

Southwest Texas Junior College's 2014-2019 Strategic Plan

Vision Statement: Create and nurture a learning-centered environment in which students, faculty, staff, and the community at-large can achieve their greatest potential.

Mission Statement: Southwest Texas Junior College is a comprehensive, public college serving eleven counties in Southwest Texas. The college provides accessible, affordable, high-quality education that prepares students to successfully transfer to senior colleges and universities; enter the job market; pursue their professional and personal goals; and contribute to the economic growth of the region.

Institutional Goal 1: Identify and Serve the Learning Needs of the Community (Learning)

Foundation Objectives:

- F1-1. Provide quality academic programs and courses for students who plan to complete their formal education at SWTJC or in an upper level college or university.
- 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 courses and programs to broaden awareness, enrich personal development, and encourage life-long learning.

Strategic Objectives (linked to methods of measurement, target goals, and target dates):

- S1-1. Increase the percentage of developmental education students who become college ready and become college ready in a timely manner.
- S1-2. Increase the number and FTE percentage of students achieving award and transfers with 30+ semester hour credits.
- S1-3. Increase the number of students transferring in STEM areas.

Institutional Goal 2: Cultivate Excellence in Teaching, Instructional Delivery, Student Services, and Administrative Support (Quality)

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 where members of the community, both on and off campus, 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 (linked to methods of measurement, target goals, and target dates):

- S2-1. Improve student services in advising and counseling, at-risk management, enrollment management, and registration.
- S2-2. Increase the quality and support of students off campus (not attending on Del Rio, Eagle Pass, and Uvalde campuses) in order to achieve parity with students on-campus (attending on Del Rio, Eagle Pass, and Uvalde campuses) instruction and services.
- S2-3. Make more effective use of the technology resources.
- S2-4. Upgrade IT infrastructure to support the increased utilization of the ERP system, distance education modalities, and inter/intra-campus communication.
- S2-5. Address facility needs on Del Rio, Eagle Pass, and Uvalde campuses.
- S2-6. Create a comprehensive and integrated system of human resource management.

Institutional Goal 3: Provide Reliable and Sustainable Resources and Funding for the College (Efficiency)

Foundation Objectives:

- F3-1. Review and improve recruiting and hiring practices.
- F3-2. Promote competitive pay and benefits for college employee.

- 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 (linked to methods of measurement, target goals, and target dates):

- S3-1. Establish partnerships that maximize our resources for mutual benefit.
- S3-2. Develop a self-sustaining office that attract local, state, and national resources to benefit the college.
- S3-3. Improve operational efficiencies.