STC 2013-2018 Strategic Plan

Vision Statement:

South Texas College is a world-class institution advancing regional prosperity through education for a better quality of life in our community.

Purpose Statement:

South Texas College is an innovative, public, post-secondary institution providing quality education and career pathways for the people and communities of Hidalgo and Starr counties. The College achieves student success, nurtures talent development, and promotes economic vitality through collaborative and creative approaches to teaching, learning, and support services.

Core Values:

1. **Student Success:** We promote student success and completion through the implementation of diverse strategies and initiatives.

2. **Opportunity:** We value providing access and opportunities to students to meet the needs of our communities.

3. **Excellence:** We value excellence in teaching, learning, and all support services.

4. **Innovation:** We encourage creativity and champion innovative approaches to teaching, learning, and services.

5. **Community:** We value engaging the community in students' learning experiences and in the positive transformation of our region.

6. **Professionalism:** We demonstrate professionalism through collegiality, respect, and recognition for each other.

7. **Collaboration:** We value collaboration and communication among STC employees and STC constituents.

8. **Integrity:** We value integrity through honest and transparent communication and courageous dialogue.

Guiding Principles:

1. South Texas College shares collective responsibility for student learning, student success, and regional prosperity.

2. Students succeed through mutual engagement with the College at each stage of their educational pathways.

3. South Texas College champions innovation through its willingness to transform the College's systems to meet the educational and workforce needs and challenges of our region.

4. Collaboration with educational and business partners is key to student, college, and community successes.

Strategic Directions*:

(*The development of Strategic Directions incorporated the framework recommended by the American Association of Community Colleges (AACC)'s report "Reclaiming the American Dream". The changes recommended by this framework include changing from Fragmented Course-Taking to Clear Pathways, from Low Success Rate to High Success Rate, from Access to Access and Success, from a Culture of Isolation to Collaboration, and from Individual Faculty Prerogative to Collective Responsibility.)

Clear Pathways

- South Texas College provides students with clear college and career pathways to facilitate a coherent educational experience and timely completion.

Access and Success

- South Texas College is committed to increasing the college-going and college-completing rates through effective outreach and marketing initiatives and sound educational pathways.

High Success Rate

- South Texas College supports all efforts to ensure student success in achieving milestones in order to increase the economic and social mobility of residents in our region.

Collective Responsibility

- South Texas College empowers faculty to work together within and across disciplines to design best learning experiences for students, leading to their academic success, career readiness, and timely completion.

Collaboration

- South Texas College continues to develop bridges between departments and divisions while advancing mutually beneficial community and educational partnerships to create a collective impact on student success.

Cost Efficiency

- South Texas College seeks innovative redesign of college processes to promote new approaches to cost-consciousness and cost-efficiency.

2013.1 Strategic Direction One: Clear Pathways

South Texas College provides every student with clear college and career pathways to facilitate a coherent educational experience and timely completion.

2013.1.1 Redesign enrollment process and provide streamlined student-centered services to ensure ease of entry into clear pathways for students.

2013.1.2 Accelerate entry into coherent programs of study that lead to completion, transfer, and/or employment.

2013.1.3 Strengthen collaboration between student services and academic divisions to ensure contextualized and embedded support for students.

2013.1.4 Utilize technological tools to provide constant analysis of educational progress and customized feedback to students.

2013.1.5 Implement pathway initiatives for Dual Enrollment students to facilitate timely matriculation and successful completion in college.

2013.1.6 Collaborate with K-12 institutions to provide a seamless transition from high school to college.

2013.2 Strategic Direction Two: Access and Success

South Texas College is committed to increasing the college-going and college-completing rates through effective outreach and marketing initiatives and sound educational pathways.

2013.2.1 Promote a college-going culture through proactive outreach programs and responsive academic and technical programs targeting all prospective students.

2013.2.2 Design and implement marketing strategies to consistently communicate college expectations and impart knowledge and skills necessary for college success across the academic and extracurricular experiences of all students.

2013.2.3 Develop and implement college marketing strategies to expand community awareness, community engagement, and community support.

2013.2.4 Promote the value of post-secondary educational credentials, including certificates, associate degrees, and baccalaureate degrees.

2013.2.5 Deliver distance education through a comprehensive and full-service virtual campus.

2013.2.6 Identify and showcase examples of student success.

2013.2.7 Validate excellence through accreditations, external awards, recognitions, and publications.

2013.3 Strategic Direction Three: High Success Rate

South Texas College supports all efforts to ensure student success in achieving milestones in order to increase the economic and social mobility of residents in our region.

2013.3.1 Accelerate the success of students who are not college ready by implementing college preparation programs and Developmental initiatives.

2013.3.2 Build strong connections between students and the college support system to ensure that students successfully navigate college processes and make continuous progress toward completion.

2013.3.3 Increase students' timely completion through effective institutional initiatives.

2013.3.4 Increase the number of degrees and certificates in high demand, high growth professions through integration of recruitment, orientation, career planning and advising.

2013.3.5 Ensure smooth transfer and transfer success for students by working collaboratively with educational partners to align academic expectations and remove barriers in the transfer process.

2013.3.6 Prepare certificate and degree-seeking students for the workplace by creating a career-centered college culture that provides seamless career readiness, preparation, and placement services.

2013.3.7 Proactively identify and meet workforce and employer needs by providing innovative basic skills training, workforce training, and career pathway programs that promote upward educational and career mobility.

2013.3.8 Provide exemplary, state-of-the-art services, facilities, and information technologies that support student learning.

2013.3.9 Generate and utilize relevant, timely, and accurate data to implement, evaluate, and continuously improve student learning and student success initiatives.

2013.3.10 Actively recruit, reward, and retain the best faculty and staff.

2013.4 Strategic Direction Four: Collective Responsibility

South Texas College empowers faculty to work together within and across disciplines to design best learning experiences for students, leading to their academic success, career readiness, and timely completion.

2013.4.1 Champion innovation in curriculum design to ensure contextualized and deep learning.

2013.4.2 Promote and implement effective pedagogies to engage students in experiential learning, critical thinking, and problem solving.

2013.4.3 Provide systematic professional development for faculty to promote best teaching practices.

2013.4.4 Implement effective evaluation methods and tools to scale up effective teaching practices.

2013.4.5 Provide strong and effective instructional leadership to drive innovations in teaching and learning.

2013.4.6 Strengthen faculty and student interaction and engagement, including the use of technology to promote interaction, to increase students' persistence in college and completion of college.

2013.5 Strategic Direction Five: Collaboration

South Texas College continues to develop bridges between departments and divisions, and advances mutually beneficial community and educational partnerships to create a collective impact on student success.

2013.5.1 Cultivate an institutional culture of collaboration to inspire creativity and innovation through the use of technology and other engaging means.

2013.5.2 Design and implement a systematic approach to internal communication that supports student access and success.

2013.5.3 Establish and sustain collaborative community partnerships to promote collective responsibility for student success.

2013.5.4 Intentionally design facilities and allocate time to support collaboration among faculty, staff, students and the community.

2013.5.5 Provide comprehensive professional development programs to develop highly trained and motivated faculty and staff who are committed to promoting student success and completion.

2013.5.6 Make student learning the role and responsibility of all stakeholders: students, faculty, and staff at every level of the institution.

2013.5.7 Set guidelines for institutionally-defined expectations of professional, productive, team-oriented behavior.

2013.5.8 Proudly and publicly measure success at every level of the organization.

2013.6 Strategic Direction Six: Cost Efficiency

South Texas College seeks innovative redesign of college processes to promote new approaches to cost-consciousness and cost-efficiency.

2013.6.1 Champion innovative approaches to instructional modes and classroom utilization to maximize instructional efficiency.

2013.6.2 Increase cost efficiencies through the use of technological tools that enhance student support and student success.

2013.6.3 Automate services where possible to reduce reliance on manual processes and improve cost efficiency.

2013.6.4 Review the organizational structure and implement changes to improve productivity and efficiency.

2013.6.5 Promote cost-efficiency in providing college-wide operations and resources.

2013.6.6 Allocate budgets, staffing, and resources with an institutional commitment to student learning.

2013.6.7 Identify and obtain new and additional funding sources to support the continued expansion and development of the college.

2013.6.8 Keep tuition, fees, and related costs of higher education affordable for students.

2013.6.9 Demonstrate excellence in fiscal responsibility and accountability to the public.