Proposed Strategic Outcomes for Strategic Directions 1-6

(Draft)

**Strategic Direction 1: Clear Pathways**

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

1. **Provide streamlined and student-centered services to ensure a clear pathway for students.**

   **Suggested Initiatives (Examples):**
   - Provide mandatory orientation to ensure students know requirements to succeed
   - Incorporate parent engagement throughout the pathway
   - Improve effectiveness of advising through intrusive, ongoing advising with smooth transition from general advising to Success Specialist, GOT Advisor or Faculty Advisor (reduce redundancies between advisors and success specialists)
   - Offer financial aid advising (teach students about pathway link to financial aid through Financial Aid Arcade communication tool on demand)/Design mandatory financial literacy program to be implemented by summer camps or in College Success course
   - Implement a student recovery initiative: contact stop-outs and encourage them to register, inform them of courses needed to complete
   - Create a STC student entry process chart which maps out required new student steps (financial aid, applications, etc.) (similar to UTPA’s flow chart)/Develop STC Acceptance Packet for new students incorporating schedule planning customized to align with students’ chosen majors
   - Revise degree plan to incorporate progress, pace, and planning for effective advising

2. **Accelerate entry into coherent Programs of Study that lead to completion, transfer, and/or jobs.**

   **Suggested Initiatives (Examples):**
   - Require that all students take Career Skills and Interests Inventory
   - Implement Career exploration in introductory discipline course to introduce student to careers in the field (What can you do with a “math” degree?)
   - Monitor students’ course taking behavior – triggers in place when “milestone courses” are taken
• Collaborate with local high schools partners to offer career assessments and exploration materials to encourage the selection of a major early and to facilitate accelerated entry into a degree plan (Utilize Kudor software)
• Implement scheduling analysis – Ad Astra and Career Coach software

3. **Strengthen collaboration between Student Services and Academic Divisions to ensure contextualized and embedded support for students.**
   **Suggested Initiatives (Examples):**
   • Develop a “Clear Pathways Orientation” for use by all faculty members in the classroom to promote student understanding of college expectations and responsibilities, the value of community college degrees, and the importance of staying on a career path
   • Expand Faculty advising
   • Promote Communication between faculty and advisors
   • Embed Financial Aid Basics in syllabus and include real world teaching scenarios such as financial literacy training
   • Utilize Library Orientation
   • Involve faculty in the redesign of critical processes, such as mandatory orientation, financial aid advising, and career advising, create specialized content area advisors
   • Implement a peer mentoring program which pairs new students with experienced peers and/or faculty (student peer leaders)
   • Expand learn and earn program

4. **Utilize technological tools to continually analyze student progress and provide customized feedback.**
   **Suggested Initiatives (Examples):**
   • Implement an Early Alert system which monitors students’ attendance and grades, with a process that is designed by faculty
   • Communicate feedback to student via text messages or RAVE system
   • Auto-Populate Curriculum Records and Monitor students’ course taking behavior – triggers in place when “milestone courses” are taken

   • Enhance JAGNet portal so faculty, staff, and students can view student progress toward completion (Graduation Progress Meter & WebCAPP Degree Audit Report)
   • Leverage STC website as a communication tool
Limit Student registration options to only those courses in their program of study (Off-Track Notifications for student course registration & Warnings on Course)
Implement Automatic graduation for qualified students

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

**Suggested Initiatives (Examples):**

- Provide training to HS counselors and teachers, DE faculty and counselors, and librarians to inform them of STC programs and services, degree plans, JagNet, and the online student portal
- Provide Orientation for new Dual Enrollment students
- Implement a Dual Enrollment faculty & staff ambassador program that offers CE credits
- Launch a PR campaign in high schools that host Dual Enrollment classes in order to create a college culture
- Revise Dual Enrollment MOUs to require students to visit an STC campus at least twice a semester to experience college life
- Revise Dual Enrollment MOUs so that the expectation for student matriculation is included
- Facilitate Dual student matriculation to STC and incentivize the completion of a degree/certificate (tuition discounts?)
- Connect with Dual students by hiring support staff in various departments that are assigned to work with them (Example: Dual Enrollment Librarian) (1-3 for all the above)
**Strategic Direction 2: 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.

1. **Design and implement marketing strategies to consistently communicate college expectations and impart knowledge and skills necessary for college success across students’ academic and extracurricular experiences.**  
   **Suggested Initiatives (Examples):**  
   - **Require Learning Frameworks experience for all students**  
   - **Communicate Boldly and consistently to students regarding their responsibilities for student success**  
   - **Inform students of college expectations, a BOLD uniform message is needed:** “Contract for Success,” “you have a right to an education but a responsibility to manage it: get to class, get help”  
   - **Reinforce the importance of degree plan during all prospective and current student transactions both inside and outside the classroom, plan early**

2. **Redesign and implement an efficient, student-centered enrollment process to accelerate direct entry into an educational pathway.**  
   **Suggested Initiatives (Examples):**  
   - **Revisit service areas, processes, practices—eliminate physical silos in SAEM and cross-train to facilitate generalist admissions counselor concept (one-stop admissions counselor)**  
   - **Provide Online Access to transcript summaries for students—matter of training and ease of use—consider purchase of degree works type product**  
   - **Provide Online orientation—pick your major and link to major**

3. **Design and implement a systematic approach to internal communication that supports student access and success.**  
   **Suggested Initiatives (Examples):**  
   - **Develop an Institutional Communication Plan/Office of Internal Communication to ensure all faculty and staff are equipped to provide information about Institutional departments, initiatives, goals, etc.**  
   - **Provide a clearing house of information regarding pilots, initiatives, opportunities, etc.**  
   - **Develop a repository of best practices**  
   - **(Part of the communication plan)Provide a comprehensive employee orientation program beyond the HR orientation (departmental and/or college wide)**
• Establish communication contact points in all areas of college. POCs for all departments (internal contacts) list that is consistently maintained and available.
• Publish a Master Calendar of College Events

4. Develop and implement marketing strategies to expand community awareness, engagement, and support for the College.
   **Suggested Initiatives (Examples):**
   • Demonstrate to the community that STC offers an opportunity to every member of the community: career paths, open education, entertainment, cultural activities, etc.
   • Develop career paths and educational opportunities requested by the community
   • Communicate the availability of campus resources for community use: Faculty Experts/Speakers, facilities, library, performing arts, etc.

5. Promote the value of degrees.
   **Suggested Initiatives (Examples):**
   • Provide Fee reductions/discounts as students near completion
   • Use of JagFest/Countdown to Cap and Gown as a milestone/transition event
   • Advise students to complete an AA or AS degree before transferring to other programs and/or institutions
   • Recognize momentum milestones – recognizing students’ achievements as they become college ready, 25% complete, 50% complete, 75% complete, certificate complete, degree complete
**Strategic Direction 3: 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.

1. **Implement testing preparation and Developmental Education initiatives to accelerate college readiness for students who are TSI liable.**
   
   **Suggested Initiatives (Examples):**
   
   - Implement mandatory assessment test preparation
   - Accelerate Dev. Ed. Course Sequences: From 3 levels to 2 levels and/or 1 level for Math, Reading, & Writing, Integrated Reading and Writing course
   - Offer non-course based remediation options
   - Link highest level of developmental to gateway courses

2. **Build strong connections between students and student advocacy services to assist students in successfully navigating college processes, and to remove barriers in student success.**
   
   **Suggested Initiatives (Examples):**
   
   - Form a standing committee or group of agents—students, faculty, or staff—appointed to serve as student advocates who would assist the student in navigating any college process in the event of an error, dispute, complaint, or grievance
   - Create a single, all-encompassing college hotline or help desk to answer questions or direct students to the appropriate person or department for assistance
   - Implement a peer advisory and mentoring program

3. **Build default schedule for students who complete Dev Math and/or Dev English so that they can take the college level English or Math immediately after their completion of Dev Math and/or Dev English.**

4. **Enhance and scale up Supplemental Instruction (SI) in the gateway Math and English courses to improve completion rates in these courses.**

5. **Leverage technology and facilities planning to enhance accessibility to resources and facilities that support student success.**
   
   **Suggested Initiatives (Examples):**
   
   - Create an extended-hours self-service computer lab
   - Deploy a digital resource discovery system to facilitate access to research databases
6. Provide comprehensive professional development programs to develop a highly trained and motivated cadre of faculty and staff who are committed to promoting student success and completion.

7. Create a career-centered college culture that provides seamless career readiness, preparation and placement services to facilitate successful career placement or transfer.

*Suggested Initiatives (Examples):*

- Integrate career readiness into the course curricula
- Develop capstones and other internship opportunities
- Incorporate technology into the curriculum to develop student skills in multicultural team collaboration, which will enable students to work in a global economy
- Cultivate relationships with business partners
- Develop and promote networking and mentorship opportunities involving students and alumni
Strategic Direction 4: Collective Responsibility

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

1. **Design, implement, and sustain innovative curricula to ensure contextualized and deep learning.**
   
   **Suggested Initiatives (Examples):**
   
   - Scale up Learning Community Courses
   - Scale up Contextualized Curricula
   - Develop and implement Customized courses

2. **Promote and implement effective pedagogies to engage students in experiential learning, critical thinking, and problem solving.**
   
   **Suggested Initiatives (Examples):**
   
   - Provide opportunities for Service Learning
   - Encourage and facilitate Collaborative Learning
   - Implement Classroom Assessment Strategies
   - Encourage participation in Focus Academy
   - Promote Study Abroad programs
   - Incorporate in the HR job descriptions the expectations for classroom engagement and innovative teaching
   - Create a center for advanced math & science to generate student interest and capacity in the STEM fields

3. **Provide systematic professional development for faculty to promote best teaching practices.**
   
   **Suggested Initiatives (Examples):**
   
   - Offer Professional Development on how to teach effectively
   - Train for and engage in Faculty Peer Observation
   - Form a Faculty Relations Club
   - Publish a Teaching Strategies Blog
   - Provide Embedded professional development in the classroom
   - Encourage Collaborative group work
   - Leverage informal meetings as learning opportunities
4. Implement effective evaluation methods and tools to scale up effective teaching practices.

Suggested Initiatives (Examples):
- Adopt best practices for course design
- Improve faculty evaluation instrument
- Implement overload assignment process by adopting faculty committee recommendations

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

Suggested Initiatives (Examples):
- Establish criteria for selecting chairs and evaluating chairs
- Require training for chairs

6. Utilize technology to support excellence in teaching.

Suggested Initiatives (Examples):
- Automate Grade Change and Faculty Contract Renewal
- Develop and implement an Early Alert System
- Develop and provide Graduation Progress Meter
- Encourage Faculty to post assignments to JagNet to foster increased student use of JagNet

7. Strengthen faculty and student interaction and engagement to increase students’ persistence in college and completion of college.

Suggested Initiatives (Examples):
- Engage students through faculty advising, office hours, and blackboard
- Provide Workshops on TSI testing and other learning topics or learning strategies
- Develop and implement Divisional orientation programs
Strategic Direction 5: 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.

1. Cultivate an institutional culture of collaboration to inspire creativity and implement innovative projects.
   Suggested Initiatives (Examples):
   - Promote Employee cross-training
   - Encourage Employee on-boarding
   - Explore opportunities for Sharing staff
   - Facilitate Creative incubator roundtable discussions

2. Establish and sustain collaborative community partnerships to promote collective responsibility for student success.
   Suggested Initiatives (Examples):
   - Encourage Data sharing and courageous conversation though activities like College Readiness Summit and Summit with Business Leaders
   - Provide Mentorships
   - Develop Advisory councils
   - Facilitate Community engagement and dialogue sessions
   - Enact an STC Day of Community Service
   - Pursue Cultural and artistic partnerships
   - Continue to develop Innovative and strategic initiatives, such as
     --Dual enrollment collaboration between high schools and the College
     --Continuing and professional education collaborative initiatives

3. Intentionally design facilities and allocate time to support collaboration among faculty, staff, students and the community.
   Suggested Initiatives (Examples):
   - Provide Common meeting times and spaces
   - Provide Informal learning spaces
   - Develop an Information/learning commons
   - Engage in Virtual collaboration environments
   - Provide Support services after 5p.m. on all campuses
   - Experiment with Learning studios
4. **Utilize technology to support communication and collaboration.**

   *Suggested Initiatives (Examples):*
   
   - *Provide Online student support and academic support services*
   - *Develop a Simplified faculty and staff resource site*
Strategic Direction 6: Cost Efficiency

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

1. Champion innovative approaches to instructional modes and classroom capacities to improve instructional efficiency.
   
   **Suggested Initiatives (Examples):**
   - Increase the number of hybrid courses to improve efficiency in use of facilities
   - Combine traditional courses with low enrollment online courses to increase accessibility and avoid cancellations
   - Balance effective room utilization with quality of teaching and learning

2. Improve the effectiveness of online orientation and online advising to deliver consistent information and guide students through educational and career pathways.
   
   **Suggested Initiatives (Examples):**
   - Develop and provide online “How To” video showcasing information on college and student services to increase student success
   - Produce online “How To” videos describing options and pathways toward careers to assist students with selection of a degree program

3. Utilize technological tools to enhance student support and promote student success while being cost efficient.
   
   **Suggested Initiatives (Examples):**
   - Develop mobile devices to replace manual forms and help students navigate through barriers

4. Re-examine non-instructional units’ services and processes to identify the need for automation and implement the automated projects to reduce the cost of hard copies and manual processes.
   
   **Suggested Initiatives (Examples):**
   - Automate HR processes
   - Automate Business Office
   - Automate Purchasing Office

5. Re-examine the organizational structure and implement changes to improve productivity and efficiency.
Suggested Initiatives (Examples):

- Reorganize functions within divisions or departments and communicate the changes
- Integrate areas that have similar functions
- Enhance organizational structure to support the implementation of the College’s Strategic Plan

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

Suggested Initiatives (Examples):

- Evaluate and justify the need for travels
- Utilize cost efficient facilities, catering, and handouts for College-Wide Professional Development
- Promote college-wide financial transparency