



**SOUTH TEXAS
COLLEGE**

Board of Trustees

Education and Workforce Development Committee Meeting

Tuesday, October 17, 2023

3:30 p.m.

**Ann Richards Administration Building
A 142 Conference Room
Pecan Campus
McAllen, Texas**

Online Copy

**South Texas College
Board of Trustees
Education and Workforce Development Committee
Ann Richards Administration Building Board Room
Pecan Campus, McAllen, Texas
Tuesday, October 17, 2023 @ 3:30 p.m.**

AGENDA

“At anytime during the course of this meeting, the Board of Trustees may retire to Executive Session under Texas Government Code 551.071(2) to confer with its legal counsel on any subject matter on this agenda in which the duty of the attorney to the Board of Trustees under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with Chapter 551 of the Texas Government Code. Further, at anytime during the course of this meeting, the Board of Trustees may retire to Executive Session to deliberate on any subject slated for discussion at this meeting, as may be permitted under one or more of the exceptions to the Open Meetings Act set forth in Title 5, Subtitle A, Chapter 551, Subchapter D of the Texas Government Code.”

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Approval of Minutes for the Tuesday, August 8, 2023 Committee Meeting

The Minutes for the Education and Workforce Development Committee meetings of Tuesday, August 8, 2023 are presented for Committee approval.

**South Texas College
Board of Trustees
Education and Workforce Development Committee
Ann Richards Administration Building Conference Room A 142
Pecan Campus, McAllen, Texas
Tuesday, August 8, 2023 @ 3:30 p.m.**

MINUTES

The Education and Workforce Development Committee Meeting was held on Tuesday, August 8, 2023 in the Ann Richards Administration Building Conference Room A 142 at the Pecan Campus in McAllen, Texas.

At the scheduled start time, the Committee members were not yet present for the meeting. South Texas College Board Chair Rose Benavidez opened the meeting at 3:46 p.m. and presided until the arrival of Mrs. Victoria Cantu.

Members present: Mrs. Victoria Cantu, Mrs. Dalinda Gonzalez-Alcantar, and Mr. Danny Guzman

Other Trustees present: Ms. Rose Benavidez, Dr. Alejo Salinas, Jr., Mr. Paul R. Rodriguez, and Mr. Rene Guajardo

Members absent: None

Also present: Dr. Ricardo J. Solis, Mr. Javier Villalobos, Dr. David Plummer, Dr. Anahid Petrosian, Dr. Rodney Rodriguez, Dr. Carlos Margo, Mr. Leonel Garcia, Dr. Fernando Chapa, Dr. Christopher Nelson, Mr. Carlos Martinez, Ms. Shannon Perales, Ms. Lisa Aleman, Ms. Lynda Lopez, Mr. Daniel Montez, and Mr. Andrew Fish.

Approval of Minutes for the Tuesday, July 11, 2023 Committee Meeting

Ms. Rose Benavidez, as sole Trustee representing the Committee, approved the Minutes for the Education and Workforce Development Committee meetings of Tuesday, July 11, 2023 as written.

Presentation on the Center for Advanced Training & Apprenticeships

Dr. Rodney Rodriguez, Vice President for Institutional Advancement and Economic Development, introduced Dr. Carlos Margo, Dean of the Center for Advanced Training & Apprenticeships, and Mr. Leonel Garcia, Director of the Center for Advanced Training & Apprenticeships. Dr. Margo and Mr. Garcia presented on the Center for Advanced

E.W.D. Committee Minutes

08-08-2023

Training & Apprenticeships (CATA) at South Texas College, and its incredible successes and expanding scope for future workforce programs.

CATA began as the Institute for Advanced Manufacturing (IAM), which was developed as a component of a regional strategy to provide advanced manufacturing skills training in support of the economic development of the Rio Grande Valley.

Dr. Margo and Mr. Garcia provided a brief review of the Mission and Vision of CATA, as well as the economic stewardship that has supported their ability to grow their team and resources and stay on the ever-advancing edge of industrial and automation technologies, offering over 110 credentials of value to help incumbent workers advance their careers and drive productivity for area employers. South Texas College's credentials of value provide a greater return on investment for graduates, as these credentials can serve as the basis for transition into additional programs, including credit pathways, that can lead to meaningful professional career growth.

With technological and economic changes in the region, the CATA team has broadened its original scope, capitalizing on new opportunities in the development of apprenticeship programs with the support of the US Department of Labor and the Texas Workforce Commission.

Dr. Margo has led the initiative to rebrand the IAM team as the Center for Advanced Training & Apprenticeships (CATA) to reflect this new, critical role South Texas College is filling in coordination with federal and state support and our local workforce.

Dr. Margo and Mr. Garcia reviewed the history of apprenticeship programs at South Texas College, including our recent approval to be the first in the nation to offer an apprenticeship program for Registered Nurses, as well as a newly developed Veterinary Assistant apprenticeship program.

The team also partners with local school districts to offer a number of youth summer camps focused on drones and automation, which builds awareness and interest in potential career paths for the 3rd – 12th grade participants. Following the presentation, administration has provided several letters from partnering school districts giving testimonial about the impact of these great youth camp programs on their students.

No formal action by the Education and Workforce Development Committee was requested. This information was presented as an update to the Committee, for feedback to administration, and to help the trustees advocate in support of the program internally and among partnering stakeholders.

Review and Discussion of the Next Evolution of South Texas College

Dr. David Plummer, Vice President for Information Services, Planning, Performance, and Strategic Initiatives, was scheduled to provide an overview and lead a discussion of next

evolution of South Texas College. This discussion would support the Roadmap to the Next Evolution of South Texas College, as outlined in the packet. Due to scheduling conflicts, this discussion was postponed until the August 22, 2023 Regular Board Meeting.

Adjournment

There being no further business to discuss, the Education Workforce Development Committee Meeting of the South Texas College Board of Trustees adjourned at 4:32 p.m.

I certify that the foregoing are the true and correct Minutes of the August 8, 2023 Education and Workforce Development Committee of the South Texas College Board of Trustees.

Mrs. Victoria Cantu, Presiding

Overview of Program and Department Accountability Practices

Dr. Anahid Petrosian, Vice President and Provost for Academic Affairs, and Dr. Brett Millán, Professor and Special Assistant to the VP and Provost for Academic Affairs, will provide an overview of program and department accountability practices used by the Division of Academic Affairs at South Texas College to monitor performance, ensure quality, and nurture development of new instructional programs at South Texas College.

Program Performance

During the development process for new academic and workforce programs at South Texas College, administration develops goals for enrollment, graduation rates, job placement and/or transfer, and licensure placement rates as key performance indicators to measure a program's successful delivery of meaningful skills and opportunities to students.

Department Financial Status

The College also estimates program operating margins and anticipated class sizes to help anticipate the budgetary impact of new programs offered by South Texas College.

The College conducts an annual review of all instructional programs. To provide focus to this overview, the current presentation focuses on ten programs that have been approved by the Board in recent years, and have at least five years of data upon which to evaluate their performance in alignment with the goals outlined above:

- Advertising / Public Relations (AA)
- Construction Supervision (Certificate / AAS)
- Diagnostic Medical Sonography (Advanced Technical Certificate / AAS)
- Electrician Technology (Certificate / AAS)
- Fire Science (Certificate / AAS)
- Law Enforcement (Certificate / AAS)
- Public Administration (Certificate / AAS)
- Welding (Certificate / AAS)
- Medical & Health Services Management (Bachelor)
- Organizational Leadership (Bachelor)

After reviewing data for each of these ten programs, Dr. Petrosian and Dr. Millán will discuss the steps taken after review, particularly when there is room for program improvement.

No formal action by the Education and Workforce Development Committee is requested. This information is presented as an update to the Committee on the accountability standards used to ensure ongoing and meaningful evaluation of programs of study offered by South Texas College.



An Overview of Program and Department Accountability Practices

Presentation for the
Education and Workforce Development Committee Meeting
October 17, 2023

Dr. Anahid Petrosian, Vice President and Provost for Academic Affairs
Dr. Brett Millán, Professor, Special Assistant to the VP and Provost for Academic Affairs



Outline



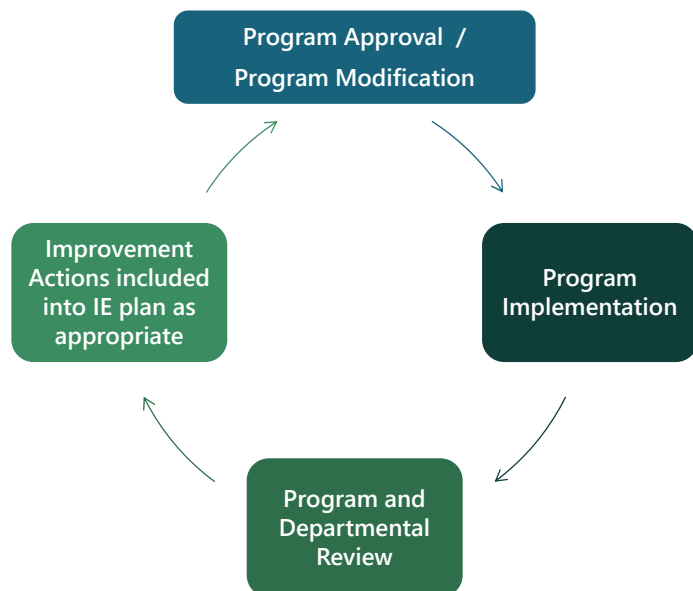
- ✓ Background
- ✓ Post Approval Program/Department Accountability Cycle
- ✓ Program & Department Accountability
 - Performance Review
 - Enrollment, Graduates, Placement, Licensure Pass Rates
 - Department Financial Status
 - Operating Margin and Class Size
- ✓ Action Post Review
- ✓ Moving Forward

Background

The College conducts an annual review of all instructional programs.

- This presentation will provide a detail analysis of 10 of the most recent board approved programs that have 5 years of data.
- Analysis will include detailed review of each of the 10 programs:
 - Program Performance: Enrollment, Graduates, Placement, Licensure Pass Rates for the most updated data available.
 - Department Financial Status: Operating Margin and Class Size

Post Approval Program & Department Accountability Process Cycle



Program and Department Accountability

In reviewing programs, the metrics used to review fall under two main categories:

1. Performance Review (at the Program level)
2. Financial Status (at the Department level)



Performance Review

Degree programs are measured on various metrics to review performance and compared to established guidelines.

All Programs:

- Students Enrolled in Major (Student Interest)
- Graduates (Retention, Completion)

Academic Programs:

- Transfer Rates (Articulations, Retention)

Workforce Programs:

- Placement Rates (Industry Needs)
- Licensure Exam Pass Rates

Department Financial Status

Departments are measured on financial metrics to identify trends and areas for continuous improvement.

- Instructional Department Operating Margin (%)
- Average Class Size vs. Breakeven Class Size (Profit/Loss)



Reviewing Programs based on These Criteria

To more accurately review the performance of programs based on both Performance Review (Program) and Financial Status (Department), a program must have at least 5 years' worth of data.

Based on this criterion, the last 10 Board Approved Programs have been selected :

- Academic (1)
- Applied Bachelors (2)
- Workforce (7)

10 Board Approved Programs with 5 years of Data

Academic

- Advertising/Public Relations (AA)

Applied Bachelors

- Medical & Health Services Management (BAT)
- Organizational Leadership (BAS)

Workforce











- Construction Supervision (AAS/CT1)
- Diagnostic Medical Sonography (AAS/ATC)
- Electrician Technology (AAS/CT1)
- Fire Science (AAS/CT1)
- Law Enforcement (AAS/CT1)
- Public Administration (AAS/CT1)
- Welding Program (AAS/CT1)

Program Performance Review

- Enrollment in Major
- Graduates
- Placement Rate
- Licensure Pass Rates
- Transfer Rate



Students Enrolled in Major

| Award | Fall 2018 | Fall 2019 | Fall 2020 | Fall 2021 | Fall 2022 | Enrollment Trend |
|-------------------------------------------------|-----------|-----------|-----------|-----------|-----------|--------------------------------------------------------------------------------------|
| Advertising/Public Relations (AA) | 45 | 39 | 33 | 30 | 27 |  |
| Construction Supervision Program (AAS/CT1) | 60 | 58 | 46 | 69 | 69 |  |
| Diagnostic Medical Sonography Program (AAS/ATC) | 4 | 30 | 109 | 193 | 255 |  |
| Electrician Technology Program (AAS/CT1) | 165 | 201 | 161 | 248 | 260 |  |
| Fire Science Program (AAS/CT1) | 39 | 45 | 42 | 104 | 101 |  |
| Law Enforcement Program (AAS/CT1) | 374 | 428 | 430 | 476 | 368 |  |
| Medical and Health Services Management (BAT) | 580 | 641 | 520 | 483 | 381 |  |
| Organizational Leadership (BAS) | 681 | 686 | 654 | 900 | 786 |  |
| Public Administration Program (AAS/CT1) | 18 | 16 | 19 | 29 | 29 |  |
| Welding Program (AAS/CT1) | 618 | 656 | 526 | 686 | 820 |  |

Program Graduates

| Department | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | Award Total |
|------------------------------------------------|------------|------------|------------|------------|------------|-------------|
| Advertising (Communication) | 12 | 12 | 9 | 6 | 5 | 44 |
| Construction Supervision | 15 | 12 | 18 | 13 | 9 | 67 |
| Diagnostic Medical Sonography (Radiology Tech) | 5 | 7 | 8 | 6 | 7 | 33 |
| Electrician Technology | 94 | 98 | 83 | 58 | 90 | 423 |
| Fire Science | 32 | 27 | 27 | 22 | 43 | 151 |
| Law Enforcement | 49 | 46 | 41 | 51 | 80 | 267 |
| Medical & Health Services Management | 54 | 59 | 94 | 72 | 97 | 376 |
| Organizational Leadership | 195 | 188 | 218 | 216 | 214 | 1031 |
| Public Administration | 1 | 9 | 3 | 3 | 1 | 17 |
| Welding | 298 | 343 | 307 | 228 | 325 | 1501 |
| Grand Total | 755 | 801 | 808 | 675 | 871 | 3910 |

Standard: Aligning with THECB guidelines, the expectation is programs of study will have **25 graduates over a 5-year period.**

Placement after Graduation (*Workforce*)

| CIP Codes | Program/Department | 2018 | 2019 | 2020 | 3-Year Avg. |
|-----------|------------------------------------------------|------|------|------|-------------|
| 151001 | Construction Supervision | 73% | 64% | 67% | 68% |
| 430107 | Law Enforcement | 88% | 93% | 100% | 94% |
| 430203 | Fire Science | 84% | 89% | 67% | 80% |
| 440401 | Public Administration | 100% | 100% | 100% | 100% |
| 460301 | Electrician Technology | 73% | 66% | 67% | 69% |
| 510910 | Diagnostic Medical Sonography | 100% | 100% | 100% | 100% |
| 480508 | Welding (also includes Precision Metalworking) | 84% | 82% | 73% | 80% |

Standard: 80% of program graduates are enrolled in further study or working

Licensure Exam Pass Rates (*if applicable*)

| CIP Codes | Program | 2019 Statewide | STC 2020 | STC 2021 | STC 2022 |
|-----------|---------------------------------|----------------|----------|----------|----------|
| 510910 | Diagnostic Medical Sonography | 100% | 100% | 83% | 100% |
| 430107 | Public Safety (Law Enforcement) | 100% | 100% | 89% | 97% |
| 430203 | Fire Science | 87% | 63% | 70% | 81% |

Standard: A pass rate no more than 5% below the state average for the last 3 years, or pass rate set by Program Accreditation Agency.

Transfer Rates *(Academic)*

| CIP Codes | Program | 2019 | 2020 | 2021 | Program 3-Yr Avg. | STC 3-Yr Avg. |
|-----------|------------------------------|------|------|------|-------------------|---------------|
| 090101 | Advertising/Public Relations | 66% | 100% | 66% | 77% | 63% |

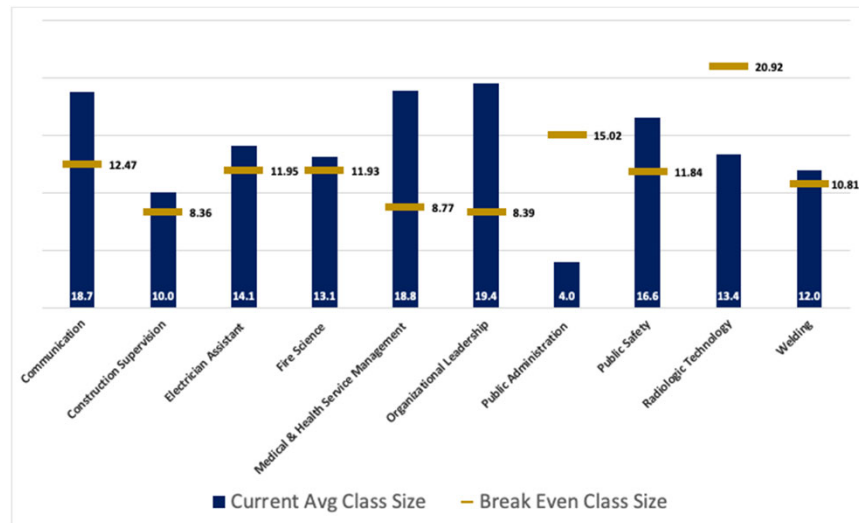
Standard: The program will maintain their graduate transfer rates above the STC average for past 3 years.

Departmental Finance Review

- Class Size
- Operating Margin



Average Class Size vs. Breakeven Class Size



Operating Margin

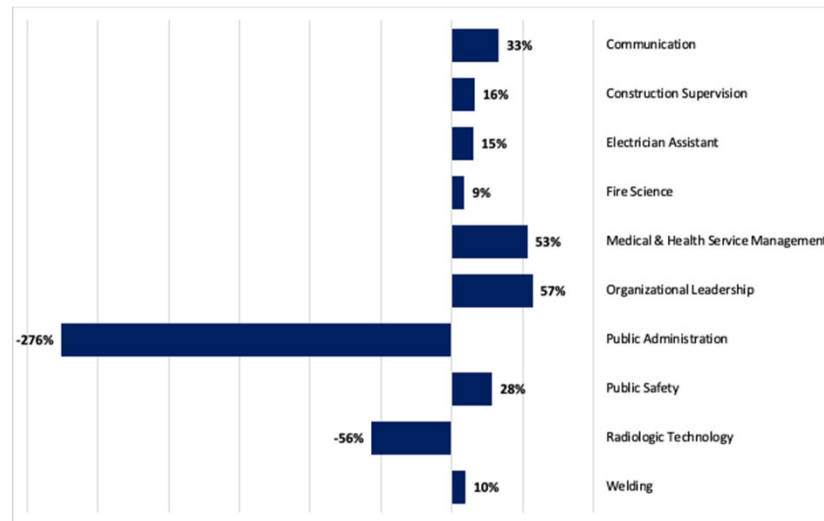
Operating Margin Formula

$$(\text{Net Profit or Loss} / \text{Total Revenue}) * 100 = \text{Operating Margin \%}$$

Communication Department Example Calculation

$$(599,774 / 1,800,629) * 100 = 33\%$$

Instructional Department Operating Margin



Actions Post Review

Advertising/Public Relations

- **Downward Enrollment Trend** indicated need for a new marketing plan

Public Administration

- **Downward trend in enrollment and graduates** and low class size indicated a need for new recruitment strategies.
 - Program was transferred to a different division where additional opportunities for promotion and pathways to advanced degrees could be highlighted.
 - Additional adjunct faculty have been identified to decrease faculty costs as the program grows.

Actions Post Review

Diagnostic Medical Sonography

- Although the sponsoring department has a negative Operating Margin and a low class size, class size complies with programmatic accreditation requirements and is consistent with the other healthcare programs.
- In addition, student enrollment and graduation are consistent with the region's industry needs by producing high-paying/high-placement jobs.



Moving Forward

Funding Changes

Due to the **passage of HB8**, we will be revisiting the measures for program performance to ensure we capture emerging performance indicators.

Internal Accounting/Reporting

With the transition to a **new ERP (Workday)**, we will have the opportunity to review how to allocate both revenues and expenses to individual departments for reporting that aligns with the new funding structure.



Thank you

Any questions?

South Texas College 2023 Information Security Update

Dr. David Plummer, Vice President for Information Services, Planning, Performance, and Strategic Initiatives, will introduce Mr. Luis Gonzalez, South Texas College's Chief Information Security Officer.

October is Cybersecurity Awareness Month, celebrated to raise public understanding of the importance of proactive measures, individual vigilance, and ongoing training to protect information technology

Mr. Gonzalez will lead the presentation with an overview of compliance requirements, which include continuous planning and investment, regular reporting, and annual training programs to ensure South Texas College stakeholders understand and share their responsibilities to protect the College, its students and personnel, and its resources.

Mr. Gonzalez will also provide an overview of the South Texas College *Information Security Program Report*, which evaluates the College's information security protocols against standards developed and measured by Texas Department Of Information Resources (DIR). South Texas College Measures very strongly in comparison to community colleges and other public entities statewide.

The presentation will also discuss the dominant forms of security threats facing public and private institutions. Specific implementations of security protocols at South Texas College will not be discussed, as a matter of best practice for public discussion.

Mr. Gonzalez will conclude his presentation with a look forward at areas of specific focus for the 2023 – 2024 fiscal year.

No formal action by the Education and Workforce Development Committee is requested. This information is presented as an update to the Committee, for feedback to administration and to raise awareness of the importance of cybersecurity protocols and training to protect South Texas College's stakeholders.



2023 Information Security Update

Luis Gonzalez

Chief Information Security Officer

EWD Committee

October 17th, 2023

Cybersecurity is a shared responsibility.

Presentation **Agenda**

1. **Compliance**
2. South Texas College Information Security Program **Report**
3. Information Security **Trends**
4. 2023-2024 **Areas of Focus**

Cybersecurity is a shared responsibility.

Compliance

- House Bill 3834 requires:
 - Reporting:
 - Security Plan
 - Executive Acknowledgment of Risk
 - Monthly Security Incidents
 - Yearly security awareness training program certified by the Department of Information Resources (DIR)

Cybersecurity is a shared responsibility.

Compliance



- TAC § 202 – Information Security Standards for Higher Education.
 - Texas Cybersecurity Framework (TCF).
- Payment Card Industry (PCI)
- Criminal Justice Information Services (CJIS)
- Gramm-Leach-Bliley Act (GLBA)
- Family Educational Rights and Privacy Act (FERPA)

Cybersecurity is a shared responsibility.

Compliance

5 Functions:

Identify- Managing cybersecurity risk to systems, people, assets, data, and capabilities.

Protect- Safeguards to ensure delivery of critical infrastructure services.

Detect- Timely discovery of cybersecurity events.

Respond- Actions regarding a detected cybersecurity incident.

Recover- Reduce impact and recovery to normal operations.

Cybersecurity is a shared responsibility.

Information Security Program Report

| Statewide Average Score (Junior/Community Colleges Only) | STXSCOLL Overall Maturity Score (FY23) |
|-------------------------------------------------------------------|-------------------------------------------------|
| 1.81 | 2.64 |

Key Takeaways

- STXSCOLL's overall maturity score is above the entity-specific statewide average (junior/community colleges only).
- Of STXSCOLL's forty-two (42) assessed controls, thirty-seven (37) scored above the entity-specific statewide average.

| Statewide Average Score (All Entities) | Overall Maturity Score (STXSCOLL, FY23) |
|----------------------------------------------|-----------------------------------------------|
| 2.61 | 2.64 |

Key Takeaways

- STXSCOLL's overall maturity score is above the all-entity statewide average.
- Of STXSCOLL's forty-two (42) assessed controls, eighteen (18) scored above the all-entity statewide average.

Cybersecurity is a shared responsibility.

Information Security Trends



- Threats:
 - (Targeted) Email Phishing /Social Engineering
 - Ransomware
 - Cloud Security
 - Use of AI in Cyberattacks
 - Insider Threats

Cybersecurity is a shared responsibility.

2023-2024 Areas of Focus

- Governance and Risk Assessments
- Email Security
- Information Security Awareness Training
- Vendor Management/Cloud Computing
- Data Loss and Device Security



Cybersecurity is a shared responsibility.



Thank you!

Cybersecurity is a shared responsibility.