



HOWARD
COLLEGE



Howard College

Leadership
Summit

December 6, 2021



Role, Mission and Purpose

The Howard County Junior College District provides oversight for its two-year institution Howard College Big Spring campus and extension campuses in Lamesa and San Angelo as well as the Southwest College for the Deaf. The district primarily serves the communities of its local taxing district of Howard County and the twelve other Texas counties in its state-legislated service area (Dawson, Martin, Glasscock, Sterling, Coke, Tom Green, Concho, Irion, Schleicher, Sutton, Menard and Kimble) as well as the deaf and hard-of-hearing community at-large in its state-legislated responsibility for the Southwest College for the Deaf. (Texas Education Code 130.084, 130.183 and 131). Students who choose to attend the college district from places outside of its designated responsibility are integrated into the college community. Based on Texas Education Code 130.0011 and 130.003, the role, mission and purpose of the campuses are to provide preparation for a career or for transfer to a senior college or university as follows:

- Career technical programs up to two years in length leading to associate degrees or certificates;
- Vocational programs leading directly to employment in semi-skilled and skilled occupations;
- Freshman and sophomore courses in arts and sciences;
- Continuing adult education programs for occupational or cultural upgrading with certifications as appropriate;
- Compensatory education programs designed to fulfill the commitment of an admissions policy allowing the enrollment of disadvantaged students consistent with open-admission;
- Workforce development programs designed to meet local and statewide needs;
- Adult literacy and other basic skills programs for adults; and
- Such other purposes prescribed by the Texas Higher Education Coordinating Board or local governing boards in the best interest of postsecondary education in Texas.

Appropriate student services to include counseling and guidance are also provided. The campuses strive to enhance economic, community, cultural and personal development across the service area and to the deaf community through appropriate partnerships and services in meeting its public service mission. Although research is not a primary function as a community college, research in innovative teaching and student development practices to enhance learning, including best practices in deaf education, is encouraged and supported using appropriate resources. Excellence in all academic areas- instruction, research and public service as well as student success with a specialization in deaf education is expected.



Vision

We will be known for enriching the lives and futures of those we serve as a unique rural community college national model of success that includes a campus specializing in deaf education.

Values

A family culture based on:

-  Students
-  Community
-  Diversity
-  Unity
-  Excellence
-  Integrity

Start Small - Dream BIG



Strategic Priorities, Goals and Objectives

01

ACCESS

Increase opportunities and participation in programs to enhance the social and economic mobility of students in the communities we serve.

GOAL 1.1: Remove barriers that prevent students from entering and successfully completing their educational goals.

- Objective 1.1.1 – Create an educational pipeline.
- Objective 1.1.2 – Improve student onboarding processes.
- Objective 1.1.3 – Strengthen services to students with need.

GOAL 1.2: Create clearly defined pathways based on workforce and community needs to guide students into rewarding and livable wage careers.

- Objective 1.2.1 – Implement clearly defined pathways for each career cluster which detail program descriptions, course progression and seamless transition to workforce or future education transfer.
- Objective 1.2.2 – Implement an efficient schedule that promotes student success and completion in a timely manner.

02

STUDENT SUCCESS

Create a quality educational experience to advance successful course completion, retention, graduation, transfer and job placement.

GOAL 2.1: Design a data-driven structure for the evaluation of program and student learning outcomes that leads to improved student success.

- Objective 2.1.1 – Identify marketable skills for all programs.
- Objective 2.1.2 – Analyze outcomes for improvement of programs and

GOAL 2.2: Provide academic and student support services that increase student success.

- Objective 2.2.1 – Implement holistic advising strategies to create student pathway degree plans.
- Objective 2.2.2 – Identify and provide timely assistance to help keep students on track.
- Objective 2.2.3 – Identify and increase professional opportunities focused on student success.

Strategic Priorities, Goals and Objectives

03

COMMUNITY & WORKFORCE DEVELOPMENT

Collaborate with community partners to develop relevant and innovative programs and initiatives that enrich lives in the service region.

GOAL 3.1: Develop new and strengthen existing partnerships with business, industry and education partners to meet identified community needs.

- Objective 3.1.1 – Identify and expand existing partnerships with business, industry and educational partners.
- Objective 3.1.2 – Develop new partnerships with business, industry and educational partners.

GOAL 3.2: Actively engage the college community in the areas we serve.

- Objective 3.2.1 – Increase the level of community service involvement by student organizations.
- Objective 3.2.2 – Increase community and college-wide engagement among administrators, faculty, staff, trustees and students.
- Objective 3.2.3 – Encourage community involvement in Howard College's cultural, athletic and entertainment activities.

Strategic Priorities, Goals and Objectives

04

PERFORMANCE EXCELLENCE

Foster an organizational environment that cultivates equitable student and employee success through effective and efficient operations and infrastructure.

GOAL 4.1: Continuously improve programs and services through evidence-based decision-making.

- Objective 4.1.1 – Develop and report common metrics and targets for institutional effectiveness.
- Objective 4.1.2 – Evaluate processes, policies and procedures and modify as needed.
- Objective 4.1.3 – Utilize and incorporate results of surveys and studies.

GOAL 4.2: Expand resources to increase investment in students, employees and infrastructure.

- Objective 4.2.1 – Value Howard College employees.
- Objective 4.2.2 – Strengthen and solidify the culture of unity throughout the district.
- Objective 4.2.3 – Ensure that college information technology systems are secure and proficient.
- Objective 4.2.4 – Pursue diverse funding opportunities.
- Objective 4.2.5 – Provide well-maintained, accessible, safe and secure environments.
- Objective 4.2.6 – Use resources effectively.

Challenges



Challenge 1 |

Restore enrollment and contact hour generation to pre-pandemic levels



Challenge 2 |

Faculty salaries



Challenge 3 |

Funding/Commission on Community College Finance



Challenge 4 |

Role in economic recovery of the area