

Strategic Direction 5

South Texas College models professionalism through integrity, mutual respect, civility, trust, and collaboration.

Strategic Outcome 5.1:

Set guidelines for institutionally defined expectations of professional, productive, team-oriented behavior.

Activities and Strategies:

#	Description	Units Involved
1	Create a taskforce/advisory council to further define the terms professional, productive, and team-oriented and to decide on compliance consequences.	All Unites
2	Examining current guidelines for expectations of professional behavior.	All Units
3	Do research on what departments are already doing and best practices of other colleges in creating a professional, productive, and team-oriented environment.	All Units
4	Offer a host of workshops on professionalism topics.	Professional Development
5	Create “Beacon” training style scenarios.	Student Services; Professional Development; Human Resources
6	Synergize goals and objectives/collaboration.	All Units
7	Review and recommend modification to the student code of conduct.	Student Services; Human Resources
8	Create a conflict-resolution center similar to ombudsmen.	Counseling and Advising; Human Resources
9	Conduct personality trait assessments and team-building exercises within departments.	All Units
10	Create a Website with professionalism and conflict resolution resources.	PR
11	Bring “acting troop” to present civility issues at College-Wide PD Day.	Professional Development
12	Department leaders should train their staff on customer service and conflict resolution.	Student Services
13	Create Toolbox for discussion of civility and professionalism with departments and units.	Professional Development; Human Resources; Public Relations

Strategic Outcome 5.2:**Establish and communicate policies and procedures to reinforce professional behavior.****Activities and Strategies:**

#	Description	Units Involved
1	Contract an outside organizational communications consultant to conduct seminars.	Human Resources; Professional Development
2	Review existing organizational communications to determine where are strengths and weaknesses are and develop and improvement plan.	All Units
3	Create and Conduct professional development training on the college's policies and procedures.	Professional Development and HR
4	Create Handbooks/Mandatory online professionalism trainings.	Professional Development; Human Resources; Public Relations; IS&P
5	Create a semester long policy manual training.	All Units
6	Review and revise job description to include aspects of professionalism, integrity, mutual respect, trust, and collaboration.	Human Resources; All Units
7	Revise evaluation instrument to include aspects of professionalism, integrity, mutual respect, trust, and collaboration.	Human Resources; All Units
8	Create more feedback sessions with supervised staff as part of the evaluation process to promote clear communication and expectations.	All Units
9	Implement a Statement of values in emails, pop-up screens etc. "Value of the week" <ul style="list-style-type: none">• Real examples of modeled behavior• Plasma display/marquee recognition	Public Relations; IS&P
10	Showcase personnel that continue to live the values of professionalism and integrity.	All Units
11	Promote professional behavior by creating a Professional Person of the Week or Month. Reward with a special parking space.	All Units

Strategic Outcome 5.3:
Foster a respectful, professional, and secure environment.
Activities and Strategies:

#	Description	Units Involved
1	Encourage faculty sharing of instructional talents through continued implementation of the GIFTS sessions.	Instructional Services
2	Develop more opportunities for faculty members to share information about research in their field(s), to demonstrate effective instructional strategies for their peers during professional development sessions and during department meetings. (Professional Development and the current Safety committee(?))	Instructional Services and Professional Development
3	Provide comprehensive training for all faculty (and staff) in the safety and security procedures that have been developed for STC. This training should incorporate end-testing similar to what has been developed for Sexual Harassment and Ethics training.	Project Administration; Professional Development; Human Resources
4	Expect all faculty and staff to be courteous not only to each other but to people they come in contact with. Our motto should be "Courtesy, Service, and Education (Instruction)".	All Units
5	STC should provide the safest environment for all students, faculty and staff. The hiring of a Director of Security would help but input on security needs have to come from everybody on campus. Training by local police departments at ALL campuses needs to continue so that police will become familiar with the campus surroundings if an emergency arises.	Project Administration and Maintenance
6	Create more open dialogue avenues not only with supervisors but also with peers.	All Units
7	Create a formal mentoring program.	All Units
8	Create a committee to continue to address IT security, policies, and procedures.	IS&P; Human Resources; All Units
9	Include HR training on various scenarios dealing with students and coworkers. There needs to be an emphasis on treating students and coworkers as valued members of the academic community. Training could be on a variety of topics including sexual harassment, ethics, morals, etiquette, professionalism, respect, etc.	Human Resources; Professional Development
10	Post signs/motivational posters focusing on respect and professionalism. For example, showcase posters for students stating something to the effect that "students are the reason for our existence." There could also be posters focusing on coworker respect, etc.	Public Relations; All Units
11	Establish and enforce consequences for unprofessional behavior.	All Units
12	Establish and enforce rewards for professional behavior.	All Units
13	Create a standardized check and balance within departments/divisions. Create a complaint procedure for anyone to follow.	Human Resources
14	Add safety classes for all faculty and staff - in addition to the CPR training.	Project Administration
15	Increase collaboration opportunities by holding cross functional meetings.	All Units

16	Create avenues to praise successes and professional behavior.	All Units
17	Create more feedback sessions with supervised staff as part of the evaluation process to promote clear communication and expectations	Human Resources; All Units
18	Model Integrity – be accountable (sense of ownership)	All Units
19	Model Civility – practice safety, honesty, and higher ethical standards.	All Units

Strategic Outcome 5.4:

Model sound leadership principles and supervisory practices that promote professional behavior and performance.

Activities and Strategies:

#	Description	Units Involved
1	Provide (and require) comprehensive leadership training for all faculty and administrators who hold supervisory positions within STC, which would include deans, chairs, and lead instructors, as well as anyone within administration who holds a supervisory/leadership position. This training again would be mandatory and would involve end-testing. ()	Professional Development; President's Office
2	All who hold leadership positions should be observed and evaluated on a regular basis, reflective of the evaluation procedures used for faculty. ()	Human Resources
3	Providing Training was a key concern to being a successful supervisor. Instead of taking a "sink or swim" approach, we should identify individuals who may someday become supervisors and send them to a training session prior to them accepting a supervisory role.	All Units
4	Train Supervisors to also provide positive reinforcement when managing employees.	All Units
5	Establish evaluation procedures and hold regular performance reviews with staff.	Human Resources; All Units
6	Develop a review process by which the staff is empowered to collaborate with supervisors when reviewing each other's performance.	All Units
7	Develop a Leadership Training/ Academy.	Professional Development
8	Commission a committee to work on developing communication strategies with supervisors & employees.	Human Resources and President's Office
9	Create more signs that raise awareness concerning professional behavior and expectations.	Human Resources; Public Relations
10	Develop a physical and virtual Kudos page in high traffic areas.	Human Resources; Professional Development; IS&P
11	Create standardized questions/answers for all employees in all departments to make sure all are given the correct information concerning professionalism and general expectations.	Professional Development; Human Resources; Public Relations
12	Establish and enforce a system of rewards and consequences for professional behavior.	All Units
13	Create avenues for employees to voice concerns over for professional behavior and performance	Human Resources

Strategic Outcome 5.5:
Empower employees to make appropriate and timely decisions
Activities and Strategies:

#	Description	Units Involved
1	Provide avenues for supervisors to promote accountability and appropriate decision making among their staff.	All Units
2	Create opportunities to praise staff successes.	All Units
3	Create more feedback sessions with supervised staff as part of the evaluation process to promote clear communication and expectations.	Human Resources; All Units
4	Establish and enforce a system of rewards and consequences.	Human Resources
5	Create opportunities to model appropriate/timely decision making by administration and supervisors.	All Units
6	Establish a family-oriented institution – i.e, faculty and staff is family; assign mentor to new faculty members; assign mentor to new staff members.	Human Resources; All Units
7	Create Toolbox for discussion of civility and professionalism with departments and units.	Human Resources; All Units
8	Create kudos website showcasing exceptional leadership and professionalism.	Human Resources; IS&P
9	Establish decision making and professional judgment guidelines.	All Units
10	Create a formal mentoring program.	All Units
11	Create professional development or each Division to sponsor subject-related decision making training.	Professional Development
12	Provide opportunities to empower staff members within the context of their role.	All Units
13	Provide opportunities for faculty and staff to share experiences and stories concerning decisions made and results.	All Units

Strategic Outcome 5.6:**Empower faculty and staff to achieve high standards of professionalism through effective professional development*****Activities and Strategies:***

#	Description	Units Involved
1	Establish and enforce a rewards and consequences system	All Units
2	Showcase those faculty and staff who have achieved high standards of professionalism (Recognition Ceremony – Expand the awards/type/category).	Instructional Services; President’s Office; Human Resources
3	Establish a set number of events (professional development) that every member of a department must go to; Establish a tenure-track type based system with so many (1) presentations, (2)service hours, (3) research hours, etc.	Human Resources
4	Create avenues for staff to share and Disseminate information from all of PD days.	All Units
5	Encourage supervisors to provide more staff development opportunities for their respective staff.	All Units
6	Create individual professional development plan for each staff member in line with career goals.	All Units
7	Create a college-wide professional development on professionalism and leadership.	Professional Development; Human Resources
8	Create professional development or each Division to sponsor subject-related leadership training.	Professional Development; All Units
9	Develop a yearly training plan for each employee and department in line with goals.	Human Resources; All Units

Strategic Outcome 5.7:**Engage in inter-departmental partnerships and cross-functional teams to eliminate silos and facilitate student success.*****Activities and Strategies***

#	Description	Units Involved
1	Create email address for each department not just individuals to make it easier to ask a question of a particular area.	IS&P; All Units
2	Create an STC Information blog or bulletin board.	Human Resources; Public Relations
3	Create an “Ask the Director” website to help disseminate information and eliminate silos.	IS&P; All Units
4	Create a concern mailbox to help foster better communication.	IS&P; All Units
5	Recommend college-service hours of not just faculty but also staff. Use Professional Development tracking system in Banner to keep track of committee/college service as well as professional development.	Human Resources; Professional Development
6	Create an Ambassadors program just on Academic Affairs so people from all areas of the College can become acquainted with and support initiatives.	Professional Development

**Strategic Outcome 5.8:
Adhere to the highest ethical standards through and institutional commitment to
personal and professional integrity.**

Activities and Strategies:

#	Description	Units Involved
1	Customize online ethics training to South Texas College.	Human Resources; IS&P
2	Improve ethics and professional integrity training by encouraging interaction beyond online training: Year 1: Face –to-face certification Year 2: online certification	Human Resources; Professional Development; Distance Education
3	Bring training to the departmental/ unit level – include one ethics or professional integrity scenario in each meeting.	All Units
4	Infuse Ethics in the curriculum and model professional behavior with each interaction.	All Units
5	Create and include in the student handbook an integrity / plagiarism statement signed by each student on first day of class.	Student Services
6	Develop ethics and integrity statements on each employee’s appointment letter.	Human Resources
7	Display statement of ethical standards in each office.	All Units