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June 8, 2017

To: Board of Trustees

From: Dr. Hector Gonzales 
President

Re: 2017-2022 Strategic Plan

Administration recommends that the Board of Trustees adopt the 2017-2022 Strategic Plan as presented.

SOUTHWEST TEXAS JUNIOR COLLEGE

STRATEGIC PLAN 2017 – 2022

During the 2013-2014 we laid out the strategic direction for the college, that information was encapsulated in the Strategic Plan 2014-2019. Our goal is to implement policies that advance the institution to accomplishing those goals, and an integral component of the process is to review our progress and make adjustments. Accordingly, this year we set out to review our progress and bring recommended modification for Board consideration.

The following documents provide the background information on each of the steps of the review.

1. **Strategic Plan 2017 -2022** provides the strategic objectives going forward
2. **Strategic Plan Updates 2017-2022** provides the summary of the results from the 2014-2019 plan with recommendations for further action (modify targets, add, and remove strategic objectives.
3. **Strategic Plan 2014-2019 Mid-Plan Review** provides an analysis of progress on the plan and current/past performance measures.
4. The fourth document provides the actual detail behind each of measures and metrics used to monitor progress.

SWTJC Strategic Plan 2017-2022

VISION

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

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.

GOALS

GOAL 1: IDENTIFY AND SERVE THE LEARNING NEEDS OF THE COMMUNITY (LEARNING)

Strategic Objectives:

- S1-1. Increase the percentage of developmental education students who become college-ready and complete gateway course in timely manner
- S1-2. Increase the number and percentage of students achieving 15/30, completions (core, certificates and degrees), and transfers with 30+ semester credit hours
- S1-3. Increase the number of students majoring, graduating and transferring in STEM

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

Strategic Objectives:

- S2-1. Improve student services in advising and counseling; at-risk management; enrollment management; and registration.
- S2-2. Increase course based success
- S2-3. Full Career Pathway implementation
- S2-4. Develop a systematic plan to address deferred maintenance issues in Physical Plant, Distance Learning, and Information Technology

SWTJC Strategic Plan 2017-2022

GOAL 3: PROVIDE RELIABLE AND SUSTAINABLE RESOURCES AND FUNDING FOR THE COLLEGE (EFFICIENCY)

Strategic Objectives:

- S3-1. Procure local, state and national resources (grants & gifts) to benefit the college
- S3-2. Improve operational efficiencies by increasing the financial resources of the college