Identify and Target Priorities and Needs for External Resources for the College: Phase 3: Train college personnel to engage in grant-seeking activity aligned to departmental needs and priorities.	5.1	FY 22-23
2	Coordinate with Other College Departments to Establish Grant Record Retention Plans: Phase 3: Train college personnel to implement a plan for grant record retention.	5.2	FY 22-23
3	Improve Documentation to Demonstrate Mitigation of Risk of Non-Compliance with Grants: Phase 3: Review and assess Status Review process and forms to determine level of effectiveness in mitigating risk of noncompliance with grant requirements, applicable rules, and regulations.	5.1	FY 22-23
4	Develop Resources to Support the Perkins V Required Comprehensive Local Needs Assessment: Phase 3: Update resources and continue to train Perkins Liaisons and Perkins impacted departments/programs on assessing CLNA in preparation for the development of the next plan for the College.	5.1	FY 22-23



ACADEMIC AFFAIRS



Experience
Exceptional

OFFICE OF THE VICE PRESIDENT FOR ACADEMIC AFFAIRS

Office of the Vice President for Academic Affairs FY 2020-2021		Strategic Direction	Final Completion Year
1	Increase Student Engagement & Feedback through Faculty Utilization of Blackboard: Implementing best practices learned through initial online instruction certification and participating in subsequent professional development offerings. Phase 1: Target percentage of all faculty (full- and part-time, teaching traditional or dual sections of a course) using Blackboard: appropriately 80%.	2.1	FY 20-21
2	Establish Persistence Strategy - Gradable Assignments via Blackboard: Phase 1: Develop assignments by division, establish taskforce, implement selected assignments, assess reports on student engagement.	2.1	FY 20-21
3	Develop Intervention Strategies to Address Low pass/High withdrawal Rate Courses: Phase 1: Identify courses, develop feedback form, assign and orient faculty advisors.	4.2	FY 20-21
4	Assess and Improve Effectiveness of Early Alert System: Phase 1: Assessment: Collect faculty feedback on utilization of Starfish, engage faculty focus groups to develop strategies to increase use by faculty, establish Starfish Faculty Advising Committee; collect and review progress data on faculty usage and resulting student engagement.	4.3	FY 20-21
5	Enhance Guided Pathways: Phase 1: Redesign academics webpage to align with Meta-Majors, develop a plan and outline of curriculum to create **GUIDE for each Meta-Major, identify critical courses and course sequences, develop the support structure for each Meta-Major to align with QEP.*	4.2	FY 20-21

Office of the Vice President for Academic Affairs FY 2021-2022		Strategic Direction	Final Completion Year
1	Increase Student Engagement & Feedback through Faculty Utilization of Blackboard: Implementing best practices learned through initial online instruction certification and participating in subsequent professional development offerings. Phase 2: Target percentage of all faculty (full- and part-time, teaching traditional or dual sections of a course) using Blackboard: appropriately 90%.	2.1	FY 21-22
2	Establish Persistence Strategy - Gradable Assignments via Blackboard: Phase 2: Taskforce to convene and assess impact of gradable assignments, revise assignments as needed, assess reports on student engagement.	2.1	FY 21-22
3	Develop Intervention Strategies to Address Low Pass/High Withdrawal Rate Courses: Phase 2: Review data, assess feedback, revise forms if needed, develop and implement improvement strategies.	4.2	FY 21-22
4	Assess and Improve Effectiveness of Early Alert System: Phase 2: Implementation of improvement strategies: Increase number of sections that utilize Starfish Assignment; evaluate effectiveness; convene Committee to discuss updates and next steps.	4.3	FY 21-22

Office of the Vice President for Academic Affairs FY 2021-2022		Strategic Direction	Final Completion Year
5	Enhance Guided Pathways: Phase 2: Implement **GUIDE for each Meta-Major, implement critical courses and course sequences, continue to develop the support structure for each Meta-Major to align with QEP, update Meta-Major webpages as needed.*	4.2	FY 21-22

Office of the Vice President for Academic Affairs FY 2022-2023		Strategic Direction	Final Completion Year
1	Increase Student Engagement & Feedback through Faculty Utilization of Blackboard: Implementing best practices learned through initial online instruction certification and participating in subsequent professional development offerings. Phase 3: Target percentage of all faculty (full- and part-time, teaching traditional or dual sections of a course) using Blackboard: appropriately 95%.	2.1	FY 22-23
2	Establish Persistence Strategy - Gradable Assignments via Blackboard: Phase 3: Review effectiveness of assignments on student persistence, institutionalize or develop new strategy.	2.1	FY 22-23
3	Develop Intervention Strategies to Address Low Pass/High Withdrawal Rate Courses: Phase 3: Request comparative report from RAS, analyze data, and refine strategies.	4.2	FY 22-23
4	Assess and Improve Effectiveness of Early Alert System: Phase 3: Review Effectiveness of Starfish usage to Improve Student Persistence: Collaborate with RAS to develop comparison report of: (1) faculty utilization of Starfish and (2) persistence and success rates of students who utilized Starfish.	4.3	FY 22-23
5	Enhance Guided Pathways: Phase 3: Institutionalize the **GUIDE, monitor required elements in each Meta-Major, implement the support structure for each Meta-Major to align with QEP, update Meta-Majors webpages as needed.*	4.2	FY 22-23

*QEP related objective

**GUIDE - an online 8-week course for FTIC students to explore their meta-major and finalize choice of major

MID-VALLEY CAMPUS

Mid-Valley Campus FY 2020-2021		Strategic Direction	Final Completion Year
1	Implement Grant-Funded Continuing Education to Recruit Adult Learners: Phase 1: Coordinate with Weslaco EDC/Chamber and STC Continuing Education to initiate new training opportunities.	1.3	FY 20-21
2	Ensure Students have Access to Guided Pathways (existing & future offerings): Phase 1: Support facility needs and scheduling to establish a complete Guided Pathway for Culinary Arts and expanded Music offerings.	2.1	FY 20-21

Mid-Valley Campus FY 2021-2022		Strategic Direction	Final Completion Year
1	Implement Grant-Funded Continuing Education to Recruit Adult Learners: Phase 2: Collaborate with Weslaco EDC and Continuing Education each semester to create training session opportunities.	1.2	FY 21-22
2	Ensure Students have Access to Guided Pathways (existing & future offerings): Phase 2: Dedicate identified areas of the campus to support the Culinary Arts program and other emerging program pathways.	2.4	FY 21-22

Mid-Valley Campus FY 2022-2023		Strategic Direction	Final Completion Year
1	Implement Grant-Funded Continuing Education to Recruit Adult Learners: Phase 3: Increase training participants from Phase 2 by developing opportunities for new groups of students in new Industries.	1.3	FY 22-23
2	Ensure Students have Access to Guided Pathways (existing & future offerings): Phase 3: Programs begin to utilize the new, dedicated space.	2.4	FY 22-23

STARR COUNTY CAMPUS

Starr County Campus FY 2020-2021		Strategic Direction	Final Completion Year
1	Increase Student Engagement & Feedback in Academic Advising: Phase 1: Reach 50% effectiveness in implementing MAP through Priority Registration.*	4.3	FY 20-21
2	Continue Use of Early Alert System: Phase 1: Gather campus data from Starfish Early Alert System to prepare faculty/staff presentation.*	4.2	FY 20-21
3	Ensure Students have Access to a Guided Pathway Offered on Campus: Phase 1: Identify courses needed to establish a complete guided pathway on campus.	3.3	FY 20-21

Starr County Campus FY 2021-2022		Strategic Direction	Final Completion Year
1	Increase Student Engagement & Feedback in Academic Advising: Phase 2: Increase effectiveness of Priority Registration by 5%.*	4.3	FY 21-22
2	Continue Use of Early Alert System: Phase 2: Distribute to faculty/staff comprehensive plan containing procedures for Early Alert System.*	4.2	FY 21-22
3	Ensure Students have Access to a Guided Pathway Offered on Campus: Phase 2: Finalize facilities plan for completion of needed space for course offerings.	4.1	FY 21-22

Starr County Campus FY 2022-2023		Strategic Direction	Final Completion Year
1	Guided Pathways: Full practice and procedures to increase effectiveness by 5%.	5.1	FY 22-23
2	Continue use of Early Alert System: Phase 3: Provide faculty/staff final report with 100% success rate.*	5.1	FY 22-23
3	Ensure Students have Access to a Guided Pathway Offered on Campus: Phase 3: Monitor and measure success for completers in all technology programs.	4.1	FY 22-23

*QEP related objective

LEARNING OUTCOMES

Learning Outcomes FY 2020-2021		Strategic Direction	Final Completion Year
1	Implement Targeted PLO Improvement Plan Process for New 3-Year Assessment Cycle: Phase 1: Fall to Fall Reporting Development.	2.4	FY 20-21
2	Implement Core Objective Targeted Improvement Plans with College Wide Curriculum Committee: Phase 1: Development.	2.4	FY 20-21
3	Improve Navigation and Alignment of JagPRIDE Application: Phase 1: Development.	2.4	FY 20-21
4	Pilot Blackboard Assignment Tagging: Phase 1: Research and Pilot.	2.4	FY 20-21
5	Develop Intervention Strategies to Address Low Pass/High Withdrawal Rate Courses: Phase 1: Identify courses, develop feedback form, assign and orient faculty advisors.*	4.2	FY 20-21

Learning Outcomes FY 2021-2022		Strategic Direction	Final Completion Year
1	Implement Targeted PLO Improvement Plan Process for New 3-Year Assessment Cycle: Phase 2: Fall to Fall Reporting Implementation Spring to Spring and Summer to Summer Reporting Development and Implementation.	2.4	FY 21-22
2	Implement Core Objective Targeted Improvement Plans with College Wide Curriculum Committee: Phase 2: Implementation.	2.4	FY 21-22
3	Improve Navigation and Alignment of JagPRIDE Application: Phase 2: Monitor/Update Application.	2.4	FY 21-22
4	Pilot Blackboard Assignment Tagging: Phase 2: Increase Project Scale.	2.4	FY 21-22
5	Develop Intervention Strategies to Address Low Pass/High Withdrawal Rate Courses: Phase 2: Review data, assess feedback, revise forms if needed, develop and implement improvement strategies.*	4.2	FY 21-22

*QEP related objective

Learning Outcomes FY 2022-2023		Strategic Direction	Final Completion Year
1	Implement Targeted PLO Improvement Plan Process for New 3-Year Assessment Cycle: Phase 3: Process Evaluation.	2.4	FY 22-23
2	Implement Core Objective Targeted Improvement Plans with College Wide Curriculum Committee: Phase 3: Process Evaluation.	2.4	FY 22-23
3	Improve Navigation and Alignment of JagPRIDE Application: Phase 3: Evaluation - Continue with JagPRIDE for Data Collection or Implement New System.	2.4	FY 22-23
4	Pilot Blackboard Blackboard Assignment Tagging: Phase 3: Increase Project to Full Scale.	2.4	FY 22-23
5	Develop Intervention Strategies to Address Low Pass/High Withdrawal Rate Courses: Phase 3: Request comparative report from RAS, analyze data, and refine strategies.*	4.2	FY 22-23

*QEP related objective

CURRICULUM

Curriculum FY 2020-2021		Strategic Direction	Final Completion Year
1	HB2504 Compliance - Target of 100% for Syllabi and Curriculum Vitae: Phase 1: Monitor submission percentages and increase awareness.	5.2	FY 20-21
2	Facilitate Program Development - Cosmetology: Phase 1: Collection of data and documentation to support development and begin 1st year of approvals.	3.2	FY 20-21
3	Improve Scheduling Process - Development of an Electronic Scheduling Request Form: Phase 1: Research applications & tools for development and create action plan.	5.4	FY 20-21

Curriculum FY 2021-2022		Strategic Direction	Final Completion Year
1	HB2504 Compliance - Target of 100% for Syllabi and Curriculum Vitae: Phase 2: Develop improvement strategies to ensure continuous attainment of targets.	5.2	FY 21-22
2	Facilitate Program Development - Cosmetology: Phase 2: Secure 2nd year of approvals and start preparations for program offering.	3.2	FY 21-22
3	Improve Scheduling Process - Development of an Electronic Scheduling Request Form: Phase 2: Development and testing of application.	5.4	FY 21-22

Curriculum FY 2022-2023		Strategic Direction	Final Completion Year
1	HB2504 Compliance - Target of 100% for Syllabi and Curriculum Vitae: Phase 3: Continue monitoring of submission percentages to ensure HB2504 Compliance.	5.2	FY 22-23
2	Facilitate Program Development - Cosmetology: Phase 3: Launch of new Cosmetology program and ongoing maintenance through curriculum revision process.	3.2	FY 22-23
3	Improve Scheduling Process - Development of an Electronic Scheduling Request Form: Phase 3: Soft launch of application with pilot group and preparations for full implementation.	5.4	FY 22-23

ACADEMIC EXCELLENCE

Academic Excellence FY 2020-2021		Strategic Direction	Final Completion Year
1	Honors Program - Improve Structure of Honors Program by Streamlining the Process of Honors Section Approval and Availability: Phase 1: Establish connections with chairs and faculty.	2.1	FY 20-21
2	Honors Program - Increase FTIC Recruitment by Improving Connections with High School Partners: Phase 1: Identify and Develop Recruitment Strategies for Partnering High Schools.	1.3	FY 20-21
3	Phi Theta Kappa - Create a Sustainable Plan to Achieve and Maintain Five Star Chapter Status: Phase 1: Identify faculty advisors and develop plan to engage students to participate in program activities.	5.1	FY 20-21
4	Campus Honor Societies - Integrate all Honor Societies Across Campuses to Provide Structure and Oversight: Phase 1: Identify and establish a relationship with all Honor Societies across STC Campuses.	5.1	FY 20-21
5	Valley Scholars Program - Improve Academic Progress Tracking and Student Engagement: Phase 1: Evaluate current data and develop best practices for tracking student progress.	4.2	FY 20-21
6	Valley Scholars Program - Restructure Ideology and Approach to Program Fundraising: Phase 1: Analyze current fundraising practices.	5.3	FY 20-21

Academic Excellence FY 2021-2022		Strategic Direction	Final Completion Year
1	Honors Program - Improve Structure of Honors Program by Streamlining the Process of Honors Section Approval and Availability: Phase 2: Survey key faculty and chairs; Identify popular course requests.	2.1	FY 21-22
2	Honors Program - Increase FTIC Recruitment by Improving Connections with High School Partners: Phase 2: Increase FTIC student participation by 5%.	1.3	FY 21-22
3	Phi Theta Kappa - Create a Sustainable Plan to Achieve and Maintain Five Star Chapter Status: Phase 2: Implement and submit Five Star Chapter Plan.	5.1	FY 21-22
4	Campus Honor Societies - Integrate All Honor Societies Across Campuses to Provide Structure and Oversight: Phase 2: Structure all Honor Societies under the umbrella of the Academic Excellence Office for tracking and reporting.	5.1	FY 21-22
5	Valley Scholars Program - Improve Academic Progress Tracking and Student Engagement: Phase 2: Implement improved student tracking methods.	4.2	FY 21-22
6	Valley Scholars Program - Restructure Ideology and Approach to Program Fundraising: Phase 2: Implement new fundraising strategies.	5.3	FY 21-22

Academic Excellence FY 2022-2023		Strategic Direction	Final Completion Year
1	Honors Program - Improve Structure of Honors Program by Streamlining the Process of Honors Section Approval and Availability: Phase 3: Evaluate structure of Honors Program.	2.1	FY 22-23
2	Honors Program - Increase FTIC Recruitment by Improving Connections with High School Partners: Phase 3: Increase FTIC participation by additional 5%.	1.3	FY 22-23
3	Phi Theta Kappa - Create a Sustainable Plan to Achieve and Maintain Five Star Chapter Status: Phase 3: Evaluate effectiveness and sustainability of Five Star Plan and chapter engagement.	5.1	FY 22-23
4	Campus Honor Societies - Integrate all Honor Societies Across Campuses to Provide Structure and Oversight: Phase 3: Review and evaluate the integration of all Honor Societies to the Academic Excellence Office.	5.1	FY 22-23
5	Valley Scholars Program - Improve Academic Progress Tracking and Student Engagement: Phase 3: Evaluate updated student success tracking practices.	4.2	FY 22-23
6	Valley Scholars Program - Restructure Ideology and Approach to Program Fundraising: Phase 3: Evaluate new fundraising practices for sustainability.	5.3	FY 22-23

DISTANCE LEARNING

Distance Learning FY 2020-2021		Strategic Direction	Final Completion Year
1	Increase Number of Online Degrees, Certificates or Classes Across 50% of Divisions: Phase 1: Identify departments across all campuses willing to add or increase Online Options.	1.2	FY 20-21
2	Provide a High-Quality Support Environment for Faculty and Students: Phase 1: Assess current systems and processes in the DL Department; Research and evaluate best practices; Collaborate with other service areas across campus to develop and implement improvements; Initiate soft rollout of extended hours and days; Add self-service support to DL web pages; Gather user feedback to guide Phase 2.	3.3	FY 20-21
3	Create a Practice of Academic Continuity Across All Divisions: Phase 1: Assess needs and implement appropriate professional development.	5.2	FY 20-21
4	Improve Personal Accountability within the Department: Phase 1: Research and organize current job descriptions. Establish work teams and determine each team's responsibilities.	2.3	FY 20-21

Distance Learning FY 2021-2022		Strategic Direction	Final Completion Year
1	Increase Number of Online Degrees, Certificates or Classes Across 50% of Divisions: Phase 2: Coordinate timelines and involved personnel.	1.2	FY 21-22
2	Provide a High-Quality Support Environment for Faculty and Students: Phase 2: Provide Help Desk services 7 days a week; Gather user satisfaction data; Hold student focus groups to identify service gaps; Review and revise Self-Service web pages; Use data to plan for extended service hours as identified by student and faculty need assessments.	3.3	FY 21-22
3	Create a Practice of Academic Continuity Across All Divisions: Phase 2: Ensure that at least 90% of all classes meet the College Instructional Continuity Policy.	5.2	FY 21-22
4	Improve Personal Accountability within the Department: Phase 2: Ensure all DL employees have access to appropriate technology, software and professional development.	2.3	FY 21-22

Distance Learning FY 2022-2023		Strategic Direction	Final Completion Year
1	Provide a High-Quality Support Environment for Faculty and Students: Phase 3: Launch a dashboard website option for faculty and students to quickly sort through all internal help tutorials for usage or problem resolution; Create and host focus groups to evaluate effectiveness of revised helpdesk services; Evaluate responses and work collaboratively with other divisions/departments to create plans moving forward.	3.3	FY 22-23
2	Create a Practice of Academic Continuity Across All Divisions: Phase 3: All active instructors will complete LMS and Academic Continuity training within the first week of course.	5.2	FY 22-23
3	Improve Personal Accountability within the Department: Phase 3: Maintain high quality professional actions by all DL staff; Activate and comply with developed PD plan; Evaluate effectiveness of PD plan and revise if needed.	2.3	FY 22-23

DUAL CREDIT PROGRAMS

Dual Credit Programs FY 2020-2021		Strategic Direction	Final Completion Year
1	Increase Student Academic Achievement: Phase 1: Analysis of Annual Student Performance Status Report Data, followed by implementation of improvement strategies, as needed.	4.2	FY 20-21
2	Increase Starfish Early Alert System Engagement for Academic Success: Phase 1: Implementations of Starfish Dual Credit Program Courses - Goal is to reach 50% utilization.	4.3	FY 20-21
3	Increase Professional Development Participation Rate of Dual Credit Faculty: Phase 1: Identify and assess Dual Credit Faculty (DCF) participation.	2.3	FY 20-21
4	Establish a Dual Credit Programs Marketing Communication Plan: Phase 1: Assess the marketing and communication plan to increase Dual Credit Awareness.	1.3	FY 20-21
5	Coordinate and Host the National Summit for Dual Credit Programs: Phase 1: Host the National Summit for Dual Credit Programs.	1.3	FY 20-21

Dual Credit Programs FY 2021-2022		Strategic Direction	Final Completion Year
1	Increase Student Academic Achievement: Phase 2: Analysis of dual credit student performance, followed by implementation of improvement strategies, as needed.	4.2	FY 21-22
2	Increase Starfish Early Alert System Engagement for Academic Success: Phase 2: Assess engagement strategies and increase utilization.	4.3	FY 21-22
3	Increase Professional Development Participation Rate of Dual Credit Faculty: Phase 2: Monitor and enforce Professional Development Attendance.	2.3	FY 21-22
4	Establish a Dual Credit Programs Marketing Communication Plan: Phase 2: Monitor the communication plan and goals for effectiveness.	1.3	FY 21-22
5	Coordinate and Host the National Summit for Dual Credit Programs: Phase 2: Review and assess Summit procedures and outcomes.	1.3	FY 21-22

Dual Credit Programs FY 2022-2023		Strategic Direction	Final Completion Year
1	Increase Student Academic Achievement: Phase 3: Reevaluation of College resources to align with student needs.	4.2	FY 22-23
2	Increase Starfish Early Alert System Engagement for Academic Success: Phase 3: Increase utilization of Starfish - Goal is to reach 95% utilization.	4.3	FY 22-23
3	Increase Professional Development Participation Rate of Dual Credit Faculty: Phase 3: Review and assess strategies so Faculty can comply with Accreditation requirements.	2.3	FY 22-23
4	Establish a Dual Credit Programs Marketing Communication Plan: Phase 3: Review effectiveness of the marketing and communication plan goals.	1.3	FY 22-23
5	Coordinate and Host the National Summit for Dual Credit Programs: Phase 3: Review effectiveness of the National Summit for Dual Credit Programs and develop improvement strategies.	1.3	FY 22-23

ACADEMIES & HIGH SCHOOL PROJECTS

Academies & High School Projects FY 2020-2021		Strategic Direction	Final Completion Year
1	Expand Opportunities for Dual Credit Students: Phase 1: Development and Implementation of Dual Enrollment Visual Arts Academy.	4.1	FY 20-21
2	Implementation of JagAdvise Visitor Queuing System: Phase 1: Prepare to Implement the System (installation, training, and piloting) in order to Improve Management of Student Visitors, Data Collection & Performance Statistics.	4.2	FY 20-21
3	Provide Oversight of CTE Institutes: Phase 1: Develop Online Application & Application Review System, and Student /Parent Orientations.	4.1	FY 20-21

Academies & High School Projects FY 2021-2022		Strategic Direction	Final Completion Year
1	Expand Opportunities for Dual Credit Students: Phase 2: Monitor Academic Progress, & Student Engagement in the Dual Enrollment Visual Arts Academy.	4.1	FY 21-22
2	Implementation of JagAdvise Visitor Queuing System: Phase 2: Utilization of JagAdvise Visitor Queuing System.	4.2	FY 21-22
3	Provide Oversight of CTE Institutes: Phase 2: Assess & Improve the CTE Institute Model.	4.1	FY 21-22

Academies & High School Projects FY 2022-2023		Strategic Direction	Final Completion Year
1	Expand Opportunities for Dual Credit Students: Phase 3: Review, Assess, and Implement Improvement Strategies (as needed) of Dual Enrollment Visual Arts Academy.	4.1	FY 22-23
2	Implementation of JagAdvise Visitor Queuing System: Phase 3: Full Implementation of JagAdvise Visitor Queuing System for All Campuses.	4.2	FY 22-23
3	Provide Oversight of CTE Institutes: Phase 3: Review, Assess, and Implement Improvement Strategies (if needed) for the CTE Institute Model.	4.1	FY 22-23

DUAL CREDIT PATHWAYS

Dual Credit Pathways FY 2020-2021		Strategic Direction	Final Completion Year
1	Student Engagement & Feedback: Phase 1: Redesign Advising Models into 4 strategic models.	3.1	FY 20-21
2	Policy 3232 Compliance: Phase 1: Establish policy 3232 expectations and reporting tools to distribute to stakeholders including dual credit high school principals and dual credit counselors.	4.2	FY 20-21
3	College Knowledge Sharing with ISD Partners: Phase 1: Create 3 Workshop sessions during academic year open to all ISD students, administrators and parents.	1.3	FY 20-21

Dual Credit Pathways FY 2021-2022		Strategic Direction	Final Completion Year
1	Student Engagement & Feedback: Phase 1: Deploy advising models and advise 3500 students and host 10 workshops/sessions.	3.1	FY 21-22
2	Policy 3232 Compliance: Phase 2: Increase policy 3232 compliance awareness by providing and sharing policy related reports to shareholders dual credit high school principals and dual credit counselors.	4.2	FY 21-22
3	College Knowledge Sharing with ISD Partners: Phase 2: The DCP Department will increase number of Workshop sessions to ISD students, administrators and parents.	1.3	FY 21-22

Dual Credit Pathways FY 2022-2023		Strategic Direction	Final Completion Year
1	Student Engagement & Feedback: Phase 1: Deploy advising models and advise 4500 students and host 15 workshops/sessions.	3.1	FY 22-23
2	Policy Compliance: Phase 3: Sustain STC Policy 3232 compliance and process by providing compliance reports on a semester to semester basis to shareholders dual credit high school principals and dual credit counselors.	4.2	FY 22-23
3	College Knowledge Sharing with ISD Partners: Phase 3: Evaluate and assess workshop success and implement improvement strategies based on workshop feedback. This will lead to an increase/decrease workshops or a change in subject matter or topics.	1.3	FY 22-23

PROFESSIONAL & ORGANIZATIONAL DEVELOPMENT

Professional & Organizational Development FY 2020-2021		Strategic Direction	Final Completion Year
1	Professional Development (PD) to Increase Student Engagement and Success in Courses: Phase 1: Reformat all existing academies and workshops for the online environment, convert Spark Online to Blackboard Ultra version, create FOCUS Academy Online Edition and implement, enhance interactive elements in DELTA to model online engagement.	2.1	FY 20-21
2	Provide PD to Improve Leadership, Cross-Functional Teamwork and Dialogue: Phase 1: Adapt structure of A.C.T.A. to include student workers in College Connections; develop workshops and training to improve meeting productivity and implement pilot with PAS and PDC.	5.2	FY 20-21
3	Increase Utilization of Professional Development System: Phase 1: Establish baseline number of departments currently using the PD System and frequency of use. Train faculty and staff to use the professional development system in order to increase communication and comply with institutional accreditation standards.	5.2	FY 20-21

Professional & Organizational Development FY 2021-2022		Strategic Direction	Final Completion Year
1	PD to Increase Student Engagement and Success in Courses: Phase 2: Based on participant feedback, revise FOCUS Academy Online Edition and DELTA as needed.	2.1	FY 21-22
2	Provide PD to Improve Leadership, Cross-Functional Teamwork and Dialogue: Phase 2: Revise Distinguished Learning Academy (DLA) curriculum based on feedback from DLA graduates and OPOD Advisory Committee; expand workshops on meeting productivity to other departments and divisions.	5.2	FY 21-22
3	Increase Utilization of Professional Development System: Phase 2: Organize focus groups with departments who are and are not using the system monthly to determine obstacles to use or needs. Train faculty and staff to use the professional development system in order to increase communication and comply with institutional accreditation standards.	5.2	FY 21-22

Professional & Organizational Development FY 2022-2023		Strategic Direction	Final Completion Year
1	Provide PD to Improve Leadership, Cross-Functional Teamwork and Dialogue: Phase 3: Implement revised Distinguished Learning Academy (DLA) curriculum and based on evaluations and experience, make changes to curriculum as needed, collect feedback from workshops and assess impact on meeting productivity within departments.	5.2	FY 22-23
2	Increase Utilization of Professional Development System: Phase 3: Measure progress for number of departments and frequency of use and compare to baseline measurement. Consult with Region One ESC to ensure that the college is utilizing available features to improve efficiency and increase communication.	5.2	FY 22-23

DIVISION OF BUSINESS, PUBLIC SAFETY, & TECHNOLOGY

Division of Business, Public Safety, & Technology FY 2020-2021		Strategic Direction	Final Completion Year
1	Increase Student Engagement & Feedback through Faculty Utilization of Blackboard: Implementing best practices learned through initial online instruction certification and participating in subsequent professional development offerings. Phase 1: Target percentage of all faculty (full- and part-time, teaching traditional or dual sections of a course) using Blackboard: appropriately 80%.	2.1	FY 20-21
2	Increase Program Completion: Phase 1: Create CBE course options for 4 CT1 Programs.	4.1	FY 20-21
3	Accreditations & Certifications: Phase 1: Complete AWS Certification and 2 CWIs.	3.2	FY 20-21

Division of Business, Public Safety, & Technology FY 2021-2022		Strategic Direction	Final Completion Year
1	Increase Student Engagement & Feedback through Faculty Utilization of Blackboard: Implementing best practices learned through initial online instruction certification and participating in subsequent professional development offerings. Phase 2: Target percentage of all faculty (full- and part-time, teaching traditional or dual sections of a course) using Blackboard: appropriately 90%.	2.1	FY 21-22
2	Increase Program Completion: Phase 2: Schedule CBE courses for 4 programs, identify additional 2.	4.1	FY 21-22
3	Accreditations/Certifications: Phase 2: Complete process for OSHA, NCCER, NATE, and EPA certifications.	3.2	FY 21-22

Division of Business, Public Safety, & Technology FY 2022-2023		Strategic Direction	Final Completion Year
1	Increase Student Engagement & Feedback through Faculty Utilization of Blackboard: Implementing best practices learned through initial online instruction certification and participating in subsequent professional development offerings. Phase 3: Target percentage of all faculty (full- and part-time, teaching traditional or dual sections of a course) using Blackboard: appropriately 95%.	2.1	FY 22-23
2	Increase Program Completion: Phase 3: Assess data on enrollment and completion of existing CBE courses; create CBE course options for the additional 2 CT1 Programs.	4.1	FY 22-23
3	Accreditations & Certifications: Phase 3: Add industry-based certifications for at least 1 more program (AEDT or AMT).	3.2	FY 22-23

DIVISION OF LIBERAL ARTS

Division of Liberal Arts FY 2020-2021		Strategic Direction	Final Completion Year
1	Increase Student Engagement & Feedback through Faculty Utilization of Blackboard: Implementing best practices learned through initial online instruction certification and participating in subsequent professional development offerings. Phase 1: Target percentage of all faculty (full- and part-time, teaching traditional or dual sections of a course) using Blackboard: appropriately 80%.	2.1	FY 20-21
2	Develop Meta-Major Focused Outreach and Marketing Strategies: Phase 1: Deployment of meta-major blurbs in outreach events.	1.3	FY 20-21
3	Implement Peer-to-Peer Course Observations: Phase 1: Design pilot for peer-to-peer course evaluation processes.	2.1	FY 20-21
4	Execute Articulation Agreements: Phase 1: Review of BA offerings at UTRGV and backward mapping of Liberal Arts AA programs.	3.4	FY 20-21
5	Improve Relative Cost/Revenue Efficiency: Phase 1: Establish prioritized budget development processes.	5.3	FY 20-21

Division of Liberal Arts FY 2021-2022		Strategic Direction	Final Completion Year
1	Increase Student Engagement & Feedback through Faculty Utilization of Blackboard: Implementing best practices learned through initial online instruction certification and participating in subsequent professional development offerings. Phase 2: Target percentage of all faculty (full- and part-time, teaching traditional or dual sections of a course) using Blackboard: appropriately 90%.	2.1	FY 21-22
2	Develop Meta-Major Focused Outreach and Marketing Strategies: Phase 2: Develop and deploy expanded program-specific marketing materials.	1.3	FY 21-22
3	Implement Peer-to-Peer Course Observations: Phase 2: Pilot and formalize peer-to-peer course evaluation processes.	2.1	FY 21-22
4	Execute Articulation Agreements: Phase 2: Revise Liberal Arts AA Programs as necessary.	3.4	FY 21-22
5	Improve Relative Cost/Revenue Efficiency: Phase 2: Implement C/R efficiency measures and develop new FY 22-23 budgets accordingly.	5.3	FY 21-22

Division of Liberal Arts FY 2022-2023		Strategic Direction	Final Completion Year
1	Increase Student Engagement & Feedback through Faculty Utilization of Blackboard: Implementing best practices learned through initial online instruction certification and participating in subsequent professional development offerings. Phase 3: Target percentage of all faculty (full- and part-time, teaching traditional or dual sections of a course) using Blackboard: appropriately 95%.	2.1	FY 22-23
2	Develop Meta-Major Focused Outreach and Marketing Strategies: Phase 3: Expand meta-major and program-specific outreach and orientation events.	1.3	FY 22-23
3	Implement Peer-to-Peer Course Observations: Phase 3: Full Implementation of peer-to-peer course observation processes.	2.1	FY 22-23
4	Execute Articulation Agreements: Phase 3: Initiate further program revisions pending the outcome(s) of the "Improving Texas Transfer Workgroup".	3.4	FY 22-23
5	Improve Relative Cost/Revenue Efficiency: Phase 3: Implement further C/R efficiency measures and develop new FY 23-24 budgets accordingly.	5.3	FY 22-23

DIVISION OF MATH, SCIENCE, INFORMATION TECHNOLOGY, & BACHELOR PROGRAMS

Division of Math, Science, Information Technology & Bachelor Programs FY 2020-2021		Strategic Direction	Final Completion Year
1	Increase Student Engagement & Feedback through Faculty Utilization of Blackboard: Implementing best practices learned through initial online instruction certification and participating in subsequent professional development offerings. Phase 1: Target percentage of all faculty (full- and part-time, teaching traditional or dual sections of a course) using Blackboard: appropriately 80%.	2.1	FY 20-21
2	Implement InsideTrack Coaching ©: Phase 1: Select faculty/staff to participate in training and consulting services and administer a program diagnostic; Increase Fall to Fall Persistence by 2%.*	4.3	FY 20-21
3	Conversion to OER: Phase 1: Develop 6 OER courses: GEOL 1403, PHYS 2426, PHYS 2425, TMGT 3311, BIOL 1408, BIOL 1409.	4.2	FY 20-21

Division of Math, Science, Information Technology, & Bachelor Programs FY 2021-2022		Strategic Direction	Final Completion Year
1	Increase Student Engagement & Feedback through Faculty Utilization of Blackboard: Implementing best practices learned through initial online instruction certification and participating in subsequent professional development offerings. Phase 2: Target percentage of all faculty (full- and part-time, teaching traditional or dual sections of a course) using Blackboard: appropriately 90%.	2.1	FY 21-22
2	Implement InsideTrack Coaching ©: Phase 2: Facilitate participation in "Foundational Coach Training" and "Reinforcement Training", plan for effective management of Academic Coaching and conduct randomized observations and trend analysis; Increase Fall to Fall Persistence by 2%.*	4.3	FY 21-22
3	Conversion to OER: Phase 2: Develop 3 OER courses (courses to be determined).	4.2	FY 21-22

*QEP related objective

Division of Math, Science, Information Technology, & Bachelor Programs FY 2022-2023		Strategic Direction	Final Completion Year
1	Increase Student Engagement & Feedback through Faculty Utilization of Blackboard: Implementing best practices learned through initial online instruction certification and participating in subsequent professional development offerings. Phase 3: Target percentage of all faculty (full- and part-time, teaching traditional or dual sections of a course) using Blackboard: appropriately 95%.	2.1	FY 22-23
2	Implement InsideTrack Coaching ©: Phase 3: Certify 10 participants with InsideTrack© Student Coaching Certificate; Increase Fall to Fall Persistence by 2%.*	4.3	FY 22-23
3	Conversion to OER: Phase 3: Develop 2 OER courses (courses to be determined).	4.2	FY 22-23

*QEP related objective

UNIVERSITY RELATIONS, TRANSFER & ARTICULATION CENTER

University Relations, Transfer & Articulation Center FY 2020-2021		Strategic Direction	Final Completion Year
1	Increase the Number of Articulation Agreements with Four-Year Institutions: Phase 1: Update articulation agreements with UTRGV; sign new agreements with UTRGV.	3.4	FY 20-21
2	Increase the Number of Articulation Agreements with Other Community Colleges: Phase 1: Update articulation agreements with Laredo College; sign new agreements with Laredo College.	3.4	FY 20-21
3	Establish a Transfer Advising Academy: Phase 1: Research, design and develop a Transfer Advising Academy for faculty and staff.	4.2	FY 20-21
4	Establish Articulation Review Committee: Phase 1: Develop committee membership and hold first meeting.	3.4	FY 20-21
5	Expand the Services of the University Relations, Transfer and Articulation Center: Phase 1: Offer online transfer advising.	4.2	FY 20-21
6	Develop Events to Engage with the Campus Community and Our Partners: Phase 1: Research what other institutions doing and develop a timeline for implementation.	4.3	FY 20-21
7	Work with Dual Credit Programs: Phase 1: Strategize with High School Programs on ways we can work together.	4.2	FY 20-21

University Relations, Transfer & Articulation Center FY 2021-2022		Strategic Direction	Final Completion Year
1	Increase the Number of Articulation Agreements with Four-Year Institutions: Phase 2: Update articulation agreements with TAMUK; sign new agreements with TAMUK.	3.4	FY 21-22
2	Increase the Number of Articulation Agreements with Other Community Colleges: Phase 2: Sign new agreements with Del Mar College.	3.4	FY 21-22
3	Establish a Transfer Advising Academy: Phase 2: Pilot the Academy and make tweaks as needed.	4.2	FY 21-22
4	Establish Articulation Review Committee: Phase 2: Develop the committee's mission, goals and outcomes; hold regular meetings.	3.4	FY 21-22
5	Expand the Services of the University Relations, Transfer and Articulation Center: Phase 2: Establish permanent office hours at the Mid Valley Campus and explore the possibility of getting an office at the campus; Explore the possibility of hiring more staff.	4.2	FY 21-22
6	Develop Events to Engage with the Campus Community and Our Partners: Phase 2: Re-establish the Transfer Summit; Implement Transfer Student Week.	4.3	FY 21-22
7	Work with Dual Credit Programs: Phase 2: Develop a plan and a timeline to implement suggestions.	4.2	FY 21-22

University Relations, Transfer & Articulation Center FY 2022-2023		Strategic Direction	Final Completion Year
1	Increase the Number of Articulation Agreements with Four-Year Institutions: Phase 3: Update articulation agreements with UTSA; sign new agreements with UTSA.	3.4	FY 22-23
2	Increase the Number of Articulation Agreements with Other Community Colleges: Phase 3: Sign new agreements with Southwest Texas Junior College.	3.4	FY 22-23
3	Establish a Transfer Advising Academy: Phase 3: Roll out the program to all interested faculty and staff.	4.2	FY 22-23
4	Establish Articulation Review Committee: Phase 3: Hold regular meetings and review new articulation agreements.	3.4	FY 22-23
5	Expand the Services of the University Relations, Transfer and Articulation Center: Phase 3: Establish permanent office hours at the Starr County Campus and explore the possibility of getting an office at the campus.	4.2	FY 22-23
6	Develop Events to Engage with the Campus Community and Our Partners: Phase 3: Use the results of the previous years' work to implement additional events.	4.3	FY 22-23
7	Work with Dual Credit Programs: Phase 3: Engage with the Dual Credit students in the ways developed.	4.2	FY 22-23

DIVISION OF NURSING & ALLIED HEALTH

Division of Nursing & Allied Health FY 2020-2021		Strategic Direction	Final Completion Year
1	Increase Student Engagement & Feedback through Faculty Utilization of Blackboard: Implementing best practices learned through initial online instruction certification and participating in subsequent professional development offerings. Phase 1: Target percentage of all faculty (full- and part-time, teaching traditional or dual sections of a course) using Blackboard: appropriately 90%.	2.1	FY 20-21
2	Create Seamless Non-Credit to Credit Pathways through Prior Learning Assessment (PLA): Phase 1: Develop Continuing Education (CE) for Patient Care Technician (PCT) and Emergency Medical Technology (EMT).	3.4	FY 20-21
3	Strengthen Student Retention Model: Phase 1: Assess the current student retention model and review each course performance per program.*	4.3	FY 20-21
4	Expand NAH Opportunities at Starr County Campus with LVN to ADN-RN Transitional Track: Phase 1: Formulate "Needs Assessment" for an LVN Program at Starr County Campus; develop LVN to ADN-RN Transitional Track.	3.2	FY 20-21

Division of Nursing & Allied Health FY 2021-2022		Strategic Direction	Final Completion Year
1	Increase Student Engagement & Feedback through Faculty Utilization of Blackboard: Implementing best practices learned through initial online instruction certification and participating in subsequent professional development offerings. Phase 2: Target percentage of all faculty (full- and part-time, teaching traditional or dual sections of a course) using Blackboard: appropriately 95%.	2.1	FY 21-22
2	Create Seamless Non-Credit to Credit Pathways through Prior Learning Assessment (PLA): Phase 2: Develop Continuing Education Medical Coding Specialist and Medical Office Specialist.	3.4	FY 21-22
3	Strengthen Student Retention Model: Phase 2: Align and design QEP strategies per program to increase student retention and completion.*	4.3	FY 21-22
4	Expand NAH Opportunities at Starr County Campus with LVN to ADN-RN Transitional Track: Phase 2: Develop and submit LVN to ADN-RN Transitional Track application to the Texas Board of Nursing.	3.2	FY 21-22

*QEP related objective

Division of Nursing & Allied Health FY 2022-2023		Strategic Direction	Final Completion Year
1	Increase Student Engagement & Feedback through Faculty Utilization of Blackboard: Implementing best practices learned through initial online instruction certification and participating in subsequent professional development offerings. Phase 3: Target percentage of all faculty (full- and part-time, teaching traditional or dual sections of a course) using Blackboard: appropriately 100%.	2.1	FY 22-23
2	Create Seamless Non-Credit to Credit Pathways through Prior Learning Assessment (PLA): Phase 3: Review program standards for the following CE programs: Patient Care Technician, Emergency Medical Technology, Medical Coding Specialist, and Medical Office Specialist.	3.4	FY 22-23
3	Strengthen Student Retention Model: Phase 3: Review QEP initiatives and outcomes for the following programs: OTA, PTA, Radiology Technology, Diagnostic Medical Sonography, Pharmacy Technology, Respiratory Therapy, BSN, AD N, VN, EMT, HMAS, and MAT.*	4.3	FY 22-23
4	Expand NAH Opportunities at Starr County Campus with LVN to ADN-RN Transitional Track: Phase 3: Prepare and admit the First Cohort of LVN to ADN-RN Transitional Track at Starr County Campus.	3.2	FY 22-23

*QEP related objective

DIVISION OF SOCIAL & BEHAVIORAL SCIENCES

Division of Social & Behavioral Sciences FY 2020-2021		Strategic Direction	Final Completion Year
1	Increase Student Engagement & Feedback through Faculty Utilization of Blackboard: Implementing best practices learned through initial online instruction certification and participating in subsequent professional development offerings. Phase 1: Target percentage of all faculty (full- and part-time, teaching traditional or dual sections of a course) using Blackboard: appropriately 80%.	2.1	FY 20-21
2	Conversion to OER: Phase 1: Develop and implement OER for all Sociology classes.	4.1	FY 20-21
3	Improve Program Review Outcomes: Anthropology: Phase 1: Analyze enrollment, majors, and graduation data; develop plan to improve outcomes.	3.2	FY 20-21
4	Articulation Agreements: Phase 1: Develop and establish transfer agreements with UT-RGV for Psychology and Political Science.	3.4	FY 20-21

Division of Social & Behavioral Sciences FY 2021-2022		Strategic Direction	Final Completion Year
1	Increase Student Engagement & Feedback through Faculty Utilization of Blackboard: Implementing best practices learned through initial online instruction certification and participating in subsequent professional development offerings. Phase 2: Target percentage of all faculty (full- and part-time, teaching traditional or dual sections of a course) using Blackboard: appropriately 90%.	2.1	FY 21-22
2	Conversion to OER: Phase 2: Develop and implement OER in the following courses (dual and optional for traditional): Political Science 2305, 2306; Psychology 1300, 2301; Education Course 1300.	4.1	FY 21-22
3	Improve Program Review Outcomes: Anthropology: Phase 2: Implement improvement plan and monitor progress.	3.2	FY 21-22
4	Articulation Agreements: Phase 2: Develop and establish transfer agreements with UT-RGV for Education, Criminal Justice, Sociology, Social Work, Anthropology, Child Development.	3.4	FY 21-22

Division of Social & Behavioral Sciences FY 2022-2023		Strategic Direction	Final Completion Year
1	Increase Student Engagement & Feedback through Faculty Utilization of Blackboard: Implementing best practices learned through initial online instruction certification and participating in subsequent professional development offerings. Phase 3: Target percentage of all faculty (full- and part-time, teaching traditional or dual sections of a course) using Blackboard: appropriately 95%.	2.1	FY 22-23
2	Conversion to OER: Phase 3: Develop and implement OER in the following courses (dual and optional for traditional): Criminal Justice 1301.	4.1	FY 22-23
3	Improve Program Review Outcomes: Anthropology: Phase 3: Analyze progress on enrollment, number of majors, and graduation.	3.2	FY 22-23
4	Articulation Agreements: Phase 3: Develop and establish transfer agreements with UT-RGV for Kinesiology.	3.4	FY 22-23



STUDENT AFFAIRS & ENROLLMENT MANAGEMENT



OFFICE OF THE VICE PRESIDENT FOR STUDENT AFFAIRS & ENROLLMENT MANAGEMENT

Office of the Vice President for Student Affairs & Enrollment Management FY 2020-2021		Strategic Direction	Final Completion Year
1	Student Experience and Customer Service: Phase 1 - Journey Map all Division services and develop Division-wide student empathy goals.	4.1	FY 20-21
2	Student Support and Retention Services: Phase 1 - Implement Starfish as central data repository for all support and services documentation.*	4.2	FY 20-21
3	Development of New Enrollment Markets (Credit & Non-Credit): Phase 1 - Develop Recruitment and Communication Plans in Radius for Prospective Students in New Enrollment Markets (Active Military, TxDOT, BASOL, Mexico, Out-of-state, Law enforcement, Working adults).	4.1	FY 20-21
4	Increase Community Perception and Engagement: Phase 1 - Division Leader's involvement with various community groups and organizations.	1.3	FY 20-21

Office of the Vice President for Student Affairs & Enrollment Management FY 2021-2022		Strategic Direction	Final Completion Year
1	Student Experience and Customer Services: Phase 2 - Gather and analyze student feedback on online/virtual services and implement guided one-to-one services for students to complete financial aid process.	4.1	FY 21-22
2	Student Support and Retention Services: Phase 2 - Develop "Culture of Caring" model pioneered by Amarillo College to support student basic needs such as food, housing, clothing, job placement, and technology.	4.2	FY 21-22
3	Development of New Enrollment Markets - Phase 2 - Implement strategic enrollment new market development office with dedicated staff.	4.1	FY 21-22
4	Increase Community Perception and Engagement: Phase 2 - Re-engage business community, economic development, Mexico partnerships post-pandemic.	1.2	FY 21-22

*QEP related objective

Office of the Vice President for Student Affairs & Enrollment Management FY 2022-2023		Strategic Direction	Final Completion Year
1	Student Experience and Customer Services: Phase 3 - Continuous improvement model with flexibility and innovation to meet student services demands and expectations.	4.1	FY 22-23
2	Development of New Enrollment Markets: Phase 3 - Research potential new markets and develop plan for enrollment expansion.	4.1	FY 22-23
3	Re-Engage Strategic Enrollment Management Consultant to Build New Strategic Enrollment Management Plan: Conduct Strategic Enrollment Management 5-year audit and engage key stakeholder.	4.1	FY 22-23

STUDENT AFFAIRS

Student Affairs FY 2020-2021		Strategic Direction	Final Completion Year
1	Expand Leadership and Management Professional Development Training Opportunities for Student Affairs Leaders, Staff and Students: Provide training and research with a focus on licensures and certificates to promote competence and value to the employee career pathway.	5.2	FY 20-21
2	Increase Student Affairs Employee Participation in College-Wide Student Success Initiatives: Student Affairs leaders will serve on committee to participate in the initiatives to boost student success.	5.2	FY 20-21
3	Expand Student Participation in Community Based Activities: Using local resources to improve quality of student life.	4.2	FY 20-21

Student Affairs FY 2021-2022		Strategic Direction	Final Completion Year
1	Expand Student Affairs Services District-Wide.	5.1	FY 21-22
2	Redesign, Provide Training, Pilot and Assess New Student Affairs Services Online: Enhance and maintain S.A. online support programs.	5.2	FY 21-22
3	Appoint Student Affairs Directors to Serve on College-Wide Service Committees: Student Affairs leaders will be appointed to QEP, Title IX, and other College-wide committees.*	5.2	FY 21-22

Student Affairs FY 2022-2023		Strategic Direction	Final Completion Year
1	Reinstitute the Comprehensive Summer Leadership Institute for our K-12 Counselors and Educators.	5.1	FY 22-23
2	Establish a Full Functional Food Dispensatory "Food Pantry" for Students: Provide more healthy food options.	4.2	FY 22-23
3	Establish Fully Functional Services for Students Support Services: Having all student affairs services capable to complete all processes online.	5.1	FY 22-23
4	Expand Resources in the Area of Career, Employment and Student Activities Services to Mid-Valley and Starr Campuses to Improve Student Success: Increase Career Coach assessments, employment opportunities and participation of leadership academies for FTIC.	5.1	FY 22-23

*QEP related objective

CAREER & EMPLOYER SERVICES

Career & Employer Services FY 2020-2021		Strategic Direction	Final Completion Year
1	Design and Implement Virtual Career & Transition Fair: Phase 1: Launch 2021 Jaguar Experience Virtual Career & Transition Fair Spring-2021. Introduce Event Virtual Fair system to exhibitors by providing training sessions on how to set up virtual booths to showcase to prospective students, alumni and community. Partner with Dual Credit staff to assist with outreach of high school students to attend virtually. Survey exhibitors and participants on their overall experience in order to continue to improve efforts geared toward improving event.	4.2	FY 20-21
2	Redesign Marketing Plan for Career Coach: Phase 1: Outreach prospective and currently enrolled students to create a profile and conduct Career Coach assessment to assist with identifying their career goals and select a program of study offered at South Texas College.	3.2	FY 20-21
3	Design a Marketing Campaign for Threads Closet: Phase 1: Promote via Grande Opening the new location of the Threads Closet at Pecan Campus. Invite campus community and community partners to become familiar with the Threads Closet and learn the process of donations and referrals.	4.2	FY 20-21
4	Purchase Virtual Interview Stream Platform: Phase 1: Train Career Services Staff & select Faculty on utilization of features and functionality of Interview Stream platform which is an online system that assists students and alumni with developing their employment interviewing skills.	4.2	FY 20-21
5	Establish and Finalize the Construction of Career & Employers Services Center MVC Location: Phase 1: Relocate staff Coordinator for Career Services from Pecan campus to Mid Valley Campus. Begin process to hire 3 Work Study staff to assist with providing career services.	4.2	FY 20-21

Career & Employer Services FY 2021-2022		Strategic Direction	Final Completion Year
1	Design and Implement Virtual Career & Transition Fair: Phase 2: Identify needs to improve Jaguar Experience Virtual Career & Transition Fair based on survey responses. Outreach additional school districts to register students to attend the event to increase awareness of South Texas College's programs of study opportunities and assist students as they transition from high school to STC.	4.2	FY 21-22
2	Redesign Marketing Plan for Career Coach: Phase 2: Outreach prospective and currently enrolled students to create profile and conduct career assessment to assist with identifying their career goals.	3.2	FY 21-22
3	Design a Marketing Campaign for Threads Closet: Phase 2: Promote via Grande Opening the new location of the Threads Closet to students and alumni. Invite students and alumni to become familiar with the Threads Closet and learn the process of obtaining professional attire as needed for job interviews and or other professional related functions such as conferences, trainings etc.	4.2	FY 21-22

Career & Employer Services FY 2021-2022		Strategic Direction	Final Completion Year
4	Purchase Virtual Interview Stream Platform: Phase 2: Train Career Services Staff & select Faculty on utilization of features and functionality of Interview Stream platform which is an online system that assists students and alumni with developing their employment interviewing skills.	4.2	FY 21-22
5	Develop Marketing Campaign for New Career & Employers Services Center at MVC Location: Phase 2: Promote on campus services to students via text messaging, email and informational booths on campus in order to create an awareness of services for students to access Career Services at the Mid-Valley Campus.	4.2	FY 21-22
6	Design a Career & Enrollment Communication Plan: Phase 1: Develop a task force and time frame to begin the early planning of the communication plan and identify goals and objectives for this initiative.	1.1	FY 21-22

Career & Employer Services FY 2022-2023		Strategic Direction	Final Completion Year
1	Design and Implement Virtual Career & Transition Fair: Phase 3: Identify needs to improve Jaguar Experience Virtual Career & Transition Fair based on survey responses. Outreach additional school districts to register students to attend the event to increase awareness of South Texas College's programs of study opportunities and assist students as they transition from high school to STC.	4.2	FY 22-23
2	Redesign Marketing Plan for Career Coach: Phase 3: Outreach prospective and currently enrolled students to create profile and conduct career assessment to assist with identifying their career goals.	3.2	FY 22-23
3	Develop a Marketing Campaign for New Career & Employers Services Center at MVC Location: Phase 2: Promote on campus services to students via text messaging, email and informational booths on campus in order to create an awareness of services for students to access Career Services at the Mid-Valley Campus.	4.2	FY 22-23
4	Purchase Virtual Interview Stream Platform: Phase 3: Continue to train additional Faculty on utilization of features and functionality of Interview Stream platform. Promote the Interview Stream virtual platform district wide to students and alumni to begin utilizing and to capitalize on interviewing skills when seeking employment.	4.2	FY 22-23
5	Develop Marketing Campaign for New Career & Employers Services Center at MVC Location: Phase 3: Begin inviting employers on campus for recruiting efforts and offer workshops to students on campus as well as host Career & Program Fairs, Business Breakfasts- Mornings at STC and more to develop a full calendar of events for MVC.	4.2	FY 22-23
6	Design a Career & Enrollment Communication Plan: Phase 2: Set meetings with at least 3 local school districts catered to 8th grade and secure commitments of common courses where students can be introduced to Career Coach and begin learning of the South Texas College Programs of Study and enrollment process for prospective dual credit. To engage students and create an awareness necessary for them to begin making future career decisions by enrolling at South Texas College.	1.1	FY 22-23

Career & Employer Services FY 2022-2023		Strategic Direction	Final Completion Year
7	Design Peers for Careers Mentoring Program: Phase 1: Identify student workers to mentor FTIC students as they transition on campus and to guide them into the career pathway of their choice. Students will mentor and teach new students how to navigate the career and employer platform. Career & Employer Services will provide additional support related to professional development, career resources and job search.	4.3	FY 22-23
8	Develop Learn to Earn Program Collaboratively with Financial Aid Work Study Program: Phase 1: Identify key Financial Aid staff to assist with developing the program. The goal would be aimed at having work study jobs posted and promoted on the current Employer Services platform -College Central Network.	4.2	FY 22-23

CENTER FOR STUDENT RIGHTS & RESPONSIBILITIES

Center for Student Rights & Responsibilities FY 2020-2021		Strategic Direction	Final Completion Year
1	Enhance the Dispute Resolution Student Academy: Phase 1: Participants in the Dispute Resolution Student Academy, will be taking the Intercultural Influence Inventory assessment at the first Dispute Resolution Student Academy workshop. The office will look at alternative ways to offer the Dispute Resolution Academy in order to prepare for incidents that may require that the academy be offered remotely.	4.3	FY 20-21
2	Institutionalize National Week of Conversation and Circle Conversations: Phase 1: The Center for Student Rights and Responsibilities will place the National Week of Conversation and Circle Conversations on its annual calendar.	4.3	FY 20-21
3	Enhance Data Provided to the Department of Public Safety: Phase 1: The Center for Student Rights and Responsibilities will develop a detailed report to provide the Department of Public Safety containing names, case numbers, outcomes, sanctions, and completion dates.	4.3	FY 20-21

Center for Student Rights & Responsibilities FY 2021-2022		Strategic Direction	Final Completion Year
1	Enhance the Dispute Resolution Student Academy: Phase 2: Participants in the Dispute Resolution Student Academy, will be take the Intercultural Influence Inventory assessment at the first Dispute Resolution Student Academy workshop. This will be done online due to COVID 19 restrictions.	4.3	FY 21-22
2	Institutionalize National Week of Conversation and Circle Conversations: Phase 2: The Center for Student Rights and Responsibilities will place the National Week of Conversation and Circle Conversations on its annual calendar. During the first week of classes at the start of the Spring the Center for Student Rights and Responsibilities will send out a request for topic selection to Student Activates, Department Heads, Faculty Senate, and Program Chairs. The National Week of Conversation and Circle Conversations will be held once a year during the week of April 14 annually. This will be done online due to COVID 19 restrictions.	4.3	FY 21-22
3	Enhance Data Provided to the Department of Public Safety: Phase 2: The Center for Student Rights and Responsibilities will utilize E-Check software to administer disciplinary sanction pertaining to marijuana, alcohol, and other drug use in accordance with Clery annual reporting standards.	4.3	FY 21-22

Center for Student Rights & Responsibilities FY 2022-2023		Strategic Direction	Final Completion Year
1	Enhance the Dispute Resolution Student Academy: Phase 3: During the first week of classes at the start of the Spring the Center for Student Rights and Responsibilities send out request for topic selection to Student Activates, Department Heads, Faculty Senate, and Program Chairs.	4.3	FY 22-23
2	Institutionalize National Week of Conversation and Circle Conversations: Phase 3: The Center for Student Rights and Responsibilities will place the National Week of Conversation and Circle Conversations on its annual calendar. During the first week of classes at the start of the Spring the Center for Student Rights and Responsibilities will send out a request for topic selection to Student Activates, Department Heads, Faculty Senate, and Program Chairs. The National Week of Conversation and Circle Conversations will be held once a year during the week of April 14 annually. This will be done online due to COVID 19 restrictions.	4.3	FY 22-23
3	Enhance Data Provided to the Department of Public Safety: Phase 3: The Center for Student Rights and Responsibilities will provide the Department of Public Safety with the detailed report containing for names, case numbers, outcomes, sanctions, and completion dates not later than the first day of Summer Session I each academic year.	4.3	FY 22-23

COMPREHENSIVE ADVISEMENT & MENTORING SERVICES

Comprehensive Advisement & Mentoring Services FY 2020-2021		Strategic Direction	Final Completion Year
1	Utilize Technology Enhancements to Deliver Advising Services: Phase 1: Use technology enhancements (i.e. chat, MS Teams) to deliver/improve advising services and student satisfaction with advising services.*	5.4	FY 20-21
2	Utilize Advisor to Student Automated Assignments: Phase 1: Develop training for Advisors on utilizing Automated Advisor Assignments technology to deliver personalized case management services including connecting students to student support services for First Time in College students and to monitor student progress towards completion.*	4.2	FY 20-21
3	Deliver Priority Advising Services for Students: Phase 1: Redesign Priority Advising Services for specific student populations and provide training to staff on new Priority Advising Services.*	4.2	FY 20-21
4	Maintain Adequate Student to Advisor Ratio: Phase 1: Review number of students assigned to academic advisors using Automated Advisor Assignments to remain within the recommendations by the NACADA - The Global Community for Academic Advising.*	3.3	FY 20-21

Comprehensive Advisement & Mentoring Services FY 2021-2022		Strategic Direction	Final Completion Year
1	Utilize Technology Enhancements to Deliver Advising Services: Phase 2: Assess the use of technology enhancements (i.e. chat, MS Teams) to deliver improved advising services and student satisfaction with advising services.*	4.2	FY 21-22
2	Utilize Advisor to Student Automated Assignments: Phase 2: Deliver personalized case management services to First Time in College Cohorts using automated advisor assignments to provide student support services and to monitor student progress towards completion.*	5.4	FY 21-22
3	Deliver Priority Advising Services for Students: Phase 2: Pilot newly redesigned Priority Advising Services for specific student populations.*	4.2	FY 21-22
4	Maintain Adequate Student to Advisor Ratio: Phase 2: Review and make recommendations based on the number of students assigned to academic advisors using Automated Advisor Assignments to remain within the recommendations by the NACADA - The Global Community for Academic Advising.*	3.3	FY 21-22

*QEP related objective

Comprehensive Advisement & Mentoring Services FY 2022-2023		Strategic Direction	Final Completion Year
1	Utilize Technology Enhancements to Deliver Advising Services: Phase 3: Revise, refine and standardize.*	4.2	FY 22-23
2	Utilize Advisor to Student Automated Assignments: Phase 3: Revise, refine and standardize.*	5.4	FY 22-23
3	Deliver Priority Advising Services for Students: Phase 3: Revise, refine and standardize.*	4.2	FY 22-23
4	Maintain Adequate Student to Advisor Ratio: Phase 3: Revise and standardize to remain within the recommendations by the NACADA - The Global Community for Academic Advising.*	3.3	FY 22-23

*QEP related objective

COUNSELING & STUDENT ACCESSIBILITY SERVICES

Counseling & Student Accessibility Services FY 2020-2021		Strategic Direction	Final Completion Year
1	New and Emerging Student Mental Health Issues: Phase 1: Identify new and emerging student mental health issues among the student population.	4.3	FY 20-21
2	New and Emerging Student Accessibility Issues: Phase 1: Identify new and emerging student accessibility services issues among the student population.	4.3	FY 20-21
3	Guidelines and Expectations: Phase 1: Develop counseling and student accessibility services guidelines and expectations for case management.	5.4	FY 20-21

Counseling & Student Accessibility Services FY 2021-2022		Strategic Direction	Final Completion Year
1	New and Emerging Student Mental Health Issues: Phase 2: Inform the College community on the mental health trends among the student population.	4.3	FY 21-22
2	New and Emerging Student Accessibility Issues: Phase 2: Inform the College community on the student accessibility services trends among the student population.	4.3	FY 21-22
3	Guidelines and Expectations: Phase 2: Implement guidelines and expectations for counseling and student accessibility services for case management.	5.4	FY 21-22

Counseling & Student Accessibility Services FY 2022-2023		Strategic Direction	Final Completion Year
1	New and Emerging Student Mental Health Issues: Phase 3: Provide recommendations to the College community of the mental health practices used to support students.	4.3	FY 22-23
2	New and Emerging Student Accessibility Issues: Phase 3: Enhance student accessibility services from persistence through graduation.	4.3	FY 22-23
3	Guidelines and Expectations: Phase 3: Enhance guidelines and expectations for counseling and student accessibility services for case management.	5.4	FY 22-23

STUDENT ACTIVITIES & WELLNESS

Student Activities & Wellness FY 2020-2021		Strategic Direction	Final Completion Year
1	Create a Student Engagement Advisory Committee: Phase 1: Committee will include faculty as well as Student Government leaders and will be tasked to come up with new/innovative student engagement activities/events.	4.3	FY 20-21
2	Re-establish the "Future Jags Leadership Camp": Phase 1: to connect incoming freshmen to student services and the campus. Camp is held in the summer.	3.1	FY 20-21
3	Establish Competitive Teams for the Collegiate Intramural League: Phase 1: Lay the groundwork to establish a competitive Men's soccer team to compete in the Texas Collegiate Soccer League (TCSL), a collegiate intramural league.	4.3	FY 20-21

Student Activities & Wellness FY 2021-2022		Strategic Direction	Final Completion Year
1	Create a Student Engagement Advisory Committee: Phase 2: Year 1 of the Student Engagement Advisory Committee.	4.3	FY 21-22
2	Re-establish the "Future Jags Leadership Camp": Phase 2: Evaluate the previous camp, and add one more campus to the Future Jags Leadership Camp.	3.1	FY 21-22
3	Establish Competitive Teams for the Collegiate Intramural League: Phase 2: Year 1 of the sports team (Men's soccer) to compete in a collegiate intramural league.	4.3	FY 21-22

Student Activities & Wellness FY 2022-2023		Strategic Direction	Final Completion Year
1	Establish Competitive Teams for the Collegiate Intramural League: Phase 3: Add a Women's team to participate in a collegiate intramural league in addition to the Men's soccer team.	4.3	FY 22-23
2	Re-establish the "Future Jags Leadership Camp": Phase 3: Evaluate and improve, including adding a third campus for the Future Jags Leadership Camp.	3.1	FY 22-23
3	Create a Student Engagement Advisory Committee: Phase 3: Year 3 of the Student Engagement Advisory Committee. Review and evaluate the effectiveness of the committee.	4.3	FY 22-23

ENROLLMENT SERVICES

Enrollment Services FY 2020-2021		Strategic Direction	Final Completion Year
1	Provide Regular and Consistent Communication with Community/Students Regarding Registration Dates and Enrollment Opportunities: Phase 1: Explore expanding the use of virtual chat, Mobile apps and Qless to bring virtual services to where the students are.	4.2	FY 20-21
2	Work with the Stop Out Population to Encourage Them to Re-Enroll: Phase 1: Work with donors to leverage funds for the stop out population who are close to completing their degrees.	4.1	FY 20-21
3	Ensure Student Services Websites Remain Student-Friendly, Up to Date, and Easy to Navigate: Phase 1: Work to provide students with the option to use fillable forms they can then upload to the different offices. This will reduce the need for student to come to campus.	4.2	FY 20-21

Enrollment Services FY 2021-2022		Strategic Direction	Final Completion Year
1	Provide Regular and Consistent Communication with Community/Students Regarding Registration Dates and Enrollment Opportunities: Phase 2: Continue to find ways to improve using virtual assistance for students.	4.2	FY 21-22
2	Work with the Stop Out Population to Encourage Them to Re-Enroll: Phase 2: Employ the assistance of the Student Completion Specialist to navigate between the different offices in connecting students.	4.1	FY 21-22
3	Ensure Student Services Websites Remain Student-Friendly, Up to Date, and Easy to Navigate: Phase 2: Work to provide students with the option to use fillable forms they can then upload to the different offices. Research how the different offices respond.	4.2	FY 21-22

Enrollment Services FY 2022-2023		Strategic Direction	Final Completion Year
1	Provide Regular and Consistent Communication with Community/Students Regarding Registration Dates and Enrollment Opportunities: Continue to find ways to improve using virtual assistance for students. Monitor the success of the different communications. Review and make changes depending on analysis of the effectiveness of communications.	4.2	FY 22-23
2	Work with the Stop Out Population to Encourage Them to Re-Enroll: Phase 3: Collect data to determine the best way to increase stop-out enrollment. Which programs have higher completion which have the least completion?	4.1	FY 22-23
3	Ensure Student Services Websites Remain Student-Friendly, Up to Date, and Easy to Navigate: Continue to automate student online forms to increase student self-help.	4.2	FY 22-23

COLLEGE CONNECTIONS & ADMISSIONS

College Connections & Admissions FY 2020-2021		Strategic Direction	Final Completion Year
1	Launch Radius Self-Service Center: Phase 1: Coordinate application data import between Banner and Radius with IT support. Include Acceptance Letter for Self-Service Center.	5.1	FY 20-21
2	Create Radius Communication Plans: Phase 1: Review Radius & Banner integration data fields. Identify needed fields for target student populations and communication plans.	5.1	FY 20-21
3	Redesign Call Center Telemarketing Efforts: Phase 1: Identify Call Center needs and system to facilitate Outbound Telemarketing. i.e. examples of needs.	5.4	FY 20-21
4	Redesign Campus Tour Experience: Phase 1: Develop Tour Guide certification and training manual. Rebrand Student Ambassador Program to align with Campus Tour Guides.	5.1	FY 20-21
5	Evaluate and Improve Fast Track Registration Events: Phase 1: Create Enrollment Fast Track Team to relay information to SAEM departments as needed. Plan Fast Track relaunch and rebranding for post pandemic.	3.3	FY 20-21
6	Spanish Recruitment: Phase 1: Create retractable banner and Rack Cards for promotion, recruitment, and distribution at events and partners, i.e. Mexican Consulate, Community Centers.	5.1	FY 20-21
7	Law Enforcement/TxDot Recruitment and Enrollment: Phase 1: Review current process maps and journey maps to identify gaps and communication needs.	3.3	FY 20-21

College Connections & Admissions FY 2021-2022		Strategic Direction	Final Completion Year
1	Launch Radius Self-Service Center: Phase 2: Identify student populations and develop target acceptance letter for each. Review data integration to capture required fields to identify each student population & Self-Service Center field requirements.*	5.1	FY 21-22
2	Create Radius Communication Plans: Phase 2: Create Enrollment Communication Plan and develop messaging. Build Communication Plans in Radius.*	5.1	FY 21-22
3	Redesign Call Center Telemarketing Efforts: Phase 2: Develop Campaign tracking and integrate outbound telemarketing with Radius.*	5.4	FY 21-22
4	Redesign Campus Tour Experience: Phase 2: Develop campus program for campus tours by age/grade. Create Personal/Family Tour experience. Identify system/tool to track campus tours and counts.	5.4	FY 21-22
5	Evaluate and Improve Fast Track Registration Events: Phase 2: Provide training and communicate with departments about changes to Fast Track. Identify evaluation system to automate student response experience.*	5.4	FY 21-22
6	Spanish Recruitment: Phase 2: Partner with PR to develop videos in Spanish regarding enrollment process and short clips on registration, STC recruitment.	5.1	FY 21-22

College Connections & Admissions FY 2021-2022		Strategic Direction	Final Completion Year
7	Adult Learner, Stop Out, Returning, Transfer Recruitment: Phase 1: Create communication plan for adult learner, transfer, stop out, returning recruitment. Identify gaps and needs based on previous SAEM initiatives.	5.4	FY 21-22
8	Law Enforcement/TxDot Recruitment and Enrollment: Phase 2: Identify additional recruitment opportunities to maximize efforts and streamline communication plans and enrollment efforts.	3.3	FY 21-22

College Connections & Admissions FY 2022-2023		Strategic Direction	Final Completion Year
1	Create Radius Communication Plans: Phase 3: Evaluate and monitor communication plans. Develop analytics in Radius to track student life cycle.	5.1	FY 22-23
2	Redesign Call Center Telemarketing Efforts: Phase 3: Incorporate Radius and event management tool to track prospects. Build Communication plan for visits.	5.4	FY 22-23
3	Evaluate and Improve Fast Track Registration Events: Phase 3: Monitor ongoing progress and identify gaps, implementing changes needed to ensure ongoing success and maximum enrollment.	5.4	FY 22-23
4	Spanish Recruitment: Phase 3: Identify high traffic recruitment opportunities.	5.1	FY 22-23
5	Adult Learner, Stop Out, Returning, Transfer Recruitment: Phase 2: Create Enrollment Team to address immediate recruitment/enrollment concerns for this population.	5.4	FY 22-23
6	Law Enforcement/TxDot Recruitment and Enrollment: Phase 3: Monitor ongoing progress and identify gaps, implementing changes needed to ensure ongoing success and maximum enrollment.	3.3	FY 22-23

*QEP related objective

DUAL2DEGREE

Dual2Degree FY 2020-2021		Strategic Direction	Final Completion Year
1	Expand Dual Credit Fast Tracks to Traditional High Schools: Phase 1: Design traditional dual student Fast Track model.	4.2	FY 20-21
2	Implement Dual Credit Fast Tracks for Career & Technical Education (CTE) Students: Phase 1: Design CTE Fast Track model.	4.2	FY 20-21
3	Redesign and Expand Jaguar Connection Matriculation Initiative for CTE Students at STC Campuses: Phase 1: Redesign Jaguar Connection Initiative.	1.1	FY 20-21
4	Host “Junior Day” at STC Campuses for Dual Credit Students: Phase 1: Design Junior Day Program Implementation Plan and Timeline.	1.3	FY 21-22
5	Develop and Implement RADIUS CRM Communication Plan for Dual Credit Students: Phase 1: Develop CRM communications based on student life cycle.	4.2	FY 20-21

Dual2Degree FY 2021-2022		Strategic Direction	Final Completion Year
1	Expand Dual Credit Fast Tracks to Traditional High Schools: Phase 2: Pilot and assess Fast Track model and determine future scalability.	4.2	FY 21-22
2	Implement Dual Credit Fast Tracks for Career & Technical Education (CTE) Students: Phase 2: Pilot and assess Fast Track model and determine future scalability.	4.2	FY 21-22
3	Redesign and Expand Jaguar Connection Matriculation Initiative for CTE Students at STC Campuses: Phase 2: Pilot and assess initiative and determine future scalability.	1.1	FY 21-22
4	Host “Junior Day” at STC Campuses for Dual Credit Students: Phase 2: Pilot and assess initiative and determine future scalability.	1.3	FY 21-22
5	Develop and Implement RADIUS CRM Communication Plan for Dual Credit Students: Phase 2: Pilot communications, assess effectiveness and develop implementation plan for 2022-2023.	4.2	FY 21-22
6	Expand Virtual Departmental Services: Modify Event Request Portal to include virtual departmental events.	1.1	FY 21-22

Dual2Degree FY 2022-2023		Strategic Direction	Final Completion Year
1	Expand Dual Credit Fast Tracks to Traditional High Schools: Phase 2: Pilot and assess Fast Track model and determine future scalability.	4.2	FY 22-23
2	Implement Dual Credit Fast Tracks for Career & Technical Education (CTE) Students: Phase 2: Pilot and assess Fast Track model and determine future scalability.	4.2	FY 22-23
3	Redesign and Expand Jaguar Connection Matriculation Initiative for CTE Students at STC Campuses: Phase 2: Pilot and assess initiative and determine future scalability.	1.1	FY 22-23
4	Host “Junior Day” at STC Campuses for Dual Credit Students: Phase 2: Pilot and assess initiative and determine future scalability.	1.3	FY 22-23
5	Develop and Implement RADIUS CRM Communication Plan for Dual Credit Students: Phase 2: Pilot communications, assess effectiveness and develop implementation plan for 2022-2023.	4.2	FY 22-23
6	Expand Virtual Departmental Services: Modify Event Request Portal to include virtual departmental events.	4.2	FY 22-23

STUDENT FINANCIAL SERVICES, TESTING, & VETERAN AFFAIRS

Student Financial Services, Testing, & Veteran Affairs FY 2020-2021		Strategic Direction	Final Completion Year
1	Identify Ways to Communicate with Students: TEAMS, Chat Rooms: Phase 1: Explore ways to expand TEAMS and Mobile Chat rooms to offer Financial Aid Workshops.	4.2	FY 20-21
2	Improve Veterans Website: Introduce Autofill Forms and Simplify: Phase 1: Year 1, Improve on the PDF unfillable forms and improve to have 25% of forms fillable to offer better service to our students.	4.1	FY 20-21
3	Assist Student Assessment Center in Researching Possibilities of Offering More Testing Services: Phase 1: Year one will research the need for additional testing opportunities for our students and community.	4.1	FY 20-21

Student Financial Services, Testing, & Veteran Affairs FY 2021-2022		Strategic Direction	Final Completion Year
1	Identify Ways to Communicate with Students: TEAMS, Chat Rooms: Phase 2: Continue to improve on expansion of TEAMS and Mobile Chat rooms.	4.2	FY 21-22
2	Improve Veterans Website: Introduce Autofill Forms and Simplify: Phase 2: Continue to improve on the PDF unfillable forms and improve to have 50% of all forms fillable to offer better service to our students.	4.1	FY 21-22
3	Assist Student Assessment Center in Researching Possibilities of Offering More Testing Services: Phase 2: Continue to work on the need for additional testing opportunities for our students and community.	4.1	FY 21-22
4	Assist Student Financial Services Test the R2T4 (Return of Title IV) Calculation Using Banner: Phase 1: Explore the possibility of using Banner's R2T4 (Federal Calculation for Pell Grant) reports to help automate the calculation process.	5.3	FY 21-22

Student Financial Services, Testing, & Veteran Affairs FY 2022-2023		Strategic Direction	Final Completion Year
1	Identify Ways to Communicate with Students: TEAMS, Chat Rooms: Phase 1: Explore other opportunities in offering Financial Aid Workshops.	4.2	FY 22-23
2	Improve Veterans Website: Introduce Autofill Forms and Simplify: Phase 3: Continue to improve on the PDF unfillable forms and improve to have 75% of all forms fillable to offer better service to our students.	4.1	FY 22-23
3	Assist Student Assessment Center in Researching Possibilities of Offering More Testing Services: Continue to work on the need for additional testing opportunities and see if these tests can be offered at all Testing sites.	4.1	FY 22-23
4	Assist Student Financial Services Test the R2T4 (Return of Title IV) Calculation Using Banner: Phase 2: Continue to explore how Banner's R2T4 (Federal Calculation for Pell Grant) can help reduce manual processes.	5.3	FY 22-23

STUDENT ASSESSMENT CENTER

Student Assessment Center FY 2020-2021		Strategic Direction	Final Completion Year
1	Research Testing Initiatives, Strategies, and New Exams: Phase 1: Research at least one initiative, strategy or new exam.	4.1	FY 20-21
2	Assess Certain Processes and Services to Facilitate Student Testing Services: Phase 1: Evaluate at least one process or student service that may be improved.	4.2	FY 20-21
3	Evaluate Expanding Weekend and Afternoon Test Sessions Offered: Phase 1: Evaluate current demand for testing.	3.2	FY 20-21

Student Assessment Center FY 2021-2022		Strategic Direction	Final Completion Year
1	Research Testing Initiatives, Strategies, and New Exams: Phase 2: Evaluate the initiative, strategy or exam on the feasibility of implementation.	4.1	FY 21-22
2	Assess Certain Processes and Services to Facilitate Student Testing Services: Phase 2: Process map the identified process or service to identify any redundancies or bottlenecks.	4.2	FY 21-22
3	Evaluate Expanding Weekend and Afternoon Test Sessions Offered: Phase 2: If demand is increasing, determine feasibility of increasing weekend and afternoon test sessions.	3.2	FY 21-22

Student Assessment Center FY 2022-2023		Strategic Direction	Final Completion Year
1	Research Testing Initiatives, Strategies, and New Exams: Phase 3: If feasible for implementation, plan for resources, staffing, and costs needed; if not feasible research other initiatives, strategies or exams.	4.1	FY 22-23
2	Assess Certain Processes and Services to Facilitate Student Testing Services: Phase 3: Develop a plan to reduce any bottlenecks or redundancies identified.	4.2	FY 22-23

STUDENT FINANCIAL AID SERVICES

Student Financial Aid Services FY 2020-2021		Strategic Direction	Final Completion Year
1	Begin the Implementation of Qless and Other Virtual Platforms to Communicate with Students: Phase 1: Purchase software, monitor, computer, tablet, kiosk. Implemented the Financial Aid (FA) virtual lobby and FA Chat.	4.2	FY 20-21
2	Satisfy the Demand for Financial Aid Outreach Events: Phase 1: Implemented Microsoft Teams Live Events to host FAFSA drives and FA presentations.	1.2	FY 20-21
3	Update our VA Website: Phase 1: Implement changes to provide fillable online VA forms, upload VA documents, and online VA orientations.	4.2	FY 20-21

Student Financial Aid Services FY 2021-2022		Strategic Direction	Final Completion Year
1	Implementation of Qless and Other Virtual Platforms Completed: Phase 2: Improve student participation in virtual platforms for quick access to FA answers and resources.	4.2	FY 21-22
2	Satisfy the Demand for Financial Aid Outreach Events: Phase 2: Make this option available to more school districts, third party agencies, and the community to increase FAFSA submissions.	1.1	FY 21-22
3	Update Our VA Website: Phase 2: Increase enrollment of veterans and dependents using our virtual platforms to complete the process for their educational benefits.	4.2	FY 21-22

Student Financial Aid Services FY 2022-2023		Strategic Direction	Final Completion Year
1	Begin the Implementation of DocuSign: Phase 1: To allow students and parents to submit electronic signatures and conduct electronic transactions with the college after providing their voluntary consent.	4.2	FY 22-23
2	Implement TASFA Electronic Application from THECB: To reduce the amount of manual work it takes to process over 1,000 applications every award year and be able to award students before payment deadline.	4.2	FY 22-23

STUDENT RECORDS & REGISTRAR

Student Records & Registrar FY 2020-2021		Strategic Direction	Final Completion Year
1	Explore the Usability of Departmental Website and Improve Easy Access to Information: Phase 1: Identify and update webpage information for easy click access and direct communication via chat.	4.2	FY 20-21
2	Improve Registration and Self-Service Navigation: Phase 1: Collaborate with PR to develop visual registration guides and create 'cheat sheets' to better assist students with registration issues. Implement Waitlisting to identify course demand and availability.	4.2	FY 20-21
3	Assess and Develop Streamlined Online Functionality for Faculty: Phase 1: Collaborate with I.T. to develop an online Sharepoint process for Course Grade Change requests.	5.1	FY 20-21

Student Records & Registrar FY 2021-2022		Strategic Direction	Final Completion Year
1	Improve Registration and Self-Service Navigation: Phase 2: Explore and improve registration from DegreeWorks Plan to Self Service Registration.	4.2	FY 21-22
2	Explore the Usability of Departmental Website and Improve Easy Access to Information: Phase 1: Explore and implement interactive forms to eliminate/minimize paper forms (external) and add an upload document portal for enrollment and grade appeals.	4.2	FY 21-22
3	Develop and Improve Communication Plans: Phase 1: Improve automated admissions notifications from BANNER to students and develop notifications after course evaluations.	5.1	FY 21-22

Student Records & Registrar FY 2022-2023		Strategic Direction	Final Completion Year
1	Explore Latest Technology to Enhance Efficiency of Services Provided: Phase 1: Collaborate with I.T. to identify, test and implement upgrades to existing and new software.	5.4	FY 22-23
2	Assess and Develop Streamlined Online Functionality for Faculty: Phase 2: Improve workflow for course substitutions to include notification to faculty and student when completed.	5.4	FY 22-23
3	Explore CRM and Collaborate with Enrollment Management Department to develop communication plans to promote early registration and retention efforts.	5.1	FY 22-23



INFORMATION SERVICES, PLANNING, PERFORMANCE, & STRATEGIC INITIATIVES

OFFICE OF THE VICE PRESIDENT FOR INFORMATION SERVICES, PLANNING, PERFORMANCE, & STRATEGIC INITIATIVES

Office of the Vice President for Information Services, Planning, Performance & Strategic Initiatives FY 2020-2021		Strategic Direction	Final Completion Year
1	Expand CLE's Online Services: Phase 1: Support the CLE as it expands use of online tutoring to meet growing need in the face of lost face-to-face interaction due to the COVID-19 pandemic.	3.3	FY 20-21
2	Successful Implementation of the Data Backup Agreement: Phase 1: Formalize partnership with Tyler Junior College (TJC) to build a remote collocation data center at TJC for business continuity and disaster recovery.	5.4	FY 20-21
3	Oversee Implementation of the Developing Hispanic Serving Institutions (DHSI) Grant: Phase 1: Oversee/facilitate the startup of the grant, including establishment of director, staff, and team roles, initial planning and implementation as per the grant proposal.	4.2	FY 20-21
4	Alignment of STC Planning Processes: Phase 1: Pilot a new IE Plan format and integrate the design of the new Comprehensive Operational Plan, both of which are integrated with the STC Strategic Plan, its goals and directions.	5.2	FY 20-21
5	Facilitate Library Renovations and Innovations: Phase 1: Garner Board and Executive Support to continue the planning of the future expansion of the Library.	5.4	FY 20-21
6	Promote a Data-Informed Environment for Planning, Management, and Evaluation: Phase 1: Provide leadership for the establishment of a cross-functional Data Management and Integrity Committee.	5.2	FY 20-21

Office of the Vice President for Information Services, Planning, Performance, & Strategic Initiatives FY 2021-2022		Strategic Direction	Final Completion Year
1	Expand CLE's Online Services: Phase 2: Promote evaluations that result in the maintenance or improvement of the quality of online services. Services will be expanded by additional staff (tutors).	3.3	FY 21-22
2	Successful Implementation of the Data Backup Agreement: Phase 2: Facilitate the building of appropriate infrastructure where IT can create and test processes and replicate the restoration of critical data in real-time.	5.4	FY 21-22
3	Oversee Implementation of the Developing Hispanic Serving Institutions (DHSI) Grant: Phase 2: Monitor the evaluation, analysis, and improvement process as well as the annual report, implementation of year two activities and enhancements coming out of evaluation results.	4.2	FY 21-22
4	Alignment of STC Planning Processes: Phase 2: Redesign the COP status report format. Guide the development of planning and reporting that links COPs and IE Plans with KPIs, Program Review, Student Learning, and the Strategic Plan.	5.2	FY 21-22

Office of the Vice President for Information Services, Planning, Performance, & Strategic Initiatives FY 2021-2022		Strategic Direction	Final Completion Year
5	Facilitate Library Renovations and Innovations: Phase 2: Prior to the beginning of construction, facilitate the move of all units housed in the library to alternative locations while maintaining the quantity, quality, and 5.2continuity of services to their constituents.	5.4	FY 21-22
6	Promote a Data-Informed Environment for Planning, Management, and Evaluation: Phase 2: Promote the development of a Data Guide to create a practical foundation of data guidelines, rules, standards, and definitions.	5.2	FY 21-22

Office of the Vice President for Information Services, Planning, Performance, & Strategic Initiatives FY 2022-2023		Strategic Direction	Final Completion Year
1	Expand CLE's Online Services: Phase 3: Services will be scaled up to meet the demand for high-quality online tutoring services.	3.3	FY 22-23
2	Oversee Implementation of the Developing Hispanic Serving Institutions (DHSI) Grant: Phase 3: Monitor the evaluation, analysis, and improvement process as well as the annual report, implementation of year two activities and enhancements coming out of evaluation results.	4.2	FY 22-23
3	Successful Implementation of the Data Backup Agreement: Phase 3: Expand use of the collocation data center for major development upgrades without interrupting business.	5.4	FY 22-23
4	Facilitate Library Renovations and Innovations: Phase 3: Facilitate the move back to the renovated library space without interruption of quality services.	5.4	FY 22-23
5	Promote a Data-Informed Environment for Planning, Management, and Evaluation: Phase 3: Provide opportunities for the Committee to communicate and provide trainings to data users and groups to ensure that use of data and data reporting align with the Data Guide.	5.2	FY 22-23

CHIEF INFORMATION OFFICER

Chief Information Officer FY 2020-2021		Strategic Direction	Final Completion Year
1	Create a New Backup System for Business Continuity and Disaster Recovery: Phase 1: Formalize partnership with Tyler Junior College (TJC) to build a remote collocation data center at TJC.	5.4	FY 20-21
2	Automate the Student Transfer Process to Four-Year Institutions: Phase 1: Upgrade DegreeWorks to the latest version.	3.3	FY 20-21
3	Scaleup Virtual Desktop Infrastructure to Study and Work from Home: Phase 1: Assess current VDI and secure additional licenses for hardware and software virtualization.	4.2	FY 20-21
4	Implement an Electronic Signature Approval Process: Phase 1: Research electronic signature solutions and other Higher Education implementations.	5.4	FY 20-21
5	Revamp the Student Technology Portal Experience: Phase 1: Assess current services and content in the student portal for ease of use and research new ideas for a one-stop student portal.	4.2	FY 20-21
6	Upgrade Wireless Infrastructure and Create New Mobile Device Management Policies: Phase 1: Assess wireless infrastructure and mobile device policies to increase access capacity and provide visibility for BYOD initiative.	5.4	FY 20-21
7	Formalize Data Standards and Governance: Phase 1: Research consultant support services to assess current challenges with data integrity and reporting practices.	5.2	FY 20-21

Chief Information Officer FY 2021-2022		Strategic Direction	Final Completion Year
1	Create a New Backup System for Business Continuity and Disaster Recovery: Phase 2: Build infrastructure to create STC collocation data center at TJC. Create and test processes to replicate and restore Banner critical data in real-time to and from new data center at TJC.	5.4	FY 21-22
2	Automate the Student Transfer Process to Four-Year Institutions: Phase 2: Create server environment for STC & UTRGV to share transfer/accredited work in the form of degree plans.	3.3	FY 21-22
3	Scaleup Virtual Desktop Infrastructure to Study and Work from Home: Phase 2: Deploy additional licenses to create more virtual desktops and virtualize additional enterprise licenses for academic purposes.	4.2	FY 21-22
4	Implement an Electronic Signature Approval Process: Phase 2: Implement e-signature pilot.	5.4	FY 21-22
5	Revamp the Student Technology Portal Experience: Phase 2: Create student focus groups and develop mockups and action plan.	4.2	FY 21-22

Chief Information Officer FY 2021-2022		Strategic Direction	Final Completion Year
6	Upgrade Wireless Infrastructure and Create New Mobile Device Management Policies: Phase 2: Implement mobile device solution to manage policies for personal devices accessing STC systems and add wireless access points outside of buildings and parking lots.	5.4	FY 21-22
7	Formalize Data Standards and Governance: Phase 2: Conduct expert assessment and follow up on recommendations; implementation begins.	5.2	FY 21-22

Chief Information Officer FY 2022-2023		Strategic Direction	Final Completion Year
1	Create a New Backup System for Business Continuity and Disaster Recovery: Phase 3: Create processes to offload traffic to collocation data center at TJC and use main data center for major development upgrades without interrupting business.	5.4	FY 22-23
2	Automate the Student Transfer Process to Four-Year Institutions: Phase 3: Expand system capability for STC students to run career goal what-if-scenarios with up-to-date transfer program information from additional institutions.	3.3	FY 22-23
3	Scaleup Virtual Desktop Infrastructure to Study and Work from Home: Phase 3: Assess VDI and feasibility to continue scaling up services.	4.2	FY 22-23
4	Implement an Electronic Signature Approval Process: Phase 3: Rollout e-signature institutional wide.	5.4	FY 22-23
5	Revamp the Student Technology Portal Experience: Phase 3: Develop and implement new one-stop Student portal.	4.2	FY 22-23
6	Implement a New Customer-Oriented Ticketing Portal for Internal Services: Phase 1: Research and procure a cloud-based enterprise ticketing solution to consolidate all STC departmental services in one ticketing system.	5.4	FY 22-23
7	Formalize Data Standards and Governance: Phase 3: Institutional rollout, communication & training.	5.2	FY 22-23

CHIEF INFORMATION SECURITY OFFICER

Chief Information Security Officer FY 2020-2021		Strategic Direction	Final Completion Year
1	Information Security Program: Phase 1: Request a Texas Cyber Security Framework assessment from DIR; conduct tasks and IT interviews.	5.1	FY 20-21
2	Incident Response Plan: Phase 1: Review and update with new playbooks and vendor information.	5.2	FY 20-21
3	Penetration Testing: Phase 1: Request services from DIR and identify consultant.	5.3	FY 20-21
4	Information Security Awareness Plan: Create a yearly information security awareness plan that targets areas of risk that can be addressed through training.	2.3	FY 20-21
5	Two-Factor Authentication: Phase 1: Apply to all remote access and email authentication.	5.4	FY 20-21
6	Communication: Accurately communicate risk to information resources and College leadership.	5.1	FY 20-21
7	Community Engagement: Continue supporting student cybersecurity club and other initiatives that will help strengthen workforce in Information Technology.	1.2	FY 20-21
8	Cloud Access Security Broker: Will allow the College to safely use the cloud vendors while protecting sensitive data.	4.2	FY 20-21
9	Governance: Create Information security governance documents that are comprehensive to our current information security framework, that is easy to understand, and adapted to our needs.	5.4	FY 20-21

Chief Information Security Officer FY 2021-2022		Strategic Direction	Final Completion Year
1	Information Security Program: Phase 2: Review final report and create action plan to address areas of improvements.	5.1	FY 21-22
2	Incident Response Plan: Phase 2: College-wide table top exercises.	5.2	FY 21-22
3	Penetration Testing: Phase 2: Perform Pen Test and identify weakness on applications/services. Follow-up with any mitigation recommendations.	5.3	FY 21-22
4	Information Security Awareness Plan: Create a yearly information security awareness plan that targets areas of risk that can be addressed through training (annual activity).	2.3	FY 21-22
5	Two-Factor Authentication: Phase 2: Apply to our Banner environment.	5.4	FY 21-22
6	Communication: Accurately communicate risk to information resources and College leadership (annual activity).	5.1	FY 21-22

Chief Information Security Officer FY 2021-2022		Strategic Direction	Final Completion Year
7	Community Engagement: Continue supporting student cybersecurity club and other initiatives that will help strengthen workforce in Information Technology (annual activity).	1.2	FY 21-22
8	Governance: Create Information security governance documents that are comprehensive to our current information security framework, that is easy to understand, and adapted to our needs.	5.4	FY 21-22

Chief Information Security Officer FY 2022-2023		Strategic Direction	Final Completion Year
1	Information Security Program: Phase 3: Complete action plan and validate everything has been applied properly.	5.1	FY 22-23
2	Internal Assessment: Perform independent assessment of Information security program and security controls to identify efficiency and implement improvements.	5.2	FY 22-23
3	Security Information and Event Management: Equipment will be end-of-life will start evaluating what upgrades will be needed.	4.2	FY 22-23
4	Information Security Awareness Plan: Create a yearly information security awareness plan that targets areas of risk that can be addressed through training (annual activity).	2.3	FY 22-23
5	Two-Factor Authentication: Phase 3: Modify our password policy since all of our critical application will now have two-factor authentication.	5.4	FY 22-23
6	Communication: Accurately communicate risk to information resources and College leadership (annual activity).	5.1	FY 22-23
7	Community Engagement: Continue supporting student cybersecurity club and other initiatives that will help strengthen workforce in Information Technology (annual activity).	1.2	
8	Governance: Create Information security governance documents that are comprehensive to our current information security framework, that is easy to understand, and adapted to our needs.	5.4	FY 22-23

INSTITUTIONAL RESEARCH, EFFECTIVENESS & STRATEGIC PLANNING

Institutional Research, Effectiveness & Strategic Planning FY 2020-2021		Strategic Direction	Final Completion Year
1	Operationalize, Update and Evaluate the Progress on the 2019-2025 Strategic Plan: Phase 1: Operationalize the Strategic Plan by reporting units across the College. Develop and gather Key Performance Metrics for each of the Strategic Goals.	5.2	FY 20-21
2	Improve Data Standards and Accuracy by Leading the Data Management and Integrity Committee: Phase 1: Create cross-functional committee to oversee the committee charge and objectives.	5.2	FY 20-21
3	Ensure On-Going Compliance with SACSCOC Principles: Phase 1: Complete 2021 Reaffirmation.	5.4	FY 20-21
4	Assessment and Evaluation Template: Phase 1: Launch the Assessment and Evaluation Matrix Template to be used for evaluating initiatives. Conduct Assessment and Evaluation for QEP using template.	5.4	FY 20-21

Institutional Research, Effectiveness & Strategic Planning FY 2021-2022		Strategic Direction	Final Completion Year
1	Operationalize, Update and Evaluate the Progress on the 2019-2025 Strategic Plan: Phase 2: Prepare Strategic Plan Progress Report that identifies the major initiatives for each Strategic Goal and Key Performance Metrics.	5.2	FY 21-22
2	Improve Data Standards and Accuracy by Leading the Data Management and Integrity Committee: Phase 2: Develop Data Guide that contains data guidelines, rules, standards and definitions.	5.2	FY 21-22
3	Ensure On-Going Compliance with SACSCOC Principles: Phase 2: Develop monitoring schedule for all SACSCOC Principles and conduct audits of standards staggered by annual year.	5.4	FY 21-22
4	Enhance Use of Data Self-Service for Critical Areas of the College: Phase 1: Based on Data Standards identified, explore options for Data Visualizations and data self-service for critical needs of the college.	5.4	FY 21-22

Institutional Research, Effectiveness & Strategic Planning FY 2022-2023		Strategic Direction	Final Completion Year
1	Operationalize, Update and Evaluate the Progress on the 2019-2025 Strategic Plan: Phase 3: Use results of Strategic Plan Progress Report to adjust Strategic Plan, COP, IE Plan, and Budgeting.	5.4	FY 22-23
2	Improve Data Standards and Accuracy by Leading the Data Management and Integrity Committee: Phase 3: Communicate and provide trainings to Data users and groups to ensure all departments and reporting are aligned to Data Guide.	5.4	FY 22-23
3	Enhance Use of Data Self-Service for Critical Areas of the College: Phase 2: Launch Data Visualization report for key selected areas.	5.2	FY 22-23
4	Assessment and Evaluation Template: Phase 2: Evaluate and Assess Meta-Majors and support structure for meta-majors including Guided Pathway Success Specialist, Meta Major Advising, Meta Major Website and Starfish.	5.2	FY 22-23

INSTITUTIONAL EFFECTIVENESS & ASSESSMENT

Institutional Effectiveness & Assessment FY 2020-2021		Strategic Direction	Final Completion Year
1	Support Successful SACSCOC Reaffirmation: Prepare for a successful on-site visit and follow-up responses as needed for June 2021 reaffirmation.	5.4	FY 20-21
2	Create a new, effective Institutional Effectiveness Plan Template: Phase 1: Redesign, provide training, implement, and assess new IE Plan template, using feedback to improve the 2021-2023 IE Plan Cycle.	5.2	FY 20-21
3	Redesign the Comprehensive Operational Plan (COP) process: Phase 1: Redesign, provide training and pilot changes in content, format and presentation of the COP for 2020-21 to 2022-23.	5.2	FY 20-21
4	Optimize the College's Factbook and Data Portal: Phase 1: Improve visual presentation of KPI data.	5.2	FY 20-21
5	Develop Data Standards for Accuracy and Consistency: Phase 1: Participate as co-leader of the Data Management & Integrity Committee, contributing to the start-up of the project from the institutional effectiveness point of view.	5.2	FY 20-21
6	Provide Assessment Data and Recommendations for the QEP – My Advising Plan: Phase 1: Provide baseline data from existing and emerging measures, making recommendations for program improvement and enhancement of evaluation based on analysis of assessment outcomes.*	5.4	FY 20-21

Institutional Effectiveness & Assessment FY 2021-2022		Strategic Direction	Final Completion Year
1	Redesign the Comprehensive Operational Plan (COP) Process: Phase 2: Redesign, provide training, pilot, and assess changes in content, format and presentation of the COP Annual Status Report.	5.2	FY 21-22
2	Establish an Institutional Effectiveness Committee for Guidance Regarding IE Processes, Templates, Analysis, Training and Other Issues: Phase 1: Committee established for proposing plans of action to enhance the institutional effectiveness process, training on the use of data, and the development and implementation of improvement strategies (2 meetings per long semester).	5.2	FY 21-22
3	Develop Data Standards for Accuracy and Consistency: Phase 2: Contribute to a draft Data Standards Guide for consistency in data mining.	5.2	FY 21-22
4	Optimize the College's Factbook and Data Portal: Phase 2: Explore data visualization products and data warehouse options and costs. Using data visualizations, create first-generation dashboards for selected KPIs.	5.4	FY 21-22
5	Provide Assessment Data and Recommendations for the QEP – My Advising Plan: Phase 2: Review and update the assessment methodology for the QEP as needed - providing guidance for program and assessment improvement.*	5.2	FY 21-22

Institutional Effectiveness & Assessment FY 2021-2022		Strategic Direction	Final Completion Year
6	Provide Training on Use of IE Plan, Program Review, and KPI Assessment Results: Phase 1: Train academic department heads on using assessment results to spur development and implementation of improvement strategies.	5.4	FY 21-22

Institutional Effectiveness & Assessment FY 2022-2023		Strategic Direction	Final Completion Year
1	Establish an Institutional Effectiveness Committee for Guidance Regarding IE Processes, Templates, Analysis, Training and Other Issues: Phase 2: IE Committee reviews the effectiveness of current assessment measures, making recommendations for changes and/or suggesting data that could be used to improve program or project development or management.	5.4	FY 22-23
2	Redesign the Comprehensive Operational Plan (COP) Process: Phase 3: Assess effectiveness of the COP and institute changes based on user/contributor feedback to surveys and input from focus groups and the IE Committee.	5.4	FY 22-23
3	Develop Data Standards for Accuracy and Consistency: Phase 3: Co-lead the expansion of the Data Standards Guide and providing training, focusing on standardized data sets that serve the common needs of academic and non-academic units.	5.2	FY 22-23
4	Provide Assessment Data and Recommendations for the QEP – My Advising Plan: Phase 3: Lead a retreat for the QEP for the analysis of assessment results, culminating with recommendations for QEP improvement.*	5.4	FY 22-23
5	Provide Training on Use of IE Plan, Program Review, and KPI Assessment Results: Phase 2: Expand training to all departments to include the integration of College-Wide Institutional Planning and Improvement via the Strategic Plan, IE Plan, Comprehensive Operational Plan, Program Reviews, student learning assessment, and KPIs.	5.2	FY 22-23

*QEP related objective

RESEARCH & ANALYTICAL SERVICES

Research & Analytical Services FY 2020-2021		Strategic Direction	Final Completion Year
1	Improve Data Standards and Accuracy by Supporting and Co-Leading the Data Management & Integrity Committee: Phase 1: Identify inconsistencies, errors, and missing values in high school data and correct/improve them.	5.2	FY 20-21
2	Improve Self-Service Data Availability, Usefulness, and Ease of Use: Phase 1: Review the data portal and increase self-service data using the feedback from the data summit.	5.4	FY 20-21
3	Review and Further Improve the Survey Process: Phase 1: Review all surveys and identify redundancies, inefficiencies, and gaps.	5.4	FY 20-21

Research & Analytical Services FY 2021-2022		Strategic Direction	Final Completion Year
1	Improve Self-Service Data Availability, Usefulness, and Ease of Use: Phase 2: Explore and review options for interactive data visualizations.	5.4	FY 21-22
2	Review and Further Improve the Survey Process: Phase 2: Plan for and create an FTIC Intake Survey after collecting feedback from stakeholders (SAEM, QEP).*	5.4	FY 21-22
3	Improve Data Standards and Accuracy by Supporting and Co-Leading the Data Management & Integrity Committee: Phase 2: Support creation of ISD and Meta-Major fields by IT in Banner.	5.2	FY 21-22

Research & Analytical Services FY 2022-2023		Strategic Direction	Final Completion Year
1	Improve Self-Service Data Availability, Usefulness, and Ease of Use: Phase 3: Start the implementation and use of data visualizations for an improved data portal.	5.4	FY 22-23
2	Review and Further Improve the Survey Process: Phase 3: Plan for and create a Graduate Exit Survey after collecting feedback from stakeholders (Academic Affairs, SAEM).	5.4	FY 22-23
3	Improve Data Standards and Accuracy by Supporting and Co-Leading the Data Management & Integrity Committee: Phase 3: Support and co-lead the goals the Committee will set for this year.	5.2	FY 22-23

*QEP related objective

LIBRARY & LEARNING SUPPORT SERVICES

Library & Learning Support Services FY 2020-2021		Strategic Direction	Final Completion Year
1	User Satisfaction Survey: Phase 1: Work with Educational Technologies (ET) on service assessment and with other Library and Learning Support Services (LLSS) departments on plans for follow-up improvements from Spring 2020 user satisfaction survey.	5.4	FY 20-21
2	Pecan Campus Library Building F Renovation and Expansion: Phase 1: Plan service aspects of renovation and expansion, including participation in building design, furniture/fixtures/materials moves, and operational continuity.	5.4	FY 20-21
3	Provide Ongoing Guidance and Support to Directors on Key LLSS Department Initiatives: Phase 1: Educational Technologies - Analog to Digital Conversion: NAH Phase 1; CLE - Online Tutoring: Develop DHSI Grant-funded year 1 infrastructure; Library Services – hotspot circulation program; Learning Commons and Open Labs-Makerspace project.	5.2	FY 20-21
4	Interdepartmental Training: Phase 1: Develop LCOL & Library cross-training plan; Develop CLE & Library cross-training.	2.3	FY 20-21
5	COVID-19 Response: Appraise and align services, facilities, and equipment with user needs and requirements	5.4	FY 20-21
6	Promote Use of Advisory Committees for Library and Learning Support Service Areas: Phase 1 – Work with LLSS directors to identify and develop advisory groups for appropriate functional areas.	5.4	FY 20-21
7	Participate in External Professional Opportunities that will Improve Department Operations: Phase 1: Serve as Chair Elect and Chair of Texas Council of Academic Libraries, serve on Texas Library Association professional committees, and serve on SACSCOC offsite committee. Participate in American Library Association/Association of College and Research Libraries survey and training opportunities. Promote similar involvement by LLSS professional staff members.	5.2	FY 20-21

Library & Learning Support Services FY 2021-2022		Strategic Direction	Final Completion Year
1	User Satisfaction Survey: Phase 2: Administer spring 2022. Review results of user satisfaction surveys with LLSS department administrators and identify areas for improvement.	5.4	FY 21-22
2	Pecan Campus Library Building F Renovation and Expansion: Phase 2: Move Library and Learning Support Services operations out of Building F and establish services from alternate locations.	5.4	FY 21-22

Library & Learning Support Services FY 2021-2022		Strategic Direction	Final Completion Year
---	--	---------------------	-----------------------

3	Provide ongoing Guidance and Support to Directors on Key LLSS Department Initiatives: Phase 2: Educational Technologies - Analog to Digital Conversion: NAH Phase 2, Mid-Valley Phase 1; CLE – Online Tutoring: Expand DHSI Grant-funded capacity pursuant to year 2 program specifications; Library Services – online library instruction program; Learning Commons and Open Labs-makerspace project.	5.2	FY 21-22
4	Interdepartmental Training: Phase 2: Initiate LCOL & Library cross-training; Initiate CLE & Library cross-training. Provide a training to all LLSS staff Summer 2022.	2.3	FY 21-22
5	Promote Use of Advisory Committees for Library and Learning Support Service Areas: Phase 2 – Kick off meetings with LLSS advisory groups.	5.4	FY 21-22
6	Participate in External Professional Opportunities that will Improve Department Operations: Phase 2: Serve as Past Chair and Board member of Texas Council of Academic Libraries; serve on Texas Library Association Legislative Committee; participate in American Library Association/Association of College and Research Libraries survey and training opportunities. Promote similar involvement by LLSS professional staff members.	5.2	FY 21-22

Library & Learning Support Services FY 2022-2023		Strategic Direction	Final Completion Year
1	User Satisfaction Survey: Phase 3: Implement plans for follow-up or improvement arising from Spring 2022 satisfaction survey(s).	5.4	FY 22-23
2	Pecan Campus Library Building F Renovation and Expansion: Phase 3: Move Library and Learning Support Services operations into renovated Building F and resume services.	5.4	FY 22-23
3	Provide Ongoing Guidance and Support to Directors on key LLSS Department Initiatives: Phase 3: Educational Technologies – Analog to Digital Conversion: Mid-Valley Phase 2, Starr County; CLE – Online Tutoring: Expand DHSI Grant-funded capacity pursuant to year 2 program specifications; Library Services – online library instruction program; Learning Commons and Open Labs-makerspace project.	5.2	FY 22-23
4	Interdepartmental Training: Phase 3: Operationalize LCOL & Library cross-training; Operationalize CLE & Library cross-training.	2.3	FY 22-23
5	Promote Use of Advisory Committees for Library and Learning Support Service Areas: Phase 3: Assess and adjust strategy to operationalize LLSS advisory groups.	5.4	FY 22-23
6	Participate in External Professional Opportunities that will Improve Department Operations: Phase 3: Participate in Texas Council of Academic Libraries Conference; serve on Texas Library Association Legislative Committee; participate in American Library Association/Association of College and Research Libraries survey and training opportunities. Promote similar involvement by LLSS professional staff members.	5.2	FY 22-23

CENTERS FOR LEARNING EXCELLENCE

Centers for Learning Excellence FY 2020-2021		Strategic Direction	Final Completion Year
1	CRLA Certification: Phase 1: Complete 5-year renewal application and submit.	5.4	FY 20-21
2	Learning Support for CTE Campuses and Programs: Phase 1: Complete hire of Perkins-funded Learning Excellence Specialist; Assess support needs of RCPSE and MVC for CTE student support; Cross-train RCPSE librarian; Create a repository for NAH Student Support resources at Academic Coach page.	4.2	FY 20-21
3	Online CLE Services Expansion: Phase 1: Complete hire of DHSI-funded Learning Excellence Specialist; Integrate local services into Upswing online platform; Hire three dedicated online tutors.	3.3	FY 20-21
4	TSIA Preparation Resources Update: Phase 1: Research and become familiar with the TSIA 2.0; Collaborate/coordinate with other campus units who offer TSIA support.	3.1	FY 20-21
5	Auxiliary Tutoring Space at Starr County CLE: Phase 1: Coordinate with Campus Administrator to identify space; Acquire resources needed to successfully conduct tutoring sessions in new space.	4.2	FY 20-21
6	Strengthen Faculty Partnerships: Phase 1: Complete faculty focus groups (RAS); Develop content training in coordination with faculty partners identified through RAS work.	5.4	FY 20-21

Centers for Learning Excellence FY 2021-2022		Strategic Direction	Final Completion Year
1	CRLA Certification: Phase 2: Develop a plan for SLA certification pacing and flexibility.	2.3	FY 21-22
2	Learning Support for CTE Campuses and Programs: Phase 2: Create tailored writing workshop series for RCPSE; Hire tutoring staff for RCPSE; Hire staff to support CTE courses at MVC; Create complete tabs for NAH and TCH resources at Academic Coaching page.	4.2	FY 21-22
3	Online CLE Services Expansion: Phase 2: Establish QC methods to maintain/assess quality of online services; Hire fourth dedicated online tutor; Implement initiatives proposed by LES hired in Phase 1.	3.3	FY 21-22
4	TSIA Preparation Resources Update: Phase 2: Update, develop, partner to provide, and/or purchase TSIA prep resources.	3.1	FY 21-22
5	Auxiliary Tutoring Space at Starr County CLE: Phase 2: Recruit and hire staff to support tutoring in auxiliary location.	4.2	FY 21-22
6	Roaming Tutoring at Mid-Valley CLE: Phase 1: Collaborate with Open Labs and Library to identify possible spaces for MVC Roaming Tutoring; Assess equipment and logistics needs.	5.4	FY 21-22
7	Strengthen Faculty Partnerships: Phase 2: Implement faculty-assisted training for SLAs.	5.4	FY 21-22

Centers for Learning Excellence FY 2021-2022		Strategic Direction	Final Completion Year
8	SI office at Mid-Valley CLE: Phase 1: Design a conducive learning space for SI Leaders to conduct virtual and in-person SI sessions.	4.3	FY 21-22

Centers for Learning Excellence FY 2022-2023		Strategic Direction	Final Completion Year
1	CRLA Certification: Phase 3 Implement SLA certification plan; QC check new trainings.	2.3	FY 22-23
2	Learning Support for CTE Campuses and Programs: Phase 3: Launch RCPSE Writing Center; Create complete tabs for RCPSE resources at Academic Coaching page.	4.2	FY 22-23
3	Online CLE Services Expansion: Phase 3: Review QC measures and refine as needed.	3.3	FY 22-23
4	TSIA Preparation Resources Update: Phase 3: Update/design webpage to house all free TSIA 2.0 prep resources.	3.1	FY 22-23
5	Auxiliary Tutoring Space at Starr County CLE: Phase 3: Launch auxiliary tutoring site.	4.2	FY 22-23
6	Roaming Tutoring at Mid-Valley CLE: Phase 2: Establish Roaming Tutoring presence at MVC and develop marketing strategies.	5.4	FY 22-23
7	SI Office at Mid-Valley CLE: Phase 2: Purchase furniture and technology for MVC to maximize SI session efficiency.	4.3	FY 22-23
8	Pecan Library Renovation New Services: Phase 1: Determine appropriate scope of service for new consultation space; identify appropriate job class to deliver services; Develop training for pilot.	4.2	FY 22-23

EDUCATIONAL TECHNOLOGIES

Educational Technologies FY 2020-2021		Strategic Direction	Final Completion Year
1	Improve Leadership and Personal Accountability: Phase 1: Review current job descriptions and evaluate the alignment of current roles and responsibilities for each team lead and staff. Develop updated job descriptions and re-align organizational chart to improve systems and communication. Develop a plan of action for implementing interdepartmental processes/systems (Includes, but is not limited to, determining schedule of department meetings to discuss events, projects, requests, venue needs, priorities/resolving issues, and refining process.) Due to COVID – full time staff will not attend professional conferences and trainings that involve travel but will complete LinkedIn assigned trainings.	5.2	FY 20-21
2	Improve Internal Departmental Systems & Processes: Phase 1: Assess current systems and processes used in the ET Department. Research and evaluate best practices to ensure an efficient and effective process is in place for inventory, budgetary, projects, installs, and special events. Collaboratively design new systems and/or improve practices to streamline our processes and systems to be more efficient and effective in inventory, budgetary, projects, installs, and special events. Due to COVID, evaluation survey of customer service and performance satisfaction will be postponed till Fall 2021. Review current evaluation survey that had been created for this school year and revise, if necessary, for implementation into 2021 school year.	5.2	FY 20-21
3	Upgrade Classrooms: Phase 1: (Due to COVID and budget constraints planned upgrades have been postponed.) Annual inventory report to identify equipment eligible for replacement (5yr replacement plan).	5.4	FY 20-21
4	Upgrade Special Venues: Phase 1: (Due to COVID and budget constraints planned upgrades have been postponed.) ET leadership team will review recommendations for replacement and order/install prior to the end of each fiscal year and evaluate which do not currently support video conferencing services and identify the need for videoconferencing equipment/functionality, as well as assistive learning systems for ADA Compliance at NAH and MVC.	5.4	FY 20-21
5	Digital Signage Expansion & ET Infrastructure Upgrade (Analog to Digital): Add Digital Signage to STR Building J. Evaluate 1 building to add digital signage to or 3 areas to add displays to identify need. Estimate projected cost to be budgeted for next fiscal year budget. Review current equipment to evaluate replacement. Phase 1: NAH (22 Spaces) – upgrade from analog to digital including wiring, equipment and podiums.	5.4	FY 20-21
6	Jag Studio Expansion: Phase 1: Evaluate usage and need of Jag studios at Pecan (faculty/student use). Determine need for expansion to other campus locations.	5.4	FY 20-21
7	Provide Training Support in the Use of Classroom Technologies, Web 2.0 Applications, And ADA Content: Review software usage and determine ROI. Evaluate forms of training delivery and determine effectiveness of each one for specific training topics, due to COVID experience (new creative ways). Research and develop guidelines for captions/live captions implementation for STC to comply with ADA requirements.	2.1	FY 20-21

Educational Technologies FY 2020-2021		Strategic Direction	Final Completion Year
8	OSHA Workplace Safety Training: Phase 1: Assess all ET staff credentials and certifications for OSHA Workplace Training and implement annual workplace safety updates and maintain list of workplace training/incidents/injuries.	5.3	FY 20-21

Educational Technologies FY 2021-2022		Strategic Direction	Final Completion Year
1	Improve Leadership and Personal Accountability: Phase 2: Submit updated job descriptions to Human Resources for Evaluation. Submit on annual staffing plan. Implement new systems/processes and update training of all staff that involve the new plan of action developed that addressed the following, but is not limited to, department schedule of meetings/projects, requests, venue needs, priorities, resolving issues, and refining processes. Evaluation of ET Full time staff will be performed to select participants to attend annual professional conferences/trainings to encourage engagement and growth in AV trends, leadership, and classroom technologies. A minimum of 5% of ET full time staff will be included. LinkedIn, Extron and other virtual trainings will be provided for all staff.	5.2	FY 21-22
2	Improve Internal Departmental Systems & Processes: Phase 2: Develop updated systems and processes through collaborative team efforts. Implement newly designed or improved systems/process internally in the ET Department. Determine process on disseminating evaluation survey to faculty, staff, and students. Implement new evaluation survey at the completion of events, classroom use, projects through new process created. Identify top 3 major concerns and develop a plan to address the issue.	5.2	FY 21-22
3	Upgrade Classrooms: Phase 2: Begin the upgrade to Displays from projectors. Phase 1: test all projectors, prioritize replacement based on testing results – limited to 10-15 classrooms.	5.4	FY 21-22
4	Upgrade Special Venues: Phase 2: Following evaluation and testing of all ET conference rooms and special venues, ET leadership team will review recommendations for replacement. Each venue is scheduled for a 5-year review and testing. Implement assistive learning systems for special event venues for STARR. Upgrade all special venues identified with no videoconferencing support.	5.4	FY 21-22
5	Digital Signage Expansion & ET Infrastructure Upgrade (Analog to Digital): Continue to evaluate one building or 3 areas to add digital signage displays, estimate costs to be budgeted for next fiscal year, and start replacement of initial upgrade players. Phase 2: NAH (14 Rooms) – upgrade from analog to digital including wiring, equipment and podiums. MVC Phase 1.	5.4	FY 21-22
6	Jag Studio Expansion: Phase 2: If expanding, identify viable locations, order equipment and install.	5.4	FY 21-22

Educational Technologies FY 2021-2022		Strategic Direction	Final Completion Year
7	Provide Training Support in the Use of Classroom Technologies, Web 2.0 Applications, And ADA Content: Phase 2: Evaluate results from usage and determine software upgrades. Obtain and review data from ET survey regarding software. Implement new variation of training delivery methods (may include, online, hybrid and traditional, based on setting/topic). Continue collaboration with OPOD in providing training in the use of classroom technologies. Implementation of ADA Captions/Live Captions guidelines. Educate and increase awareness with all necessary stakeholders to ensure compliance.	2.1	FY 21-22
8	OSHA Workplace Safety Training: Phase 2: Implement OSHA Workplace Training and workplace safety updates to all ET Staff. Continue to maintain list of workplace training/incidents/injuries.	5.3	FY 21-22

Educational Technologies FY 2022-2023		Strategic Direction	Final Completion Year
1	Improve Leadership and Personal Accountability: Phase 3: Evaluate plan of action and new systems for effectiveness. Determine areas for improvement. Evaluation of ET Full time staff will be performed to determine industry certifications achieved. The evaluation will be used to determine ET staff needing coursework and testing.	5.2	FY 22-23
2	Improve Internal Departmental Systems & Processes: Phase 3: Implement updated systems and processes throughout the department. Monitor and evaluate new processes/systems in place for efficiency and effectiveness. Adjust identified problem areas to improve processes. Conduct annual customer satisfaction reports to determine areas of improvement and/or areas done exceptionally well. Monitor and evaluate assessment tool to ensure tools effectiveness in the collection of data. Develop action plan to address the concerns identified.	5.2	FY 22-23
3	Upgrade Classrooms: Phase 3: Following testing of all classroom projectors – prioritize replacement in 20 classrooms.	5.4	FY 22-23
4	Digital Signage Expansion & ET Infrastructure Upgrade (Analog to Digital): Phase 3: Plan for next set of devices to replace based on replacement cycle. Phase 2: MVC (15 Rooms, 2nd Floor) - without special venue.	5.4	FY 22-23
5	Jag Studio Expansion: Continue expansion based on usage trend and benefit.	5.4	FY 22-23
6	Provide Training Support in the Use of Classroom Technologies, Web 2.0 Applications, And ADA Content: Phase 3: Evaluate VidGrid usage and determine renewal. Develop 5-year plan for software renewals, review and upgrades/changes. Evaluate new training delivery methods and refine as needed. Evaluate usage of guidelines and identify areas of improvement and necessary trainings to increase usage.	2.1	FY 22-23

LEARNING COMMONS & OPEN LABS

Learning Commons & Open Labs FY 2020-2021		Strategic Direction	Final Completion Year
1	Relocate and Maintain Support of the Learning Commons & Open Labs Services During the Renovation of Building F: Phase 1: Re-assess and implement changes to the open labs' relocation plan.	4.2	FY 20-21
2	Implement a Makerspace that Fosters Student Learning and Collaboration through the Utilization of Emerging Technologies: Phase 1: Work in collaboration with academic programs to ensure the alignment of technology and learning outcomes within the Makerspace.	3.2	FY 20-21
3	Implement Lab Statistics and Inventory Management Software for the Purpose of Delivering High Level Customer-Oriented Services: Phase 1: Initiate deployment of previously tested versions of Labs Stats and Webcheckout software to all STC open lab locations.	5.4	FY 20-21
4	Recognize Service Gaps and Implement Improvement Strategies: Phase 1: Implement pending improvements and collect data to assess performance.	5.4	FY 20-21
5	Establish and Implement a Continuous Employee Training and Development Program: Phase 1: Establish internal training benchmarks and train staff to reach the minimum completion rates.	2.2	FY 20-21
6	Implement a Marketing Plan of the Learning Commons & Open Labs Services to Develop Service Awareness, Increase Open Labs Usage and Identify Proven Service Trends: Phase 1: Initiate the development of a successful marketing plan by studying existing data such as service trends, benchmarks, and student base.	1.3	FY 20-21

Learning Commons & Open Labs FY 2021-2022		Strategic Direction	Final Completion Year
1	Relocate and Maintain Support of the Learning Commons & Open Labs Services During the Renovation of Building F: Phase 2: Relocate and continue support of the open lab services per the relocation plans.	4.2	FY 21-22
2	Implement a Makerspace that Fosters Student Learning and Collaboration through the Utilization of Emerging Technologies: Phase 2: Procurement and implementation of the needed technology and resources within the Makerspace.	3.2	FY 21-22
3	Implement Lab Statistics and Inventory Management Software for the Purpose of Delivering High Level Customer-Oriented Services: Phase 2: Complete deployment of Labs Stats and Webcheckout followed through with staff training.	5.4	FY 21-22
4	Recognize Service Gaps and Implement Improvement Strategies: Phase 2: Identify additional services needing improvement, based on surveys, stakeholder feedback and departmental observations. Develop appropriate improvement strategies.	5.4	FY 21-22
5	Establish and Implement A Continuous Employee Training and Development Program: Phase 2: Create an employee training and development program by aligning learning objectives with existing roles.	2.2	FY 21-22

Learning Commons & Open Labs FY 2021-2022		Strategic Direction	Final Completion Year
6	Implement a Marketing Plan of the Learning Commons & Open Labs Services to Develop Service Awareness, Increase Open Labs Usage and Identify Proven Service Trends: Phase 2: Resume the study and completion of a successful marketing plan by piloting chosen marketing strategies.	1.3	FY 21-22

Learning Commons & Open Labs FY 2022-2023		Strategic Direction	Final Completion Year
1	Relocate and Maintain Support of The Learning Commons & Open Labs Services During the Renovation of Building F: Phase 3: Plan for the relocation of the open labs to the newly renovated Library.	4.2	FY 22-23
2	Implement a Makerspace that Fosters Student Learning and Collaboration through the Utilization of Emerging Technologies: Phase 3: Launch the opening of the newly built Makerspace.	3.2	FY 22-23
3	Recognize Service Gaps and Implement Improvement Strategies: Phase 3: Implement service improvements based on previously acquired surveys, stakeholder feedback and departmental observations.	5.4	FY 22-23
4	Establish and Implement A Continuous Employee Training and Development Program: Phase 3: Implement training and development programs to better support academic excellence.	2.2	FY 22-23
5	Implement a Marketing Plan of the Learning Commons & Open Labs Services to Develop Service Awareness, Increase Open Labs Usage and Identify Proven Service Trends: Phase 3: Deploy a fully tested marketing plan by implementing the chosen communication platforms and enhancements to services.	1.3	FY 22-23

LIBRARY SERVICES

Library Services FY 2020-2021		Strategic Direction	Final Completion Year
1	Support Traditional Students and Faculty Members Learning Needs with Services that are Appropriate and Adequate: Phase 1: Review existing User Satisfaction Survey and partner with RAS to conduct the User Satisfaction Survey in Spring Semester 2021.	3.3	FY 20-21
2	Support Student Learning Needs, Including Those of Dual Credit and Online Students and Faculty, With Services that are Appropriate and Adequate: Phase 1: Review existing Dual Credit and Online User Satisfaction Survey and partner with RAS to conduct the User Satisfaction Survey in Spring Semester 2021.	3.3	FY 20-21
3	Improve Library Instruction and Increase the Number of Students Taught Through Both Traditional and Online Session: Phase 1: Instruction Working Group will complete training from OPOD and others to gain skills to conduct online and traditional instruction. Create subject specific instruction sessions to post for online classes.	2.1	FY 20-21
4	Provide Online Resources to Support Individual Courses: Phase 1: Review existing Course Guides and add pertinent information. Create additional Course Guides.	3.3	FY 20-21
5	Retain Motivated and Engaged Staff Members: Phase 1: Review and update the established tiered system of professional development for all staff members.	2.2	FY 20-21
6	Create, Promote, and Implement Events of Interest that Support the Curricula of the College Community: Phase 1: Review the event planning process and adjust as needed. Continue to use Program Planning Tool. Develop an event calendar at least one semester prior to the event date.	1.3	FY 20-21
7	Support OER Integration Activities and Materials Development: Phase 1: Create and present a series of OER professional development sessions for regular, adjunct, and dual credit faculty. Develop partnerships with faculty members to support their work with OER.	2.1	FY 20-21
8	Promote and Participate in the Renovation of the Pecan Campus Library: Phase 1: Provide feedback to architects re: schematic and construction drawings. Partner with Information Technology (IT) and Educational Technologies (ET) re: identifying technological needs of the renovated Library. The needs will be included in the construction drawings.	5.4	FY 20-21
9	Provide a State-of-the Art Integrated Library System (ILS): Phase 1: Identify needed features of an ILS requesting feedback from all involved departments. Research available systems and determine the best system based on identified features.	5.4	FY 20-21

Library Services FY 2020-2021		Strategic Direction	Final Completion Year
10	Maintain a Collection that is Appropriate and Adequate to Meet the Needs of Users, Including the Acquisition of Digital Resources to Maximize Access and Save Space at Each Campus Library: Evaluate the resources in the current collection to determine the adequacy and appropriateness to support all curricula. Evaluate the need for resources in each department using data from circulation, number of students in the program, the age of the current collection. Establish a budget for each area of concentration and assign it to each subject-matter liaison. Subject-matter liaisons, in conjunction with faculty, selects and deselects resources as needed with a focus on digital resources.	5.4	FY 20-21
11	Support Communication with Other College Departments Through Regular Meetings and the Use of Departmental Liaisons: Review the department liaison assignments. Create communication methods (other than email) for liaisons to implement with department faculty. Each liaison will schedule at least one meeting with department faculty – as a group or individually. Monitor completed meetings and identify any needed improvements.	2.1	FY 20-21
12	Support Remote Reference and Other Library Services Through the Use of Technology: Maintain access to 24x7 remote reference service. Provide training for all library staff involved in remote reference service.	4.2	FY 20-21
13	Provide United Support to Students Through Cross Training of Learning Commons and Open Labs and Library Staff: Identify knowledge needed to support students at the Help Desk. Create training materials and schedule training to cover the material. Implement united support at the Help Desk.	5.4	FY 20-21

Library Services FY 2021-2022		Strategic Direction	Final Completion Year
1	Support Traditional Students and Faculty Members Learning Needs with Services that are Appropriate and Adequate: Phase 2: Within three months of the receipt of the User Satisfaction Survey results (Spring 2021), at least one area requiring improvement will be identified and an improvement plan will be created by Spring 2022.	3.3	FY 21-22
2	Support Dual Credit and Online Student and Faculty Learning Needs with Services that are Appropriate and Adequate: Phase 2: Within three months of the receipt of the Dual Credit and Online User Satisfaction Survey results (Spring 2021), at least one area requiring improvement will be identified and an improvement plan will be created by Spring 2022.	3.3	FY 21-22
3	Improve Library Instruction and Increase the Number of Students Taught Through Both Traditional and Online Session: Phase 2: Instruction Working Group will develop online lessons to be recorded for use with online classes.	2.1	FY 21-22
4	Provide Online Resources to Support Individual Courses: Phase 2: Identify faculty members with whom to partner in the use of the Course Guides.	3.3	FY 21-22

Library Services FY 2021-2022		Strategic Direction	Final Completion Year
5	Retain Motivated and Engaged Staff Members: Phase 2: Monitor the professional development/training opportunities for all staff members ensuring completion.	2.2	FY 21-22
6	Create, Promote, and Implement Events of Interest that Support the Curricula of the College Community: Phase 2: Research and develop a method to produce a virtual Art Gallery.	1.3	FY 21-22
7	Support OER Integration Activities and Materials Development: Phase 2: Implement a formal support system to assist faculty members in the creation of OER materials. Create and present a series of OER professional development sessions for regular, adjunct, and dual credit faculty. Continue partnerships with faculty members to support their work with OER.	2.1	FY 21-22
8	Promote and Participate in the Renovation of the Pecan Campus Library: Phase 2: Review all plans and progress as the construction takes place. Provide input to construction company re: identified issues. Monitor construction with the IT and ET Departments to ensure technology needs are included.	5.4	FY 21-22
9	Plan and Implement the Move of the Library Program to Temporary Facilities During Construction of the Renovated Library: Phase 2: Plan all Library Department moves with STC Maintenance and Shipping and Receiving. Identify and contract with any needed companies to complete the moving of staff and moving and storing resources with any contractors involved in the process. Purchase any needed supplies for the storage of inventory during the renovation of the library. Work with in-department, College, and contracted entities to move all departments to their temporary locations. Move identified print-resources to the identified temporary library space.	5.4	FY 21-22
10	Provide a State-of-the-Art Integrated Library System (ILS): Phase 2: Continue the identification of needed features and capabilities of an ILS system. If a new company is determined the best solution, work with the Purchasing Department to create an RFP for needed services. Select the ILS company which provides the best solution.	5.4	FY 21-22
11	Maintain a Collection that is Appropriate and Adequate to Meet the Needs of Users, Including the Acquisition of Digital Resources to Maximize Access and Save Space at Each Campus Library: Evaluate the resources in the current collection to determine the adequacy and appropriateness to support all curricula. Evaluate the need for resources in each department using data from circulation, number of students in the program, the age of the current collection. Establish a budget for each area of concentration and assign it to each subject-matter liaison. Subject-matter liaisons, in conjunction with faculty, selects and deselects resources as needed with a focus on digital resources.	5.4	FY 21-22
12	Support Communication with Other College Departments Through Regular Meetings and the Use of Departmental Liaisons: Review the department liaison assignments. Create communication methods (other than email) for liaisons to implement with department faculty. Each liaison will schedule at least one meeting with department faculty – as a group or individually. Monitor completed meetings and identify any needed improvements.	2.1	FY 21-22

Library Services FY 2021-2022		Strategic Direction	Final Completion Year
13	Support Remote Reference and Other Library Services Through the Use of Technology: Maintain access to 24x7 remote reference service. Provide training for all library staff involved in remote reference service.	4.2	FY 21-22
14	Provide United Support to Students Through Cross Training of Learning Commons and Open Labs and Library Staff: Identify knowledge needed to support students at the Help Desk. Create training materials and schedule training to cover the material. Implement united support at the Help Desk.	5.4	FY 21-22

Library Services FY 2022-2023		Strategic Direction	Final Completion Year
1	Support Traditional Students and Faculty Members Learning Needs with Services that Are Appropriate and Adequate: Repeat Phase 1: Work with RAS to conduct the User Satisfaction Survey in Spring Semester 2023.	3.3	FY 22-23
2	Support Dual Credit and Online Student and Faculty Learning Needs with Services that Are Appropriate and Adequate: Repeat Phase 1: Review existing Dual Credit and Online User Satisfaction Survey and partner with RAS to conduct the User Satisfaction Survey in Spring Semester 2023.	3.3	FY 22-23
3	Improve Library Instruction and Increase the Number of Students Taught Through Both Traditional and Online Session: Phase 3: Continue to provide instructional opportunities in all formats to faculty members/students.	2.1	FY 22-23
4	Provide Online Resources to Support Individual Courses: Phase 3: Expand the classes served through Course Guides and continue to create partnerships with faculty members.	3.3	FY 22-23
5	Retain Motivated and Engaged Staff Members: Phase 2: Continued – Phase 2: Continued – Monitor the professional development/training opportunities for all staff members ensuring completion.	2.2	FY 22-23
6	Create, Promote, and Implement Events of Interest that Support the Curricula of the College Community: Continue to use the Program Planning Tool. Develop an event calendar at least one semester prior to the event date.	1.3	FY 22-23
7	Support OER Integration Activities and Materials Development: Phase 3: Create OER materials to use with Library Instruction sessions. Create and present a series of OER professional development sessions for regular, adjunct, and dual credit faculty. Continue partnerships with faculty members to support their work with OER.	2.1	FY 22-23
8	Promote and Participate in the Renovation of the Pecan Campus Library: Phase 3: Monitor construction progress. Provide input to construction company re: identified issues. Monitor construction with the IT and ET Departments to ensure technology needs are included.	5.4	FY 22-23

Library Services FY 2022-2023		Strategic Direction	Final Completion Year
9	Plan and Implement the Move of the Library Program to Temporary Facilities During Construction of the Renovated Library: Phase 3: Plan the moves with each Department to determine the order in which moves are scheduled. Plan all Library Department moves into the newly renovated Pecan Campus Library with STC Maintenance, Shipping and Receiving, and any contractors involved in the process. Monitor all entities involved in the moves to complete the work within identified timelines.	5.4	FY 22-23
10	Provide a State-of-the Art Integrated Library System (ILS): Phase 3: Work with the selected ILS/storage company to plan the transition to the selected ILS/storage company. Determine staffing and resource needs, and a timeline for the transition.	5.4	FY 22-23
11	Maintain a Collection that is Appropriate and Adequate to Meet the Needs of Users, Including the Acquisition of Digital Resources to Maximize Access and Save Space at Each Campus Library: Evaluate the resources in the current collection to determine the adequacy and appropriateness to support all curricula. Evaluate the need for resources in each department using data from circulation, number of students in the program, the age of the current collection. Establish a budget for each area of concentration and assign it to each subject-matter liaison. Subject-matter liaisons, in conjunction with faculty, selects and deselects resources as needed with a focus on digital resources.	5.4	FY 22-23
12	Support Communication with Other College Departments Through Regular Meetings and the Use of Departmental Liaisons: Review the department liaison assignments. Create communication methods (other than email) for liaisons to implement with department faculty. Each liaison will schedule at least one meeting with department faculty – as a group or individually. Monitor completed meetings and identify any needed improvements.	2.1	FY 22-23
13	Support Remote Reference and Other Library Services Through the Use of Technology: Maintain access to 24x7 remote reference service. Provide training for all library staff involved in remote reference service.	4.2	FY 22-23
14	Provide United Support to Students Through Cross Training of Learning Commons and Open Labs and Library Staff: Identify knowledge needed to support students at the Help Desk. Create training materials and schedule training to cover the material. Implement united support at the Help Desk.	5.4	FY 22-23

STRATEGIC INITIATIVES

Strategic Initiatives FY 2020-2021		Strategic Direction	Final Completion Year
1	American Welding Society (AWS) Accredited Test Facility (ATF): Complete Institutionalization of Academic Testing Component, Complete Expansion of AWS Testing to include CE and DC. Expand CWI's to a total of 4 Faculty.	3.2	FY 20-21
2	5 Year DHSI Grant: Establish Grant Project Director Role, Establish Grant Program Infrastructure, Establish Grant Project Teams, Manage/Complete Year 1 Improvements, Submit Year 1 Grant Reports to DOE.*	4.3	FY 20-21

Strategic Initiatives FY 2021-2022		Strategic Direction	Final Completion Year
1	American Welding Society (AWS) Accredited Test Facility (ATF): Complete Institutionalization of CE and DC Component. Complete Expansion of CWI's to 4 Faculty, and Begin Project Closure.	3.2	FY 21-22
2	5 Year DHSI Grant: Evaluate Year 1 Improvements, Manage/Complete Activates Related to Year 2 Improvements, Submit Year 2 reports to DOE.*	4.3	FY 21-22

Strategic Initiatives FY 2022-2023		Strategic Direction	Final Completion Year
1	American Welding Society (AWS) Accredited Test Facility (ATF): Complete Project Closure.	3.2	FY 22-23
2	5 Year HSI Grant: Evaluate Year 2 Improvements, Management/Complete Activates Related to Year 3 Improvements, Submit Year 3 reports to DOE.*	4.3	FY 22-23

*QEP related objective



FINANCE & ADMINISTRATIVE SERVICES



Experience
Exceptional

OFFICE OF THE VICE PRESIDENT FOR FINANCE & ADMINISTRATIVE SERVICES

Office of the Vice President for Finance & Administrative Services FY 2020-2021		Strategic Direction	Final Completion Year
1	Enterprise Resources Planning (Financial, Human Resources, Student A/R): Phase 1: Commence research on viability of purchase and implementation of new ERP system and return of investment.	5.3	FY 20-21
2	Use of Analytics to Support and Address Institutional Financial and Operational Efficiency: Phase 1: Faculty and Administrators' Cost and Productivity Study (out-sourced).	5.3	FY 20-21
3	FAS Campaign to Recognize and Value Students: Phase 1: Continue expending STC Employee Creating Magic Student Scholarship Fund. Phase 2: Expand Student Scholarship Fund to External Parties.	4.2	FY 20-21
4	Create FAS Division Initiatives Annual Reports: Phase 1: Preparation of Annual Report of the FAS Safety Team, to include pandemic measures and on-going initiatives.	5.1	FY 20-21

Office of the Vice President for Finance & Administrative Services FY 2021-2022		Strategic Direction	Final Completion Year
1	Enterprise Resources Planning: Phase 1: Continue research on viability of purchase and implementation of new ERP system and return of investment. Phase 2: Define the scope and assemble stakeholders' team, including I.T.	5.3	FY 21-22
2	Use of Analytics to Support and Address Institutional Financial and Operational Efficiency: Phase 1: Faculty and Administrators' Cost and Productivity Study (out-sourced) and Phase 2: Implementation of Power BI. Phase 3: Expand to other FAS Departments.	5.3	FY 21-22
3	FAS Campaign to Recognize and Value Students: Phase 1: Continue expending STC Employee Creating Magic Student Scholarship Fund. Phase 2: Expand Student Scholarship Fund to External Parties.	4.2	FY 21-22
4	Create FAS Division Initiatives Annual Reports: Phase 2: Extend preparation of Annual Reports for other initiatives, such as record retention, risk management, College-wide safety, and other departmental accomplishments.	5.1	FY 21-22
5	Implementation of Texas Association of School Boards (TASB) Policies: Implementation of Texas Association of School Boards (TASB) Policies to replace current Board Policies format.	5.1	FY 21-22

Office of the Vice President for Finance & Administrative Services FY 2022-2023		Strategic Direction	Final Completion Year
1	Enterprise Resources Planning: Phase 3: Stakeholder development and review of change management plan and recommendation to proceed and include budget projection.	5.3	FY 22-23
2	Use of Analytics to Support and Address Institutional Financial and Operational Efficiency: Phase 2: Continue implementation of Power BI and include predictive analytics. Phase 3: Continue expansion to other FAS Departments.	5.3	FY 22-23
3	Conduct a Community College Peer Review: 5th Year FAS Division Departments Peer Review with other Community Colleges best practices, including technology.	5.4	FY 22-23

ACCOUNTABILITY, RISK AND COMPLIANCE

Accountability, Risk and Compliance FY 2020-2021		Strategic Direction	Final Completion Year
1	Develop and establish a college-wide Safety Committee. Draft a charter and obtain Cabinet approval to establish such committee. Hold first committee meeting with regularly scheduled meetings.	5.4	FY 20-21
2	Support enhancements applied to the Records Management Program and communicate changes college-wide. (1) Amend policy in accordance with current regulatory requirements and institutional needs. (2) Develop record coordinator, record custodian, and record liaison roles. (3) Amend procedures to support best practices and internal operations. (4) Provide trainings to record coordinators.	5.4	FY 20-21

Accountability, Risk and Compliance FY 2021-2022		Strategic Direction	Final Completion Year
1	Perform a self-assessment on the Safety Committee to identify potential opportunities for continued improvement.	5.4	FY 21-22
2	Support enhancements applied to the Records Management Program and communicate changes college-wide internal operations. (1) Issue trainings to record custodians. (2) Develop a protocol to internally process and destroy electronic records.	5.4	FY 21-22
3	Support and facilitate the transition of current institutional policies to the new TASB-oriented policy manual. Begin the process of reviewing, amending, and adopting policies.	5.4	FY 21-22

Accountability, Risk and Compliance FY 2022-2023		Strategic Direction	Final Completion Year
1	Support and facilitate the transition of current institutional policies to the new TASB-oriented policy manual. Finalize the review, amendment, and adoption of all policies.	5.4	FY 22-23

COMPTROLLER

Comptroller FY 2020-2021		Strategic Direction	Final Completion Year
1	Payroll Training: Review and update trainings for timekeeping system and other payroll related subjects.	5.1	FY 20-21
2	Accounts Payable Invoice Electronic Approval: Phase 1: Select vendor for invoice electronic approval, obtain approval and begin implementation.	5.4	FY 20-21
3	Stop Payment Process: Work with Information Systems to complete workflow for check stop payment process.	5.4	FY 20-21
4	Overtime Approval: Evaluate and develop electronic approval process for employee overtime requests.	5.4	FY 20-21
5	Employee Direct Deposit: Continue to increase employee enrollment in direct deposit.	5.4	FY 20-21
6	FUPLOAD Process: Expand FUPLOAD entry process to include budget transfers.	5.4	FY 20-21

Comptroller FY 2021-2022		Strategic Direction	Final Completion Year
1	Investment Process: Streamline investment process to expedite turn-around time for investment decisions.	5.3	FY 21-22
2	Electronic Approvals: Implement electronic approval for Business Office forms.	5.4	FY 21-22
3	Detail Code Review: Review detail code setup with Banner consultant.	5.4	FY 21-22
4	Stale-Dated Letters: Generate check stale-dated letters via email.	5.4	FY 21-22
5	Accounts Payable Invoice Electronic Approval: Phase 2: Complete implementation and training of invoice electronic approval.	5.4	FY 21-22
6	Budget Reports: Develop dashboard for revenue and expense management reports.	5.1	FY 21-22
7	Cashier's Daily Deposit: Review and streamline cashier's daily deposit paperwork process.	5.4	FY 21-22
8	Student e-Refunds: Increase participation percentage of students in electronic refunds.	5.4	FY 21-22

Comptroller FY 2022-2023		Strategic Direction	Final Completion Year
1	Third Party Accounting: Streamline third-party accounting process using Banner.	5.4	FY 22-23
2	Journal Entry Process: Implement electronic process for submission and approval of journal entries.	5.4	FY 22-23
3	Student Refund Process: Review and improve (if needed) the student refund process using Banner.	5.4	FY 22-23
4	Student Communication: Implement electronic communication to students via text and email.	5.1	FY 22-23

DEPARTMENT OF PUBLIC SAFETY

Department of Public Safety FY 2020-2021		Strategic Direction	Final Completion Year
1	COVID-19 Safety Measure Compliance Enforcement: Phase 1: Proactively install COVID-19 safety measure signs at all campuses and enforce compliance.	5.4	FY 20-21
2	Community Policing Practices: Phase 1: First line supervisors encourage police officers and security guards to build relationships with the college community.	5.4	FY 20-21
3	Old Surveillance Camera Replacements: Phase 1: Identify inoperable surveillance cameras.	5.4	FY 20-21
4	Replace Older Model Patrol Vehicles: Phase 1: Identify patrol vehicles with high mileage and high maintenance cost.	5.4	FY 20-21
5	Install Computer Laptops in Patrol Vehicles: Phase 1: Identify advantages of having laptops in patrol vehicles.	5.4	FY 20-21
6	Purchase a New Parking Software System: Phase 1: Evaluate current parking processes and identify improvements needed to be more efficient and effective.	5.4	FY 20-21
7	Replace Older Model Transportation Buses: Phase 1: Identify buses with high mileage and high maintenance cost.	5.4	FY 20-21

Department of Public Safety FY 2021-2022		Strategic Direction	Final Completion Year
1	COVID-19 Safety Measure Compliance Enforcement: Phase 2: Replace old COVID-19 safety measure signs at all campuses and continue compliance enforcement.	5.4	FY 21-22
2	Community Policing Practices: Phase 2: Address college stakeholders security safety needs.	5.4	FY 21-22
3	Old Surveillance Camera Replacements: Phase 2: Replace cameras as prioritized by campus location.	5.4	FY 21-22
4	Replace Older Model Patrol Vehicles: Phase 2: Obtain estimates to purchase patrol vehicles.	5.4	FY 21-22
5	Purchase a New Parking Software System: Phase 2: Collaborate with the Information & Technology Dept. to select parking software to improve efficiency in our current processes.	5.4	FY 21-22
6	Replace Older Model Transportation Buses: Phase 2: Collect student ridership data to determine need to replace old buses.	5.4	FY 21-22
7	Install Computer Laptops in Patrol Vehicles: Phase 2: Obtain estimates and collaborate with the Information and Technology Dept. to establish a process to have them installed.	5.4	FY 21-22

Department of Public Safety FY 2022-2023		Strategic Direction	Final Completion Year
1	COVID-19 Safety Measure Compliance Enforcement: Phase 3: Adjust compliance enforcement depending on COVID-19 safety measures in place.	5.4	FY 22-23
2	Community Policing Practices: Phase 3: Continue addressing college stakeholders' security safety needs.	5.4	FY 22-23
3	Old Surveillance Camera Replacements: Phase 3: Continue replacing cameras as prioritized by campus location.	5.4	FY 22-23
4	Replace Older Model Patrol Vehicles: Phase 3: Replace patrol vehicles that have high mileage and high maintenance cost.	5.4	FY 22-23
5	Purchase a New Parking Software System: Phase 3: Install parking software.	5.4	FY 22-23
6	Replace Older Model Transportation Buses: Phase 3: Use ridership data to replace bus or buses that have been taken out of service.	5.4	FY 22-23
7	Install Computer Laptops in Patrol Vehicles: Phase 3: Install laptops and measure efficiency effectiveness.	5.4	FY 22-23

FACILITIES OPERATIONS & MAINTENANCE

Facilities Operations & Maintenance FY 2020-2021		Strategic Direction	Final Completion Year
1	Conduct Annual Safety and Operational training for all Facilities Operations and Maintenance.	5.4	FY 20-21
2	Develop, research, and implement an online training program for Facilities Operations and Maintenance.	5.4	FY 20-21
3	Coordinate the Facilities Operations and Maintenance Inventory Management System.	5.4	FY 20-21
4	Establish FOM's Customer Service Goals.	5.4	FY 20-21
5	Acquire and install access control devices to replace obsolete systems district wide.	5.4	FY 20-21

Facilities Operations & Maintenance FY 2021-2022		Strategic Direction	Final Completion Year
1	Conduct Annual Safety and Operational training for all Facilities Operations and Maintenance.	5.4	FY 21-22
2	Enhance communication efforts department and division wide.	5.1	FY 21-22
3	Review and revise the preventive maintenance schedule for all MEP equipment.	5.4	FY 21-22
4	Conduct an operational review on all FOM contracts district wide.	5.3	FY 21-22
5	Evaluate the FOM's Key Performance Indicators and benchmarks for district-wide services, implementing improvement strategies (as needed).	5.3	FY 21-22

Facilities Operations & Maintenance FY 2022-2023		Strategic Direction	Final Completion Year
1	Conduct Annual Safety and Operational training for all Facilities Operations and Maintenance.	5.4	FY 22-23
2	Conduct a life cycle review on all MEP equipment district wide.	5.4	FY 22-23
3	Review the energy management plan for all campuses and centers.	5.4	FY 22-23
4	Review the environmental management plan district wide.	5.4	FY 22-23
5	Evaluate the FOM's Key Performance Indicators and benchmarks for district-wide services, implementing improvement strategies (as needed).	5.4	FY 22-23

FACILITIES PLANNING & CONSTRUCTION

Facilities Planning & Construction FY 2020-2021		Strategic Direction	Final Completion Year
1	Develop Process for Identifying Project Savings and Deficits Monthly.	5.3	FY 20-21
2	Automate the Space Modification Request Process: Phase 1: Request and Develop Process with B.O.	5.1	FY 20-21
3	Automate the Capital Improvement Proposal Process: Phase 1: Request and Develop Process with B.O.	5.1	FY 20-21
4	Consolidation of As-Built Drawings for Each Building: Phase 1: Develop Format and Begin Process.	5.1	FY 20-21
5	Develop and Install District Wide Interior Directional Signage: Begin Phase 1: Installation.	5.1	FY 20-21
6	Update the Move Process to include Data Drop Requests: Phase 1: Request Project with IT Dept.	5.1	FY 20-21

Facilities Planning & Construction FY 2021-2022		Strategic Direction	Final Completion Year
1	Automate the Space Modification Request Process: Phase 2: Test and Implement Process.	5.1	FY 21-22
2	Automate the Capital Improvement Proposal Process: Phase 2: Test and Implement Process.	5.1	FY 21-22
3	Consolidation of As-Built Drawings for Each Building: Phase 2: Continue Consolidation Process.	5.1	FY 21-22
4	Develop and Install District Wide Interior Directional Signage: Begin Phase 2: Installation.	5.1	FY 21-22
5	Update the Move Process to include Data Drop Requests: Phase 2: Develop Process with IT Department.	5.1	FY 21-22
6	Automate the Furniture Request Process to an Online System: Phase 1: Begin Development Process w/BO.	5.1	FY 21-22
7	Automate the College's Institutional Move Process: Phase 1: Request Project with IT Department.	5.1	FY 21-22

Facilities Planning & Construction FY 2022-2023		Strategic Direction	Final Completion Year
1	Develop and Install District Wide Interior Directional Signage: Begin Phase 3: Installation.	5.1	FY 22-23
2	Update the Move Process to include Data Drop Requests: Phase 3: Testing and Implementation.	5.1	FY 22-23
3	Automate the Furniture Request Process to an Online System: Phase 2: Testing and Implementation.	5.1	FY 22-23
4	Automate the College's Institutional Move Process: Phase 2: Develop Process w/ IT Dept.	5.1	FY 22-23
5	Hire Consultant to Update District Wide Campus Master Plan: Phase 1: Solicit for Consulting Services.	4.1	FY 22-23

OFFICE OF HUMAN RESOURCES

Office of Human Resources FY 2020-2021		Strategic Direction	Final Completion Year
1	Human Resources Analytics: Phase 1: Analyze and develop a methodology to standardize the analytics and dashboards for metrics tied to Human Resources functions.	5.1	FY 20-21
2	Process Improvement: Phase 1: Develop process mapping for Human Resources process improvement.	5.2	FY 20-21
3	Automate Onboarding: Phase 1: Review/revise and implement changes in the automated onboarding (dependent on filling vacancies and test/revise).	2.2	FY 20-21
4	Electronic Storage of Records: Phase 2: Implement and enhance the Document Management System implementation for electronic storage of all records.	5.1	FY 20-21
5	Online Training: Phase 1: Implement required trainings online and professional development training for the College.	2.3	FY 20-21
6	Automated Performance Appraisals: Phase 1: Implement an automated performance management system for tracking and maintenance of performance evaluations (pilot group).	2.2	FY 20-21
7	Automate Application Security Access: Develop an automated Application Security Access (HR, Non-HR & FLAC) (Banner, Argos, other applications).	5.1	FY 20-21
8	Automating Workflows: Phase 1: Initiate the design of automating the Resignation/Retirement/Termination/End of Assignment/Transfer workflows.	5.1	FY 20-21
9	Electronic Personnel Action Forms: Phase 1: Initiate the design of electronic Personnel Action Forms.	5.1	FY 20-21

Office of Human Resources FY 2021-2022		Strategic Direction	Final Completion Year
1	Human Resources Analytics: Phase 2: Develop analytics and dashboards for metrics tied to Human Resources functions.	5.1	FY 21-22
2	Process Improvement: Phase 2: Review/revise and implement changes in processes based on process mapping for Human Resources processes.	5.2	FY 21-22
3	Automate Onboarding: Phase 2: Review/revise and implement changes in automated onboarding (dependent on filling vacancies and test/revise).	2.2	FY 21-22
4	Electronic Storage of Records: Phase 3: Records retention components for Document Management System of electronic storage of all records including the integration of PeopleAdmin documents into Banner (dependent on filling vacancies and test/revise).	5.1	FY 21-22
5	Online Training: Phase 2: Collaborate with other departments to generate a request for proposals for a training module that can be used by several departments.	2.3	FY 21-22
6	Automated Performance Appraisals: Phase 2: Implement an automated performance management system for tracking and maintenance of performance evaluations (campus wide group).	2.2	FY 21-22

Office of Human Resources FY 2021-2022		Strategic Direction	Final Completion Year
7	Automating Workflows: Phase 2: Development/Testing/Training/Implementation of automated Resignation/Retirement/Termination/End of Assignment/Transfer workflows.	5.1	FY 21-22
8	Electronic Personnel Action Forms: Phase 2: Develop/Test/Train/Implement the design of electronic Personnel Action Forms (Banner).	5.1	FY 21-22
9	Review and Revise Policies: Phase 1: Review and update Board policies that are owned by the department (Texas Association of School Boards).	5.2	FY 21-22
10	Supplemental Benefits: Phase 1: Gather vendor information and options for Supplemental Benefits.	2.2	FY 21-22
11	Annual Employee Recognition: Develop the Employee Appreciation and Recognition program for Department, Division, and College levels.	2.2	FY 21-22

Office of Human Resources FY 2022-2023		Strategic Direction	Final Completion Year
1	Human Resources Analytics: Phase 3: Testing and Implementation of analytics and dashboards for metrics tied to Human Resources functions.	5.2	FY 22-23
2	Review and Revise Policies: Phase 2: Review and update Board policies that are owned by the department (Texas Association of School Boards).	5.1	FY 22-23
3	Supplemental Benefits: Phase 2: Review and approve vendor information and options for Supplemental Benefits.	2.2	FY 22-23
4	Compensation Study: Phase 1: Research vendors for a compensation study to ensure College is remaining competitive (budget funding).	2.2	FY 22-23
5	Employee Assistance Program: Phase 1: Gather vendor information and options for Employee Assistance Programs.	2.2	FY 22-23

OFFICE OF INTERNAL AUDITS

Office of Internal Audits FY 2020-2021		Strategic Direction	Final Completion Year
1	Compile and Review the AU 316 Fraud Survey Responses.	5.4	FY 20-21
2	Assist with the Annual Financial Statement Audit: Answer questions from external auditors, and assist with any potential tests if requested.	5.3	FY 20-21
3	QAIP - Internal Assessment of the Office of Internal Audits: Complete an internal assessment of the Office of Internal Audits and present the results to executive mgmt. and the Board.	5.4	FY 20-21
4	Banner Computer System Security and Access Audit.	5.4	FY 20-21
5	Dual Credit and ECHS Memorandums of Understanding (MOUs) Audit.	5.4	FY 20-21
6	Faculty Credentials Audit.	5.4	FY 20-21
7	Science Labs Safety and Storage Compliance Audit.	5.4	FY 20-21
8	Texas Retirement System of Texas (TRS) Audit.	5.4	FY 20-21
9	Annual Internal Audit Report.	5.4	FY 20-21
10	Follow Up on All Open/Pending Audit Recommendations.	5.4	FY 20-21
11	Entity-Wide Risk Assessment.	5.4	FY 20-21
12	Present the Audit Plan to the Board for Approval.	5.4	FY 20-21
13	Post the Annual Audit Report to the STC - IA Website.	5.4	FY 20-21

Office of Internal Audits FY 2021-2022		Strategic Direction	Final Completion Year
1	Compile and Review the AU 316 Fraud Survey Responses.	5.3	FY 21-22
2	Assist with the Annual Financial Statement Audit: Answer questions from external auditors, and assist with any potential tests if requested.	5.3	FY 21-22
3	Certified Information System Auditor (CISA): Take and pass the CISA exam to better develop expertise in the area of information technology.	5.4	FY 21-22
4	QAIP - External Quality Assurance Review (QAR): Have a qualified external reviewer or team of reviews assess the Office of Internal Audit and report areas of any nonconformance with the IIA Standards to the Board and executive mgmt.	5.4	FY 21-22
5	Develop Internal Control Training: Work with OPOD to promote best practices in internal controls for Departments along with a presentation on what to expect if selected for Internal Audit.	2.3	FY 21-22

Office of Internal Audits FY 2021-2022		Strategic Direction	Final Completion Year
6	Purchasing Department Audit.	5.3	FY 21-22
7	Financial Aid Audit (Federal).	5.4	FY 21-22
8	Faculty Overloads Audit.	5.4	FY 21-22
9	Annual Internal Audit Report.	5.4	FY 21-22
10	Follow Up on All Open/Pending Audit Recommendations.	5.4	FY 21-22
11	Entity-Wide Risk Assessment.	5.4	FY 21-22
12	Present the Audit Plan to the Board for Approval.	5.4	FY 21-22
13	Post the Annual Audit Report to the STC - IA Website.	5.4	FY 21-22

Office of Internal Audits FY 2022-2023		Strategic Direction	Final Completion Year
1	Compile and Review the AU 316 Fraud Survey Responses.	5.3	FY 22-23
2	Assist with the annual financial statement audit: Answer questions from external auditors, and assist with any potential tests if requested.	5.3	FY 22-23
3	Title IX Audit Engagement.	5.4	FY 22-23
4	Travel Audit Engagement.	5.3	FY 22-23
5	Hire and IT Auditor Pending Board Approval.	2.2	FY 22-23
6	Annual Internal Audit Report.	5.4	FY 22-23
7	Follow Up on All Open/Pending Audit Recommendations.	5.4	FY 22-23
8	Entity-Wide Risk Assessment.	5.4	FY 22-23
9	Present the Audit Plan to the Board for Approval.	5.4	FY 22-23
10	Post the Annual Audit Report to the STC - IA Website.	5.4	FY 22-23

PURCHASING & DISTRIBUTION SERVICES

Purchasing & Distribution Services FY 2020-2021		Strategic Direction	Final Completion Year
1	Review Policies and Procedures and Update as Necessary: Phase 1: Review and create a priority list of all policies needing improvement and submit top two (2) needing updates to the President’s Cabinet for review and Board of Trustees for review and approval.	5.2	FY 20-21
2	Obtain a Texas Comptroller Transparency Star in the Area of Procurement and Contracts: Phase 1: Collect and submit the FY2020 data required for a Procurement and Contracts Transparency Star from the Texas Comptroller. If the Transparency Star is not awarded, the process will be evaluated and corrected.	5.4	FY 20-21
3	Provide Bonfire (Electronic Bids/Contracts) Training to the Purchasing Department Staff: Phase 1: Train the Purchasing Department staff on the Bonfire electronic bids, bid evaluations, and contacts.	5.1	FY 20-21
4	Online Copy Job Request System Available to Faculty and Staff: Phase 1: Work with IT on fixing the issues in order to move forward with the online copy job system.	5.4	FY 20-21
5	Develop and Administer a Peer-College Survey to Self-Evaluate the Department’s Performance Level of Pertinent Functions and Process: Phase 1: Develop and administer a survey that will be distributed to no less that ten (10) Texas Community College.	5.4	FY 20-21
6	Implement a Quarterly Purchasing and General Services Newsletter with Helpful Tips for Faculty and Staff: Phase 1: Purchasing Specialist will develop a schedule and content for a quarterly Purchasing and General Services newsletter for the STC faculty and staff.	5.1	FY 20-21
7	Establish a Remote Central Receiving and Mail Services Department at the Mid Valley and Starr County Campuses to Provide Services on a Quarterly Basis: Phase 1: Plan and pilot a location at the Mid-Valley and Starr County Campuses and develop a schedule to provide onsite serves on a quarterly basis.	5.2	FY 20-21

Purchasing & Distribution Services FY 2021-2022		Strategic Direction	Final Completion Year
1	Review Policies and Procedures and Update as Necessary: Phase 2: Update and submit the next two (2) policies from the priority list to the President’s Cabinet for review and Board of Trustees for review and approval.	5.2	FY 21-22
2	Go Live with the Electronic Bid System: Phase 1: Present Bonfire to the Board of Trustees for approval to implement the electronic bid system.	5.4	FY 21-22
3	Obtain a Texas Comptroller Transparency Star in the Area of Procurement and Contracts: Phase 2: Include the FY2021 data required to maintain the Procurement and Contracts Transparency Star from Texas Comptroller.	5.4	FY 21-22
4	Online Copy Job Request System Available to Faculty and Staff: Phase 2: Go live with new online copy job request system for all faculty and staff.	5.4	FY 21-22

Purchasing & Distribution Services FY 2021-2022		Strategic Direction	Final Completion Year
5	Develop and Administer a Peer-College Survey to Self-Evaluate the Department's Performance Level of Pertinent Functions and Process: Phase 2: Analyze and implement improvement strategies based on the results of the survey. Request budget as necessary for any new initiatives.	5.4	FY 21-22
6	Implement a Quarterly Purchasing and General Services Newsletter with Helpful Tips for Faculty and Staff: Phase 2: Go live with the Purchasing and General Services quarterly newsletter. Survey end users for feedback which will be used to improve the newsletter.	5.1	FY 21-22
7	Establish a Remote Central Receiving and Mail Services Department at the Mid Valley and Starr County Campuses to Provide Services on a Quarterly Basis: Phase 2: Full implementation and evaluation of the process and develop/strategies for continuous improvement.	5.2	FY 21-22

Purchasing & Distribution Services FY 2022-2023		Strategic Direction	Final Completion Year
1	Review Policies and Procedures and Update as Necessary: Phase 3: Update and submit the next two (2) policies from the priority list to the President's Cabinet for review and Board of Trustees for review and approval.	5.2	FY 22-23
2	Go Live with the Electronic Bid System: Phase 3: After Board of Trustees approval, the electronic bid system will go live and vendors will be provided a link to register and begin receiving electronic bid notifications.	5.4	FY 22-23
3	Obtain a Texas Comptroller Transparency Star in the Area of Procurement and Contracts: Phase 3: Include the FY2022 data required to maintain the Procurement and Contracts Transparency Star from Texas Comptroller.	5.4	FY 22-23
4	Online Copy Job Request System Available to Faculty and Staff: Phase 3: Evaluate the process and develop/strategies for continuous improvement.	5.4	FY 22-23
5	Develop and Administer a Peer-College Survey to Self-Evaluate the Department's Performance Level of Pertinent Functions and Process: Phase 3: Purchase and implement new initiatives.	5.4	FY 22-23
6	Establish a Remote Central Receiving and Mail Services Department at the Mid Valley and Starr County Campuses to Provide Services on a Quarterly Basis: Phase 3: Evaluate the process and develop/strategies for continuous improvement.	5.2	FY 22-23



QUALITY ENHANCEMENT PLAN



Experience
Exceptional

QUALITY ENHANCEMENT PLAN

Quality Enhancement Plan FY 2020-2021		Strategic Direction	Final Completion Year
1	Develop MAP Student Communication Plan: Phase 1: Use Roadmap to develop communication for students during critical times of semester utilizing technology to engage students in innovative ways (i.e. advisor video clip instead of email for Roadmap contacts).*	4.3	FY 20-21
2	Automated Assignment of Students to Advisors - Based by Campus and Program Advising/Faculty: Phase 1: Develop and use excel spreadsheets to manually assign students to advisor based on campus; Collaborate with Key Stakeholders to review the technology available and needed to automate advisor assignments (i.e. Registrar's Office and IS&P for Banner); Contract with consultants to automate advisor/student assignments (include logic for advisors); Develop "Handoff Checklist".*	4.2	FY 20-21
3	Develop Both Program and General Advising Guidelines and Expectations: Phase 1: Develop Guidelines and Expectations for programs and advising staff within programs include the use of Degree Works and Starfish for Advising.*	5.1	FY 20-21
4	Develop Learning Modules for Students to Provide Student Support and Training, for Using Technology, such as Starfish, DegreeWorks: Phase 1: Develop and implement Modules based on MAP Roadmap.*	4.2	FY 20-21
5	Develop and provide Advisor, Faculty, and Guided Pathways Specialist (GPS) Training: Phase 1: Review and/or update current training to include or refine MAP training for all advisors; train advisors, faculty, and guided pathway specialists; include guidelines and expectations; training innovative and ongoing on "how to".*	2.3	FY 20-21

Quality Enhancement Plan FY 2021-2022		Strategic Direction	Final Completion Year
1	Develop MAP Student Communication Plan: Phase 2: Test Communication Plan implemented in 2020-2021 and make necessary updates.*	4.3	FY 21-22
2	Automated Assignment of Students to Advisors - Based by Campus and Program Advising/Faculty: Phase 2: Implement and test MAP Automated Advisor Assignments Logic to allow advisors to monitor MAP Roadmap contacts for students on their caseloads. Use "Handoff Checklist" to develop logic and automate Program Advisor/Faculty Advisor assignments (include logic for faculty advisors, Student Success Specialist, Academic Coaches). Implement and test MAP Automated Advisor Assignments Logic.*	4.2	FY 21-22
3	Develop Both Program and General Advising Guidelines and Expectations: Phase 2: Implement and Test Guidelines with Programs and General Advising. Phase 2: Implement and Test Guidelines with Programs and General Advising.*	5.1	FY 21-22
4	Develop Learning Modules for Students to Provide Student Support and Training, for using Technology, such as Starfish, DegreeWorks: Phase 2: Implement and test Modules and add MAP Learning Modules to JagNet.*	4.2	FY 21-22

Quality Enhancement Plan FY 2021-2022		Strategic Direction	Final Completion Year
5	Develop and providing Advisor, Faculty, and Guided Pathways Specialist (GPS) Training: Phase 2: Standardize training and hold twice in the fall semester and spring semester, once in Summer.*	2.3	FY 21-22

Quality Enhancement Plan FY 2022-2023		Strategic Direction	Final Completion Year
1	Develop MAP Student Communication Plan: Phase 3: Revise, refine and scale.*	4.3	FY 22-23
2	Automated Assignment of Students to Advisors - Based by Campus and Program Advising/Faculty: Phase 3: Refine and standardize across College.*	4.2	FY 22-23
3	Develop Both Program and General Advising Guidelines and Expectations: Phase 3: Refine Guidelines and standardize across College. Phase 3: Refine Guidelines and standardize across College.*	5.1	FY 22-23
4	Develop Learning Modules for Students to Provide Student Support and Training, for using Technology, such as Starfish, DegreeWorks: Phase 3: Standardize and scale across College.*	4.2	FY 22-23
5	Develop and providing Advisor, Faculty, and Guided Pathways Specialist (GPS) Training: Phase 3: Revise, refine, and standardize training and hold twice in the fall semester and spring semester, once in Summer.*	2.3	FY 22-23

*QEP related objective



SOUTH TEXAS COLLEGE

Notice of Non-Discrimination: South Texas College is an equal education and equal employment opportunity/affirmative action employer. As an equal education institution and equal opportunity employer, the College does not discriminate on the basis of race, color, national origin, religion, age, sex, sexual orientation, gender, gender identity, disability, genetic information, or veteran status. Discrimination is prohibited and the College will comply with all applicable College policies, and state and federal legislation. This statement extends to individuals seeking employment with and admission to the College.

ADA Statement: Individuals with disabilities requiring assistance or access to receive services should contact Counseling and Student Disability Services at (956) 872-2173.

This collateral was developed by Office of Institutional Research, Effectiveness, & Strategic Planning. EC FY 2020-2021, 10/2020.