

Board of Trustees

Education and Workforce Development Committee Meeting

Tuesday, May 14, 2019

3:30 p.m.

Ann Richards Administration
Building, Board Room
Pecan Campus
McAllen, Texas



SOUTH TEXAS
COLLEGE

In the Making!

Online Copy

**South Texas College
Board of Trustees
Education and Workforce Development Committee
Ann Richards Administration Building, Board Room
Pecan Campus, McAllen, Texas
Tuesday, May 14, 2019 @ 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.”

- I. Approval of Minutes for Tuesday, April 9, 2019 Committee Meeting 3 - 8
- II. Presentation on the South Texas College Culinary Arts Program..... 9 - 18
- III. Presentation on South Texas College Guided Pathways Project 19 - 28

Approval of Minutes for Tuesday, April 9, 2019 Committee Meeting

The Minutes for the Education and Workforce Development Committee meeting of Tuesday, April 9, 2019 are presented for Committee approval.

**South Texas College
Board of Trustees
Education and Workforce Development Committee
Ann Richards Administration Building, Board Room
Pecan Campus, McAllen, Texas
Tuesday, April 9, 2019 @ 3:30 p.m.**

MINUTES

The Education and Workforce Development Committee Meeting was held on Tuesday, April 9, 2019 in the Ann Richards Administration Building Board Room at the Pecan Campus in McAllen, Texas. The meeting commenced at 3:42 p.m. with Dr. Alejo Salinas, Jr. presiding.

Members present: Dr. Alejo Salinas, Jr., Mrs. Victoria Cantú, and Mr. Gary Gurwitz

Other Trustees present: None

Members absent: None

Also present: Dr. Shirley A. Reed, Dr. Anahid Petrosian, Mr. Matthew Hebbard, Dr. Brett Millan, Dr. Carlos Margo, and Mr. Andrew Fish.

Approval of Minutes for Tuesday, March 19, 2019 Committee Meeting

Upon a motion by Mr. Gary Gurwitz and a second by Mrs. Victoria Cantú, the Minutes for the Education and Workforce Development Committee meeting of Tuesday, March 19, 2019 were approved as written. The motion carried.

**Review and Recommend Action to Approve Proposed New Policy
#3100: *Educational Program Development***

The Education and Workforce Development Committee was asked to recommend Board approval and adoption of the proposed new Policy #3100: *Educational Program Development*.

Justification

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) *Principles of Accreditation* includes Principle 10.4:

“The institution (a) publishes and implements policies on the authority of faculty in academic and governance matters, (b) demonstrates that educational programs for which academic credit is awarded are approved consistent with institutional policy, and (c) places primary responsibility for the content, quality, and effectiveness of the curriculum with its faculty.”

This principle is formulated in recognition of faculty as content experts, with the primary responsibility for the content, quality, and effectiveness of the curriculum. Administrative oversight maintains program alignment with the institutional mission, policies, and strategic planning.

While the College had procedures in place for the development of curriculum and new educational programs, there was no Board policy addressing educational program development. The proposed new policy would establish the College’s commitment to this SACSCOC Principle of Accreditation.

Role of the Board of Trustees

State law and accreditation sets forth requirements for oversight and review of new program development and implementation by the local Board of Trustees, the Texas Higher Education Coordinating Board, and accrediting institutions as appropriate. These requirements are included within the procedures established for development of curriculum and educational programs.

The proposed new Policy #3100: Educational Program Development was included in the packet for the Committee’s review.

The Academic Program Summary Overview was also provided in the packet, after the proposed new policy, and summarized the procedure currently in place for new program development.

Upon a motion by Mrs. Victoria Cantú and a second by Mr. Gary Gurwitz, the Education and Workforce Development Committee recommended Board approval of the proposed new Policy #3100: Educational Program Development as presented, and which supersedes any previously adopted Board policy. The motion carried.

Presentation on the South Texas College Institute for Advanced Manufacturing

The South Texas College Institute for Advanced Manufacturing develops and operates programs that support the long-term growth of regional prosperity. These programs provide workforce training to partners in a wide range of industry sectors, with training for

newly hired personnel and advanced training for incumbent workers, serving an average of 3,200 locally-employed industry professionals annually.

Dr. Carlos Margo, Associate Dean for Industrial Training and Economic Development, presented on the Institute for Advanced Manufacturing's programs, partnerships, and the history of state grant funding programs that have provided a significant boost to the region's productivity and growth.

Industry Credentials

Through the Institute for Advanced Manufacturing, South Texas College offers a variety of highly sought-after credentials to regional industry partners, including workplace safety, maintenance, logistics, process efficiency, and advanced technical skills.

Notably, South Texas College was the first Festo Certified Training Center in North America, providing training for robotics and industrial automation skills in high demand among leading international manufacturers.

Grant Support for Local Training Programs

Many of these training programs are supported by funding from the Texas Workforce Commission, local school district partners, local municipal entities, and other granting authorities, with \$1.5M in grant-funded training currently taking place. These grants help provide skills and opportunities for increased earnings for the local workforce, and thereby support the industry partners investing in the region.

Youth Robotics and Automation Programs

Dr. Margo discussed the Youth Robotics and Automation programs, which provide hands-on learning opportunities for local youths interested in industrial careers such as robotics, computer science, engineering, math, automation technology, and advanced manufacturing. Dr. Margo reviewed a number of these programs, and the packet included a more detailed handout following the presentation.

South Texas College projected that more than 1,300 area students, ages 8 – 17, would participate in these programs during FY 2018 - 2019.

The Future of the Institute for Advanced Manufacturing

The IAM was developing more than \$2.5M in grant funded opportunities for implementation in FY 20 – 21, which would support a variety of partners in the College's service region.

IAM staff was also working to develop new programs and partnerships, which would help support local industry and would help recruit new partners to invest in the region.

Recognition of the Institute for Advanced Manufacturing

The IAM was recognized for its achievements and contributions to the region by the Texas Workforce Commission (TWC). This recognition included:

- recognition at the TWC Annual State Conference for the College's role in the Small Business Grant program;
- an invitation to present at the Apprenticeship Texas State Conference; and
- an invitation to participate in the first annual Legislative Career and Technical Education (CTE) Signing Day on the Texas House Floor.

The IAM was active in working with the TWC in developing and presenting workforce related legislative priorities to lawmakers across the state.

This presentation was provided for the Committee's review and feedback to administration, and no action was requested.

Presentation on Results of Student Enrollment Management Strategies Audit and Proposed Strategies to Increase Enrollment

Due to recent enrollment stagnation, South Texas College hired a Strategic Enrollment Management (SEM) Consultant, Dr. Jim Black with SEM Works, to conduct an audit, on-site visit, and a leadership retreat to share his findings and recommendations.

Dr. Black conducted on-site meetings with various College teams focused on enrollment strategies, including:

- Student Affairs & Enrollment Management;
- Academic Affairs;
- PR & marketing; and
- Continuing Education

During a leadership retreat with core South Texas College administration focused on SEM strategies, Dr. Black presented his assessment and insights. This included a review of the College's strengths and external opportunities, and the development of Strategic Opportunities.

The administrative team discussed the top priorities, focusing on the student population impacted by each priority, and potential for greatest impact to increase enrollment and retention over the next three years. They identified four strategic opportunities to serve as the foundation for a three-year SEM Plan.

Dr. Black concluded his visit in a meeting with the Executive Leadership Team, where he presented a draft SEM Plan to the College. The Executive team is reviewing the plan

with key staff. They are working to finalize a SEM Plan for immediate implementation and continuing for three years, and seeks the Education and Workforce Development Committee's review and feedback on the plan.

Mr. Matthew Hebbard, Vice President for Student Affairs and Enrollment Management, presented the results of the Student Enrollment Strategies audit to the Education and Workforce Development Committee.

Mr. Hebbard then presented the proposed SEM Plan to the Committee, for their review and feedback on the proposed strategies to improve student enrollment.

This presentation was provided for the Committee's review and feedback to administration, and no action was requested.

Adjournment

There being no further business to discuss, the Education Workforce Development Committee Meeting of the South Texas College Board of Trustees adjourned at 4:33 p.m.

I certify that the foregoing are the true and correct Minutes of the April 9, 2019 Education and Workforce Development Committee of the South Texas College Board of Trustees.

Dr. Alejo Salinas, Jr.
Presiding

Presentation on the South Texas College Institute Culinary Arts Program

The South Texas College Culinary Arts Program has been offering a Commercial Cooking Certificate and an Associate of Applied Science (AAS) Degree in Culinary Arts since 1997. In recent years, a specialized certificate in Commercial Baking and an AAS Degree in Baking and Pastry Arts have been added to the offered degree plans.

Mr. Mario Reyna, Dean for Business, Public Safety, and Technology, and Chef Jennifer Guerra, Program Chair for Culinary Arts, will present on the program's accomplishments and its challenges meeting student demand.

Faculty and Staff

Four full-time regular faculty and three full-time temporary faculty serve in the Culinary Arts Program, supported by a part-time lab assistant, provided instruction to 250 Culinary Arts Majors in Fall 2018.

Due to resource limitations and competition for kitchen space between the Baking Pastry Arts courses and the general Culinary Arts majors, scheduling of courses was a challenge, and enrollment was impacted.

Partnerships and Opportunities for Students and Graduates

The Program has 45 current dual credit students pursuing a Commercial Cooking Certificate in Donna ISD, and has identified possible dual credit programs with Hidalgo ISD and La Joya ISD.

Graduates from the South Texas College Culinary Arts Program have strong workforce opportunities, or may choose to transfer into the UTRGV Bachelor Degree in Hospitality and Tourism. Graduates with a credential in baking have a 77.6% employment placement rate, and Culinary Arts graduates have a 75.6% placement rate.

Events and Outreach Activities

Each year, the Program participates in a number of events designed to market the program to new students, to engage current students in innovative ways, and to provide students with practical experience at high-profile local events.

The Program also hosted a Thanksgiving Buffet in 2018, which generated close to \$3,000 in funding to support the South Texas College Food Pantry, serving the College's students facing food security issues.

Recognition and Alumni

The Program has recently received prestigious recognition.

- In 2017, Advisory HQ placed South Texas College in the top 6 Best Affordable Culinary Schools in the United States;

- A team of Faculty and Students won *Most Original Dish* in the Starr County Fair's Wild Game Dinner;
- Student Nadia Casaperalta took home the Gold Medal from the Texas Chefs Association Convention Competition in 2017; and
- Student Fernanda Leal won 1st place in the 2018 Paella Competition.



Several Program alumni are included for special recognition, applying their South Texas College training as business owners and chefs.

Program Facilities

Dean Reyna and Chef Guerra will focus on the current facilities, and a proposal to retrofit the former Pecan Campus Cafeteria in the Student Activities Building (Building H) to include faculty offices, which are currently housed in portable buildings, and to establish a new Baking Lab and to update existing kitchen equipment to meet current industry standards.

The Facilities Committee will be presented with a recommendation on the proposed retrofit project to accommodate the needs of the Culinary Arts Program.

This presentation is provided for the Committee's review and feedback to administration, and no action is requested.



Culinary Arts Program

**Presentation for
Education & Workforce
Development Committee**

Tuesday, May 14, 2019
Presenters:
Mario Reyna, Dean - Business, Public Safety, and Technology Division
Jennifer Guerra, Program Chair - Culinary Arts Program

Outline

- Background
- Enrollment and Graduation Data
- Partnerships
- Events and Outreach Activities
- Recognition and Awards
- Program Alumni
- Program Facilities



Culinary Arts Program Background

- ✓ The Program was established in 1997.
- ✓ During the first year, courses were held in the Chase Building 17th Floor and McAllen Inn.
- ✓ Program Development:

Fall 1997

- Commercial Cooking Certificate
- Culinary Arts Associate of Applied Science Degree

Fall 2012

- Commercial Baking Certificate

Fall 2017

- Baking and Pastry Arts Associate of Applied Science Degree



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Faculty and Staff

Culinary Arts Program has the following faculty and staff:

- 4 Full-Time Regular Faculty
- 3 Full-Time Temporary Faculty
- 1 Part-Time Lab Assistant



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Degrees and Certificates

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graph TD
    CAP[Culinary Arts Program] --> AD_Culinary[Associate Degree Culinary Arts]
    CAP --> AD_Baking[Associate Degree Baking and Pastry Arts]
    AD_Culinary --> Cert_Cooking[Certificate Commercial Cooking]
    AD_Baking --> Cert_Baking[Certificate Commercial Baking]
    
```

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Enrollment and Graduation

Fall Enrollment By Declared Majors						Graduates (2014-2018)
Major	2014	2015	2016	2017	2018	
Culinary Arts Associate and Certificate <i>75.6% Placement Rate</i>	277	270	236	213	173	201
Baking Associate and Certificate <i>77.6% Placement Rate</i>	29	51	34	46	77	98
Total	306	321	270	259	250	299

Source: South Texas College Factbook

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Course Scheduling Challenge

- As the Baking and Pastry Arts Program grew in enrollment, the kitchen had to be shared among Culinary Arts and Baking programs. As a result, the scheduling of courses became a challenge and impacted enrollment in some programs.
- This concern will be addressed with upcoming facility upgrades for the program.



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ISD Partnerships

Culinary Arts Program has established the following partnerships with school districts:

Donna ISD

- STC began its partnership with Donna ISD in 2014. As of 2018, fifty seven (57) students have graduated with Culinary Arts Commercial Cooking Certificate.

La Joya ISD

- STC Culinary Arts Program has visited La Joya ISD facilities and an agreement has been reached to begin offering the program courses at La Joya ISD for next Academic Year.

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Events and Outreach Activities

• Student Recruitment

- Middle School Career Days & High School College Events

• Culinary Wars

- Culinary Arts Program students compete by preparing "Perfect Bite" dishes and are judged by local restaurant chefs.

• South Texas College Special Events

- Program has participated in **over 60** events:
 - A Night with the Stars Gala
 - RGV Food Bank Empty Bowls
 - Food and Service provided for conferences (i.e. Inno, NCSLI)
 - Iron Chef, Inno Conference, STEM Open House
 - Wonder Women Luncheon



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Supporting the Food Pantry

• Culinary Arts Thanksgiving Buffet - 2018

Served over 300 faculty, staff, and students, raising close to \$3,000 for the **Student Food Pantry**




 SOUTH TEXAS COLLEGE
STUDENT FOOD PANTRY
 FEEDING SUCCESS ONE STUDENT AT A TIME

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Recognition and Awards

South Texas College Culinary Arts Program Recognition and Awards	
• Advisory HQ 2017 Ranking and Review	Top 6 Best Affordable Culinary Schools (in the U.S.)
• Wild Game Dinner Starr County	Winner: Most Original Dish <i>Team composed of Faculty and Students</i>
• Texas Chefs Association Convention Competition 2017	Gold Medal – Nadia Casaperalta
• Paella Competition 2018	1 st Place – Fernanda Leal



The Starr County Fair Association



Program Alumni



Marcelo Garza
Executive Sous Chef
San Antonio Zoo



Juan "Jay" Garza
Executive Chef
Buddy V's
McAllen, Tx



Milo Garza
Owner/Operator
Bread and Butter Bakery Café
McAllen, Tx

Current Program Facilities

- **Faculty Offices**
 - 1 Office in Pecan Campus Building H
 - 6 Faculty located in Pecan Campus Portables
- **Instructional and Program Space Utilization**
 - 2 Culinary Arts Labs in Building H
 - 1 Cake Decorating room
 - 1 Culinary/Pastry/Kitchen
 - 1 Classroom in Building T
 - Existing Kitchen Equipment
 - Food Services equipment was upgraded during bond renovation, except the Culinary Arts Program equipment



Current Kitchen and Baking Lab in Bldg. H

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Facilities Needs

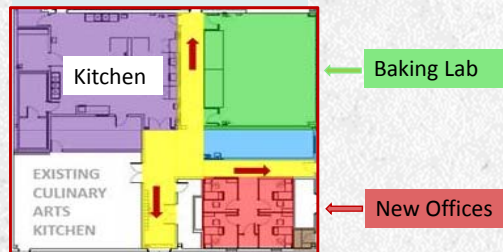
Retrofitting of Former Cafeteria Bldg. H (1st floor)

- **New Faculty Offices**
 - 7 new Faculty offices created to accommodate Faculty
- **Classroom/Lab Usage**
 - 1 New Baking Lab
 - Existing Kitchen updated to comply with industry demands

Existing Floor Plan (Building H)



Section to be retrofitted



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**Thank You
For Your Support!**

Presentation on South Texas College Guided Pathways Project

Dr. Anahid Petrosian, Interim Vice President for Academic Affairs, and Dr. Christopher Nelson, Associate Dean for Curriculum and Student Learning, will present on South Texas College's implementation of Guided Pathways.

Texas Pathways Project - A Guided Pathways Strategy

Guided Pathways are a statewide strategy to provide clear academic and career pathways to help students choose, enter, and complete a program of study that is well aligned with their personal educational and career goals. Based on the American Association of Community College's (AACC) Pathways Project, this model starts with the student's goals, and works from that point backward toward student enrollment. This will help the institutions identify and provide the information and resources students need to achieve their individual goals.

Led by the Texas Success Center, the Texas implementation of Guided Pathways will support the Texas Association of Higher Education Coordinating Board's (THECB) TX 60x30 plan, which sets the goal of 60% of young adults possessing a higher education credential by the year 2030.

South Texas College is one of twelve member colleges selected to be part of the first cadre in this innovative program. Through this selection, South Texas College has participated in six institutes designed to help develop and implement guided pathways in community colleges statewide.

Need for Guided Pathways

Traditionally, students often enter college without a clear goal in mind, and use their first semesters as an opportunity to explore various fields of study. This leads to delayed graduation, and a large amount of excessive time, money, and earned/attempted credits on the student's transcripts.

At South Texas College, a student needs 60 hours to graduate with an Associate Degree. A first time in college, full-time student must complete the degree plan within 3 years to count as a graduate for South Texas College.

Dr. Petrosian and Dr. Nelson will discuss the student data on completion of an associate degree, with benchmarks in 2015 and 2018.

South Texas College Institutional Support of Guided Pathways

On March 6, 2018, administration presented on the Texas Pathways Project to the Education and Workforce Development Committee, and solicited feedback on an institutional commitment to support the College's role in developing guided pathways.

On March 26 – 28, 2018, Mr. Paul R. Rodriguez and Mrs. Graciela Farias attended the Board of Trustees Institute (BOTI) *Enabling Front Door Pathways to Student Success*.

The BOTI was hosted by the Texas Association of Community Colleges, with support from the Houston Endowment, Inc., and the Greater Texas Foundation. There, Mr. Rodriguez and Mrs. Farias were introduced to the perspectives of other members of the first cadre of the Texas Pathways Project, and reviewed the various implementations of guided pathways being developed by each institution.

On May 8, 2018, administration returned to the Education and Workforce Development Committee to discuss the Texas Pathways Project and its integration into the THECB TX 60x30 plan. They then reported on the work underway at South Texas College, including the development of a cross-divisional leadership team, close coordination with colleagues statewide, and participation in statewide institutes.

The Education and Workforce Development Committee discussed the immediate and long-term project plans, including the coordination with local partners, development of student support resources, and the identification of “meta-majors.”

Meta-Majors – Guided Pathways at South Texas College

South Texas College’s approach to Guided Pathways includes the mapping of meta-majors, which align in a broad sense with academic and workforce career goals.

Students entering into a meta-major will be provided with options for a range of courses that apply to a number of inter-related credentials within that broad meta-major. This will allow students to explore options within the meta-major, and the courses they take during this exploration will apply toward any credential they end up pursuing within that meta-major, thus reducing time and expense for completion.

Dr. Petrosian and Dr. Nelson will discuss the specific meta-majors and their component degree plans as listed in the following presentation.

Broad-Based Participation in Development of Guided Pathways

The central goal of the Guided Pathways project is to help students choose, enter, and complete a program of study that is aligned with their educational and career goals.

South Texas College has worked closely with faculty and staff, as well as local school districts and partnering institutions of higher education, to develop the advising and transfer resources and procedures that will best serve these students.

School District Engagement

In August 2018, South Texas College presented Guided Pathways to school district Superintendents at the *Superintendent Leadership Meeting*, and to high school Principals, Administrators, and Counselors, at the *Principals’ Summit*.

In November 2018, the Career and Technical Education (CTE) meta-majors and Guided Pathways were presented to the CTE Principals, Directors, and Counselors.

Partnering districts were asked to review and assess the information provided, and to bring their assessments to the Dual Credit Summit, where the College engaged each of them in a discussion of the alignment of meta-majors with their high school endorsements.

University of Texas – Rio Grande Valley (UTRGV) Engagement

South Texas College administration is in discussion with UTRGV administration, and will identify a meeting in Fall 2019 to formally present on Guided Pathways for the UTRGV leadership team.

This will help South Texas College ensure that Guided Pathways benefit students who plan to enroll at UTRGV upon graduating from South Texas College, by considering their objectives at the University within the College’s meta-major framework and other Guided Pathways resources.

This presentation is provided for the Committee’s review and feedback to administration, and no action is requested.



South Texas College Guided Pathways

Presentation For Education & Workforce Development Committee

Tuesday, May 14, 2019

Presenters:

Dr. Anahid Petrosian, Interim Vice President for Academic Affairs

Dr. Christopher Nelson, Associate Dean for Curriculum and Student Learning

Outline

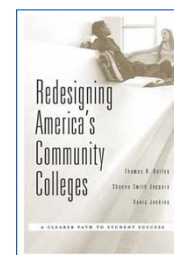
- **Texas Pathways Project**
 - Background
 - Guided Pathways Model
 - Guided Pathways Progress
 - Meta-majors
 - Upcoming Major Activities



Background

A **statewide strategy** to design and implement structured academic and career pathways, at scale, for all students. A multiple year (2016-2020) project that involves all 50 Texas community colleges.

- Based on **AACC's Pathways Project**
- Lead by the **Texas Success Center (2016)**
- Designed to contribute to the **state's 60x30 plan**
- **STC** is one of 12 colleges selected to be part of Cadre #1



Guided Pathways Model

- ✓ The central goal of the **Guided Pathways** project is to help **students choose, enter, and complete a program** of study that is aligned with their educational and career goals.
- ✓ The redesign process begins with **students' end goals** for careers and/or further education in mind.



Why Guided Pathways?

Trends Community Colleges are experiencing on the National Level



Issues:

Students are...

- Taking too much **time**
- Taking too many **credits**
- Spending too much **money**
- **Not Graduating** on time

Outcome:

Students are...

- **Exploring different programs**
- Accumulating excess credits
- Not enrolling in the right courses
- Withdrawing or repeating courses

South Texas College ~ Data

South Texas College 60 Credit Hours is Needed to Graduate with an Associate Degree		
	2015 Baseline Data	2018 Most Recent Data Available
Average attempted credit hours students earning associate degrees	82 Credit Hours	77 Credit Hours
Average time to Degree years to earn an associate degree	4.0 Years	3.8 Years
Graduation Rate (3 Year Rate) First Time, Full-Time Students	19%	29%

Source: THECB Accountability System

The Texas Pathways Project

- Institute #1 (Fall 2016): **Leadership for Institutional Change**
- Institute #2 (Spring 2017): **Mapping Pathways Through the Institution**
- Institute #3 (Fall 2017): **Pathways to Transfer and Employment**
- Institute #4 (Spring 2018): **Adult Education and Dual Credit**
- Institute #5 (Fall 2018): **Student Support Services**
- Institute #6 (Spring 2019): **Teaching and Learning**

Major Activities

1. Engaged faculty, staff, and ISD partners
2. Developed meta-majors **aligned with career goals**
4. Established first-time in college **mandatory advising**
5. Developed some **transfer maps** for partnering institutions
6. Participated in all **required state pathways meetings**



Meta-majors

South Texas College developed **10 Meta-majors** approved by the College-wide Curriculum Committee on May 3, 2018.

1. Business
2. Computer and Information Technology
3. Education and Kinesiology
4. Fine and Performing Arts
5. Health Sciences
6. Humanities
7. Mathematics, Science, and Engineering
8. Public Safety
9. Technology
10. Social and Behavioral Sciences

Upcoming Major Activities

- Align **student support services** with Meta-majors
- **Conduct Regional meeting** with high school partners
- Create **Student Focus Groups** on Meta-majors
- **Redesign College webpage** to inform students of Meta-majors
- Continue to develop “**backwards**” **Curriculum Mapping** of top transfer programs (i.e. UTRGV & TAMUK)
- **Restructure Course Offerings at the high schools**; offer dual credit opportunities in terms of program pathways
- Reapply for **Texas Pathways Round 2** – due August 15, 2019





**Thank You
for your support!**

