

Southwest Texas College

STRATEGIC PLAN 2025-2030



November 21, 2024

EXECUTIVE SUMMARY



Dr. Hector Gonzales
President

The foundation of Southwest Texas College's strategic plan is its mission statement. Explicit in its mission one can know why the college exists and what it intends to achieve:

Our Mission

Southwest Texas College enriches lives and advances growth through the education of our diverse communities.

Beliefs and Ways of Being

We aspire to achieve **excellence** by purposefully:

- committing to success
- inspiring trust, transparency, professionalism and accountability
- engaging all with empathy and care

We embrace **inclusivity** by:

- valuing every individual as unique and whole
- fostering a culture of acceptance
- respecting diversity of thought

We champion **opportunities** for:

- life-long learning
- professional, personal, and community growth
- institutional innovation

Southwest Texas College advances its mission through strategic plan goals and objectives. The strategic planning process at SWTX is a continuous cycle of review, revision, implementation, and evaluation. Each unit within the college has operationalized objectives and targets that align directly with these goals.

At its core, the strategic plan is structured around four broad goals: Start/Enroll, Persist/Succeed, Complete/Ascend, and Develop/Innovate. These goals are supported by specific Strategic Objectives, set within defined timeframes, to target improvements in key areas. All planning activities are tied to these objectives, ensuring alignment with the college's mission.

- **Goal 1: Start/Enroll**

SWTX will foster a sense of inclusivity and engagement for all students and stakeholders with empathy, care, and outreach.

- **Goal 2: Persist/Succeed**

SWTX will champion opportunities for student success.

- **Goal 3: Complete/Ascend**

SWTX will increase personal, professional, and community growth

- **Goal 4: Develop/Innovate**

SWTX will develop and sustain a culture of continuous improvement.






INTRODUCTION



The Mid-Plan Review that was presented to you in your October meeting was a pivotal step in ensuring that SWTX remains responsive to the changing educational landscape while staying committed to continuous improvement and our core mission.

Our refreshed strategic plan builds on insights gained from a recent mid-plan review, which highlighted both our progress and areas for growth. The updated plan that follows sharpens our focus on core priorities: fostering student engagement, championing opportunities for student success, increasing personal, professional, and community growth, and sustaining a culture of continuous improvement.

Feedback from stakeholders has helped reshape our goals to be both ambitious and achievable, emphasizing agility, sustainability, and inclusivity. Guided by our mission and values, this plan positions us to navigate change effectively, fostering sustained growth and impact across our organization.



Goal 1: Start/Enroll

SWTX will foster a sense of inclusivity and engagement for all students and stakeholders with empathy, care, and outreach.

Objective 1-1: Increase student enrollment by 500 students by 2030:

- Increase # of students with no dual credit who come to SWTX after HS graduation
- Increase # of students with dual credit hours who transition to SWTX after HS graduation
- Increase # of AEL students who transition to SWTX after finishing the AEL program
- Increase # of students enrolled in High Demand Fields Program
- Increase # of students enrolled in Fields of Study

Objective 1-2: Enhance students' sense of connection to SWTX as demonstrated by pride, ownership, culture, identity, inclusivity, engagement.

- Increase participation rates in student programs
- Increase graduation survey scores on pride, inclusivity, and belonging
- Increase student-led initiatives and clubs

Goal 2: Persist/Succeed

SWTX will champion opportunities for student success.

Objective 2-1: Increase the number and percentage of pre-collegiate students achieving 15 credits that meet requirements for a certificate or degree.

- Dual credit
- Early College High School
- Early College Academy
- P-Tech

Objective 2-2: Increase the number and percentage of students achieving 15 credits and transferring to a Texas public university.

Objective 2-3: Increase the persistence rate.

- Fall to Spring
- Fall to Fall
 - Academic
 - Technical
 - High Demand Fields
 - Not High Demand Fields

Goal 3: Complete/Ascend

SWTX will increase personal, professional, and community growth

Objective 3-1: Increase progress to completion rate.

- Academic full-time - AA, AS, AAS, FOS
 - 15sch 1st term
 - 30sch 1st year
 - 45sch 2nd Fall
- Technical Basic or Advanced - CERT., CERT.ADV
 - 50% 1st term

Objective 3-2: Increase completion rate. (All rates disaggregated by Associate's Degrees, Certificates (all levels), Occupational Skills Awards, ICLC, & High Demand Fields Awards)

- On-time Completion
- 150% Completion
- 200% Completion

Objective 3-3: Increase academic transfer rate.

- Core Complete & Transfer
- Graduate & Transfer

Objective 3-4: Increase technical employment rate.

Goal 4: Develop/Innovate



SWTX will increase personal, professional, and community growth

Objective 4-1: Create new student pathways.

- Add regionally appropriate Associate's, FOS, Certificates, OSA, ICLC, & High-Demand Fields
- Expand technical footprint

Objective 4-2: Develop an institutional framework for strengthening mapped student pathways.

- Create and regularly update clear programmatic pathways
- Develop a structure for job placements



Objective 4-3: Develop community relations, such as:

- Industry partnerships
- Service partnerships
- Recruitment partnerships

Objective 4-4: Develop and sustain an organizational structure for strategic innovation and development, such as:

- Develop a structure for institutional efficiency
 - Increase non-traditional revenue
 - Enhance strategic enrollment management
 - Develop a framework for the use of generative AI
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