

- S1-1. Establish a formal ESL program. (F1-3)
- S1-2. Increase the number of developmental education students who become college-ready, complete the gateway course, and do it in less time. (F1-3)
- S1-3. Increase the number of students achieving 15/30 credits, core completers, certificates and degrees, and transfers. (F1-1 & F1-2)
- S1-4. Increase the number of students majoring and transferring in STEM areas. (F1-1)

GOAL 2: CULTIVATE EXCELLENCE IN TEACHING, INSTRUCTIONAL DELIVERY, STUDENT SERVICES, AND ADMINISTRATIVE SUPPORT (QUALITY)

Foundation Objectives:

- F2-1. Provide access, equity, diversity, and quality in instructional programs and services to ensure that students can participate, progress, succeed, transfer and/or enjoy gainful employment.
- F2-2. Foster excellence in teaching, administration and services through professional development of faculty and staff.
- F2-3. Identify, encourage, recognize, and reward success.
- F2-4. Provide quality services that recognize, support, and enhance student success.
- F2-5. Ensure quality services and instruction in all distance learning modalities.
- F2-6. Ensure the effectiveness of technology as it affects student learning and college administration.
- F2-7. Promote an environment in which community members are informed, included, and their input is valued and respected.
- F2-8. Provide sufficient facilities and equipment to support the college's programs and services.**

Strategic Objectives:

- S2-1. Improve student services in advising and counseling; at-risk management; enrollment management; and registration. (F2-4)
- S2-2. Increase the quality and number of programs and courses offered using distance learning modalities. (F2-1)
- S2-3. Improve the quality of student learning by providing increased access to tutoring, supplemental instruction, advising, and counseling to distance learning students. (F2-5)
- S2-4. Make more effective use of the ERP (Datatel) system. (F2-6)
- S2-5. Upgrade IT infrastructure to support the increased utilization of the ERP (Datatel) system, distance learning modalities, and inter/intra-campus communication. (F2-8)
- S2-6. Address facility needs on Del Rio, Eagle Pass, and Uvalde campuses (classroom, office space, and cosmetology space). (F2-8)
- S2-7. Address deferred maintenance issues in all facilities (HVAC, Lighting, painting, energy consumption, ADA compliance, and dormitories). (F2-8)
- S2-8. Review and enhance the system of professional and staff evaluation to ensure that it supports *Foundation and Strategic Objectives*. (F2-4)

GOAL3: PROVIDE RELIABLE AND SUSTAINABLE RESOURCES AND FUNDING FOR THE COLLEGE (EFFICIENCY)