

SOUTH TEXAS COLLEGE

STRATEGIC PLAN

for 2019-2025



Experience
Exceptional

A MESSAGE FROM THE PRESIDENT



I am often asked how does South Texas College achieve so many GREAT things. It all has to do with our planning and determination to ensure students EXPERIENCE EXCEPTIONAL. We work together to formulate a

strategy and we work together to execute and evaluate every aspect of our plan.

Since its inception in 1993, South Texas College has pursued its role as a catalyst for economic development and social mobility in our region. The College is recognized as a world-class institution of higher education and has earned national recognition for the success of its students, the quality of its programs, and its innovative educational initiatives.

Achieving substantial growth with nationally merited scholarship and excellence is no small task. Changing the lives of families and transforming the quality of life in our communities requires bold planning, creative ideas, committed partnerships, and unwavering commitment.

With the vision of the Board of Trustees and their firm commitment, we have moved toward a bright future with our plan as a guide and compass. However, a plan is only as good as its execution, which requires the same level of boldness, commitment, and institution-wide support from all our faculty and staff.

We have stayed true to the course of a better quality of life for our constituents. We have also established an expansion of collaborative partnerships with our 24 school districts, and the recently launched University of Texas Rio Grande Valley.

It is with great pride that I share this document: a summary of our tactical development and execution of the 2019-2025 Strategic Plan.

Join us as we celebrate the accomplishments and achievements made thus far, and the ones yet to come.

With warm regards,

A handwritten signature in black ink that reads 'Shirley A. Reed'. The signature is fluid and cursive, with a large, stylized 'S' and 'R'.

Shirley A. Reed, M.B.A., Ed.D.
President

ABOUT STC

South Texas College (STC) was created on September 1, 1993, by Texas Senate Bill 251 and House Bill 1102 to serve Hidalgo and Starr counties, which are located in deep south Texas along the U.S.-Mexico border region. STC is the only community college in Texas to be legislatively established because of the compelling need for a comprehensive community college to serve the almost 700,000 residents of the region. With a 95 percent Hispanic student enrollment, these residents previously did not have access to such an institution. In the fall of 1993, STC opened its doors to just over 1,000 students on the site of what had previously been the McAllen extension center for Texas State Technical College.

Today, STC is a nationally recognized and award-winning comprehensive college serving almost 33,000 students with 2,524 faculty and staff across five full-service campuses, one virtual campus for online students and programs, and numerous dual enrollment partnering high schools. The five campuses are located as follows:

- The Pecan Campus – McAllen
- The Ramiro R. Casso Nursing and Allied Health Campus – McAllen
- The Technology Campus – McAllen
- The Mid-Valley Campus – Weslaco
- The Starr County Campus – Rio Grande City

STC's student population is predominantly Hispanic and first-generation students. Over 75 percent of the entire student population is the first in their family to attend college and as many students are participating in need-based financial

aid. The students of STC are "heroic" and rise to the challenge of high expectations established for them by STC. Their success can be seen in STC's increasing number of graduates and university transfers.

STC's National recognitions include: Community College Week's Top 100 Associate Degree & Certificate Producers, 2019 continues to rank STC in the top 100 out of more than 1,100 community colleges; Hispanic Outlook's Top 100 list ranked STC third for enrolling the most Hispanics among the nation's colleges and universities.

STC is situated in the southernmost part of Texas, just 60 miles west of South Padre Island and the Gulf of Mexico. The college is committed to providing affordable access to a quality higher education and improving the economic vitality, social mobility and overall quality of life for the people of South Texas.

In 2013, South Texas College received the Leah Meyer Austin Award for demonstrating systemic institutional changes that have resulted in noteworthy increases in student success.

In 2019, Excelencia in Education selected South Texas College as a recipient of its inaugural Seal of Excelencia for its commitment to Hispanic students and demonstrated ability to serve them.

The success of STC is truly attributed to a visionary board of trustees, a committed faculty and staff, and the stellar students who make up the fabric of the institution.

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SOUTH TEXAS
COLLEGE



Vision, Mission, and Core Values

Comprehensive Mission for South Texas College

VISION STATEMENT

South Texas College will be a global model in educational innovation serving as a catalyst to drive regional prosperity, economic development, and the social mobility of those we serve.

MISSION STATEMENT

South Texas College is a public institution of higher education that provides educational opportunities through excellence in teaching and learning, workforce development, cultural enrichment, community service, and regional and global collaborations.

CORE VALUES

Student Success: We are committed to the personal, academic and career goals of each student.

Excellence: We are committed to excellence and innovation in teaching, learning, and services.

Opportunity: We are committed to providing access and support for students to achieve their academic and career goals.

Community: We are committed to equitable results through inclusion, diversity, collaboration, and engagement.

Integrity: We are committed to being respectful, professional, honest, accountable, and transparent.

Board approved December 13, 2018





Strategic Planning

The strategic planning, at South Texas College, is a systematic and collaborative process that establishes the future direction for the college and translates its vision into specific achievable goals and objectives.

As a framework for development of The Strategic Plan, The Strategic Planning Committee considered results from a variety of analytical tools and techniques including, peer institutional data, environmental scan, college-wide Strengths, Weaknesses, Opportunities, and Threats (SWOT), Board Retreat SWOT, Key Performance Indicators (KPIs), and Community College Survey of Student Engagement (CCSSE). In Spring 2019, STC employed a consultant to collect unfiltered feedback from institutional stakeholders regarding the strategic planning goals. The collective feedback was used to polish the established strategic goals and develop institutional directions aligned with those goals and the mission of the college.



Strategic Goals and Directions



Lead Community Engagement

Strategic Goal

Lead Community Engagement: South Texas College is the catalyst for engaging and strengthening the communities through diverse efforts.

Strategic Directions

- 1) Enhance and leverage partnerships with school districts to improve college matriculation.
- 2) Strengthen and develop partnerships with local organizations to align educational opportunities with community and workforce needs.
- 3) Improve community awareness of South Texas College's educational options, programs, and services.





Promote Academic Integrity and Excellence

Strategic Goal

Promote Academic Integrity and Excellence:

South Texas College is dedicated to creating a dynamic and innovative educational environment based on excellence, academic honesty, rigor, and continuous improvement.

Strategic Directions

- 1) Promote, support, develop and expand the use of dynamic, innovative, and engaging classroom instruction.
- 2) Recruit and retain excellent faculty and staff.
- 3) Expand professional development for all faculty and staff.
- 4) Nurture a culture that values meaningful assessment of student learning.

Create Educational Opportunities for Students

Strategic Goal

Create Educational Opportunities for Students:

South Texas College is committed to providing accessible and inclusive educational opportunities that enable a seamless transfer to advanced degrees or align with emerging workforce needs.

Strategic Directions

- 1) Strengthen college readiness for all students in our region.
- 2) Align programs with emerging technologies and changing needs in the job market.
- 3) Deliver world class online programs and student experiences.
- 4) Expand and enhance transfer opportunities.



Foster Student Success

Strategic Goal

Foster Student Success:

South Texas College is devoted to providing students with accessible pathways and effective support structures that promote persistence, educational attainment, academic achievement, personal and professional growth.

Strategic Directions

- 1) Develop pathways to academic and educational achievement to encompass all students.
- 2) Construct a network of support systems to help students enter and stay on a path leading to employment and/or further education.
- 3) Provide educational guidance, student mentoring, internship program opportunities, and other experiences.

Cultivate Institutional Excellence

Strategic Goal

Cultivate Institutional Excellence:

South Texas College creates a culture of excellence through integrity, collaboration, transparency, accountability, fiscal responsibility, and leveraging technology.

Strategic Directions

- 1) Establish a streamlined, well-structured, and efficient set of communication processes at the College.
- 2) Improve leadership and personal accountability at every level of the institution to better facilitate regular and effective cross-functional teamwork and dialogue.
- 3) Safeguard the sound financial condition and financial management of the College.
- 4) Deliver high level innovative customer-oriented services and business practices.



Achievements, Awards, National Rankings, & Accreditations



SOUTH TEXAS
COLLEGE



South Texas College has continued its tradition of being recognized and honored for its dedication to excellence and its innovative endeavors. The College has received numerous awards from national, state and local sources that demonstrate its leadership among the community colleges in the State of Texas and the nation. Some of the recent accomplishments and initiatives include:

AWARDS



- Recipient of the 2019 Seal of Excelencia by Excelencia in Education. The Seal of Excelencia documents South Texas College has intentionally implemented evidence-based practices to achieve and exceed the success metrics for all Hispanic students.
- 2019 Pioneer Award from the Community College Baccalaureate Association in recognition of progress toward making baccalaureates accessible to all.
- 2019 recipient of the Institutional Catalyst Award from Teach for America's Honor Roll event for the College's successful educational impact and collective leadership to fostering advancement in educational excellence and equity through a sustained commitment to students, schools and the community.
- 2018 ACCT Western Regional Chief Executive Officer Award for exemplary leadership and significant contributions to the region.
- Awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association, for fiscal year end 2018 for the 16th consecutive year.
- 2018 Idahlynn Karre Exemplary Leadership Award by The Chair Academy for South Texas College team who developed the Starfish Early Alert system.
- Recognized by the U.S. Department of State Bureau of Educational and Cultural Affairs as a 2017-2018 Gilman Greatest Growth Institution in Associate's Colleges for South Texas College's commitment to broadening the student study abroad population.
- South Texas College was recognized by Excelencia in Education as the 2017 national winner in the Baccalaureate category for its Competency-Based Bachelor of Applied Science in Organizational Leadership.
- National Recognition as a National Center of Academic Excellence in Cyber Defense Two-Year Education by the US Department of Homeland Security and the US National Security Agency in 2017.
- The Advanced Manufacturing Technology Program received an award of excellence from the Texas Association of College Education Educators (TACTE) in April 2017.
- Received Texas Comptroller of Public Accounts Transparency Stars Program Awards in 2016 consisting of a Traditional Finance Transparency Star, an Economic Development Transparency Star, and a Debt Obligation Transparency Star, for providing meaningful financial data to Texas taxpayers.
- Commendation in 2016 from Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) for the College's Dual Credit program for its commitment to achieving the promise of creating a college-going culture for the lives of students and future generations of students in the South Texas Region through its extensive network of off-campus sites.

- ## ACHIEVEMENTS
- Over 33,000 students each semester on 5 campuses, a Regional Center for Public Safety Excellence, two Higher Education Centers, and a virtual campus.
 - Over 123 degree and certificate options, and 32 fully online programs.
 - Authorized by the Texas Higher Education Coordinating Board to offer Bachelor of Applied Technology, Bachelor of Applied Science, and Bachelor of Science degrees.
 - South Texas College was granted the legislative authority by the passage of SB2118 during the 85th Legislative Session to offer the Bachelor of Science in Nursing.
 - Procurement of more than \$250 million in local, state, and federal grant monies to fund student success initiatives, scholarships, and workforce training programs.
 - Pioneered tuition-free dual enrollment to over 106,000 high school students at 70 school sites, saving families over \$200 million in tuition since 2000.
 - South Texas College leads the nation in the number of partnerships that it has developed with area Independent School Districts, which includes collaborative partnerships with 24 school districts, 78 high schools, 66 middle schools, and 191 elementary schools.
 - STC has instituted a wide variety of innovations of dual credit programs including 7 Dual Credit Academies, 29 Early College High Schools, and 2 Career and Technical Early College High Schools with over 15,000 students on track to earn up to Associate Degree in addition to their high school diploma.
 - Partnered with 6 local high schools to develop the High School Recovery Program which has helped over 5,900 high school dropouts earn a diploma and college credit since 2008.



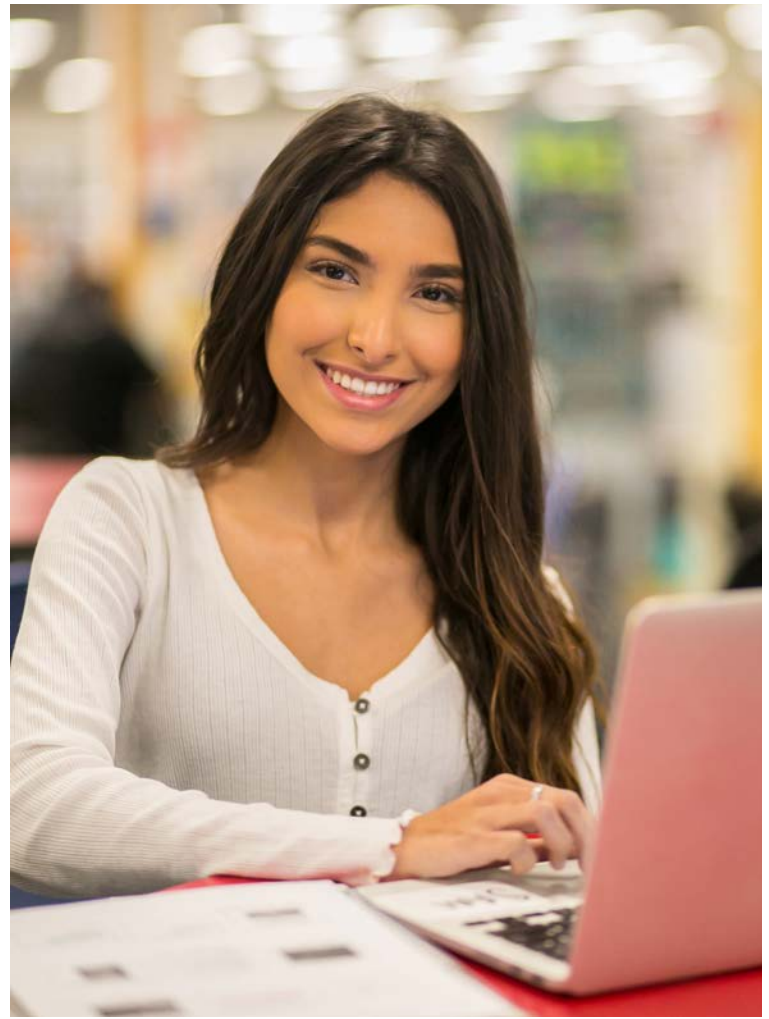
NATIONAL RANKINGS

- South Texas College's program for Pharmacy Technicians recognized as 2nd in Texas by The Pharmacy Technician Guide's Top 30 Pharmacy Technical Schools in Texas 2019-2020.
- Ranked 1st in the nation as the most affordable online college for Bachelor Degrees by Online College Plan.
- In 2019, Hispanic Outlook's Top 100 list ranked South Texas College:
 - ▶ 3rd in nation for enrolling the most Hispanics among the nation's 4-year institutions.
 - ▶ 1st in nation for awarding Engineering Degrees to Hispanics.
 - ▶ 1st in nation for awarding Teacher Education & Professional Development Degrees to Hispanics.
 - ▶ 4th in nation for awarding Criminal Justice Degrees to Hispanics.
- Diverse Issue in Higher Education's 2019 list of "Top 100 Degree Producers" ranked South Texas College:
 - ▶ 1st in the Nation in awarding Associate Degrees to Hispanic students in Education.
 - ▶ 2nd in the Nation in awarding Associate Degrees to Hispanic students in all Disciplines.
 - ▶ 5th in the Nation for awarding Bachelor Degrees in Business and Commerce to Hispanic students.
- Ranked 1st in Texas and 8th in the Nation in 2018 by Opportunity Insights, a not-for-profit organization based at Harvard University, for advancing the upward economic mobility of the region.
- Community College Week's Top 100 Associate Degree & Certificate Producers, 2016 ranks South Texas College 2nd in awarding Associate Degrees to Hispanic students and 25th out of more than 1,100 community colleges in awarding Associate Degrees in all disciplines.
- South Texas College Online Ranked by ONLINEU as No. 1 Most Affordable Online College in the Nation for 2016.
- South Texas College's program for Pharmacy Technicians recognized in 2016 as one of the best in the nation by The Community for Accredited Online Schools (AccreditedSchoolsOnline.org), honoring South Texas College as the #22 Best Pharmacy Technician Program in the Nation.
- Ranked 10th in the Nation by The National Institute for Metalworking Skills.
- South Texas College's Nursing Program ranked as one of the Top 50 Nursing Schools in the Southwest by the Nursing Schools Almanac, 2016.



ACCREDITATIONS

- South Texas College is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award the Baccalaureate and Associate degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of South Texas College.
- Accreditation Council for Business Schools & Programs.
- Accreditation Council for Occupational Therapy Education.
- American Society of Health-System Pharmacists.
- Accreditation Council for Pharmacy Education.
- ASE Education Foundation.
- Commission on Accreditation of Allied Health Education Programs.
- Commission on Accreditation for Health Informatics and Information Management Education.
- Commission on Accreditation in Physical Therapy Education.
- Committee on Accreditation of Educational Programs (Emergency Medical Technology).



- Committee on Accreditation for Respiratory Care.
- National Accreditation Commission for Early Care and Education Programs.
- National Centers of Academic Excellence in Cyber Defense Education.
- National Institute for Metalworking Skills, Inc.
- Texas Board of Nursing.
- Texas Department of State Health Services.
- Texas Health and Human Services.

EXCEPTIONAL EDUCATION



**Experience
Exceptional**

Notice of Non-Discrimination: South Texas College is an equal education and equal employment opportunity/affirmative action employer. As an equal education institution and equal opportunity employer, the College does not discriminate on the basis of race, color, national origin, religion, age, sex, sexual orientation, gender, gender identity, disability, genetic information, or veteran status. Discrimination is prohibited and the College will comply with all applicable College policies, and state and federal legislation. This statement extends to individuals seeking employment with and admission to the College.

ADA Statement: Individuals with disabilities requiring assistance or access to receive services should contact Counseling and Student Disability Services at (956) 872-2173.

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