

## **INSTITUTIONAL MISSION**

Southwest Texas Junior College's mission statement explains in succinct and accurate terms who we are, what we do, and for whom we do it.

### **SOUTHWEST TEXAS JUNIOR COLLEGE STATEMENT OF MISSION**

Southwest Texas Junior College is a comprehensive, public, two-year college serving eleven counties in southwest Texas. College programs and services provide accessible, affordable, high-quality post-secondary education that prepares students to: 1) enter the job market, 2) transfer to senior colleges and universities, 3) pursue their professional and personal goals. Through its programs and services, the college equitably provides higher education opportunities and supports the economic growth of the community.

## **INSTITUTIONAL ROLE AND SCOPE**

The college implements its mission through a clearly defined set of programs and services that include the following:

### **COLLEGE-LEVEL CREDIT PROGRAMS**

The college offers credit courses leading to associate degrees and certificates in technical fields and designed-to-transfer majors.

### **CONTINUING EDUCATION PROGRAMS**

The college provides professional and occupation development to individuals, businesses, industries, and government and health agencies. A variety of non-credit activities for personal enhancement are also available.

### **ADULT BASIC EDUCATION**

The college provides programs in Adult Basic Education (ABE) and English as a Second Language (ESL) which are designed to assist students in acquiring a General Education Diploma (GED).

### **STUDENT DEVELOPMENT PROGRAMS AND SERVICES**

The college offers developmental programs and services to enrolled and prospective students to increase their chances for success and enhance their potential for personal, educational, and professional growth.

### **ECONOMIC DEVELOPMENT PROGRAMS**

## **GOALS AND OBJECTIVES**

The college's institutional goals provide the overall framework for advancing the college's mission. Each goal is further refined by the specification of measurable objectives that take two forms:

- (1) *Foundation Objectives* are unending by nature, but subject to continuous improvement. An example would be "Provide quality academic programs ..."
- (2) *Strategic Objectives* are expected to have a beginning, middle and ending. An example would be "Construct a classroom facility in Crystal City..."

### **GOAL 1: LEARNING-CENTERED ENVIRONMENT**

Provide high quality curricula and educational opportunities in a learning-centered environment to meet the needs of students and the community

Foundation Objectives:

- F1-1. Provide quality academic programs and courses for students who plan to complete their formal education at SWTJC or other colleges or universities.
- F1-2. Provide quality technical programs and courses for students who plan to complete their formal education at SWTJC and seek employment.
- F1-3. Provide quality workforce training and development to enhance technical skills.
- F1-4. Provide quality adult basic education for individuals who wish to acquire a general education diploma.
- F1-5. Provide quality courses and programs to broaden awareness, enrich personal development, and encourage life-long learning.

Strategic Objectives:

- S1-1. Enhance student learning by adopting and applying the philosophy and practices that define a Learning Centered College.

### **GOAL 2: CULTIVATION OF EXCELLENCE**

Enhance student learning by cultivating excellence in teaching, instructional delivery, technology and student support services

Foundation Objectives:

- F2-1. Provide equity and quality in instructional and student support services that ensures student access, progress, success and transfer readiness.
- F2-2. Foster excellence in teaching, administration and services through professional development of faculty and staff.
- F2-3. Identify, encourage and reward best practices for classroom implementation.
- F2-4. Enhance the perception and effectiveness of technology as it affects student learning and college administration.
- F2-5. Promote an environment in which regional community members are informed, included, and their input is valued and respected.
- F2-6. Encourage the continued adherence to a “One Institution Concept” among faculty, staff and students.

Strategic Objectives:

- S2-1. Establish a successful and sustainable student learning assessment program that creates a culture of continuous improvement in the college’s curriculum and instruction.
- S2-2. Utilize a “culture of evidence” basis for the college’s decision making processes.
- S2-3. Utilize quality processes in college planning, assessment, and review.

### **GOAL 3: RECRUITMENT, RETENTION AND RECOGNITION**

Provide quality programs and services that support and enhance recruitment, retention and recognition of students, faculty and staff regardless of location

Foundation Objectives:

- F3-1. Review and improve recruiting and hiring practices.
- F3-2. Promote competitive pay and benefits for college employees.
- F3-3. Provide the support, resources and professional development opportunities that faculty and staff need to be successful in their various roles and to promote student learning.
- F3-4. Recognize, promote and reward excellence and innovation in college programs and services.
- F3-5. Promote student retention and progression through systematic review and enhancement of programs and services.

Strategic Objectives:

- S3-1. Develop and improve evaluation and recognition systems.

## **GOAL 4: ACCESS, EQUITY AND DIVERSITY**

Support the college's commitment to region wide access, equity and diversity

Foundation Objectives:

- F4-1. Review and improve methods of delivering and scheduling instruction to meet student needs throughout the college's service area.
- F4-2. Review and improve methods and delivery of services to meet faculty, staff and student needs throughout the college's service area.
- F4-3. Utilize input from the college's constituency groups to tailor programs and services to best fit their needs.
- F4-4. Review and improve the college's developmental education program to ensure successful student movement into and completion of academic and technical programs and courses.
- F4-5. Review and improve the college's adult basic education program to ensure successful student movement into and completion of academic and technical programs and courses.
- F4-6. Ensure equivalent quality of instruction and services regardless of level or location.

Strategic Objectives:

- S4-1. Increase student, faculty, staff and community utilization of the SWTJC Portal for the improvement of communication, instructional and service delivery throughout the region.

## **GOAL 5: FACILITIES AND EQUIPMENT**

Provide sufficient, high-quality facilities and equipment to support the college's programs and services

Foundation Objectives:

- F5-1. Effectively employ long-term planning in the acquisition of facilities and equipment.
- F5-2. Review and improve systematic practices for the effective and efficient management and utilization of facilities and equipment.
- F5-3. Ensure that the college's facilities and equipment are fully accessible and meet the needs of faculty, staff and students.
- F5-4. Ensure to the extent possible that the college's facilities and grounds are both functional and aesthetically pleasing.

Strategic Objectives:

- S5-1. Construct new “One Stop Shop” facility at Uvalde campus for the centralization of student services.
- S5-2. Construct new facility at Uvalde campus for additional classroom and office space to be leased to Sul Ross Rio Grande College in order to expand SWTJC’s classroom capacity for the growth of it’s Allied Health Programs.
- S5-3. Construct new “One Stop” facility at Del Rio campus for the centralization of student services.
- S5-4. Develop and implement methods to achieve energy savings.

**GOAL 6: RESOURCES AND FUNDING**

Seek additional resources and funding to support the college’s mission while maximizing efficiency

Foundation Objectives:

- F6-1. Deepen and develop partnerships with businesses, public officials, alumni, community-based organizations, and other constituents.
- F6-2. Utilize educational alliances and partnerships to promote student success at all levels.
- F6-3. Employ grants to extend the educational interests of the college.
- F6-4. Evaluate resources and funding to assure that they effectively and efficiently support the overall mission of the college.

Strategic Objectives:

- S6-1. Secure funding via revenue bonds for the construction of additional facilities.
- S6-2. Develop SWTJC Alumni Association.
- S6-3. Utilize Department of Labor – Community Based Job Training Grant to develop new programs in Allied Health.
- S6-4. Develop strategies for the reapplication and continuance of various grant initiatives (e.g. Title V; NASA; HUD; National Science Foundation; private foundations).

The college promotes the economic development of the region by providing work force training for new and expanding industries as well as for transfer of technology to developing businesses. The college also supports economic development agencies by assisting in the recruiting of businesses and industries to the area.

### **ACCESS PROGRAMS AND SERVICES**

The college provides special recruitment, counseling and evaluation services that increase access for students not traditionally served by higher education.