

# **Board of Trustees**

## **Education and Workforce Development Committee Meeting**

**Tuesday, October 13, 2020**

**3:30 p.m.**

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



***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, October 13, 2020 @ 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, September 8, 2020 Committee Meeting ..... 3 - 7
- II. Five-Year Update on the Status of the Division of Continuing Education, Workforce Training, and Economic Development ..... 8 - 26

## **Approval of Minutes for Tuesday, September 8, 2020 Committee Meeting**

The Minutes for the Education and Workforce Development Committee meeting of Tuesday, September 8, 2020 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, September 8, 2020 @ 3:30 p.m.**

**MINUTES**

The Education and Workforce Development Committee Meeting was held on Tuesday, September 8, 2020 in the Ann Richards Administration Building Board Room at the Pecan Campus in McAllen, Texas. The meeting commenced at 3:30 p.m. with Dr. Alejo Salinas, Jr. presiding.

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

Other Trustees present: Mr. Paul R. Rodriguez

Members absent: None

Also present: Dr. Shirley A. Reed, Dr. David Plummer, Mrs. Mary Elizondo, and Mr. Andrew Fish

**Approval of Minutes for Tuesday, August 11, 2020 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, August 11, 2020 were approved as written. The motion carried.

**Update on the Status of the Request for Proposals for the Faculty  
Cost and Productivity Study**

The Board of Trustees approved the issuance of a request for proposals for a faculty cost and productivity study at the February 2, 2020 board meeting.

On September 8, 2020, Dr. Shirley A. Reed and Mrs. Mary Elizondo provided an update of the status of the request for proposals for the faculty cost and productivity study.

**Definitions**

- Faculty costs are faculty salaries and benefits.

- Faculty productivity includes teaching workload and other instruction related services.

Purpose – The purpose of the request for proposals was to secure a vendor to analyze the College's faculty costs and productivity, identify benchmark data, obtain peer group comparisons, and identify best practices, standards, and targets. The results of the study will be incorporated into future operations.

Justification – Traditional headcount enrollment at South Texas College has leveled off and, in some years, decreased for both traditional and dual credit programs; however, faculty costs have increased. Flat traditional headcount enrollment and increasing faculty costs greatly impact the availability of funding for operations of the College. It is critical that the College align its resources to meet changing enrollment patterns, which would safeguard the future financial sustainability of the College.

Vendor Services, Approach, and Qualifications – Per the review of the submitted proposals, the vendor services, approach, and qualifications are as follows:

- Vendor responses provided in the request for proposals (RFP) indicate that the scope of work, as delineated in the RFP (Exhibit A), will be performed.
- Interviews will be conducted with leadership and key stakeholders to gain an understanding of the unique priorities and strategic objectives of the College.
- Several vendors utilize software to analyze data, produce dashboards of findings, and formulate strategic recommendations.
- The software utilized by several vendors has been developed by the respective vendors and may be customized to meet the needs of study. The software is proprietary.
- Timeframe to complete the study varies per vendor, which may be between four to six months.
- Internal and benchmark data will be collected and recommendations will be formulated.
- A final report containing strategies and models to be used to forecast and manage future needs will be developed and presented to College leadership and the Board of Trustees.
- The vendors possess experience in conducting similar studies in higher education and their personnel have relevant experience and education in this field.

Benefits to College –Benefits to the College in conducting a faculty cost and productivity study are as follows:

- Provides an overall understanding of Faculty Costs and Faculty Productivity as related to traditional and dual credit headcount enrollment.
- Provides recommendations tailored to the needs to the College to strengthen operational practices, reduce costs, and improve faculty productivity.
- Allows the College to strengthen the allocation of faculty resources, improve operational processes, productivity, and reduce costs.
- Contributes to stabilizing student tuition and fees.

The College advertised a request for proposals on May 11, 2020 and May 18, 2020 and issued to seventeen vendors. Seven responses were received on June 9, 2020. Proposals are under review by an evaluation committee. A recommendation to engage a vendor to conduct a study will be presented at the October 2020 Finance, Audit, and Human Resource Committee meeting.

Funds for this expenditure were budgeted in the Academic Affairs budget for FY 2020 – 2021.

Enclosed Documents – The packet included the RFP Scope of Work (Exhibit A) and the Faculty Cost and Productivity Study PowerPoint presentation reflecting the enrollment and faculty cost data that has prompted the need to conduct this study. Administration was prepared to discuss this data with the Committee members.

Mrs. Mary Elizondo, Vice President for Finance and Administrative Services, and Dr. Shirley A. Reed, President, attended the Education & Workforce Development Committee meeting to address any questions by the committee.

The Committee asked why the Faculty Cost study and the Non-Faculty Staff Cost study were proposed as different projects, and why the study of Faculty costs was proposed as the first study. During the discussion, the Committee and attending trustees noted:

- Data comparing faculty and staff salaries showed that while faculty salaries are higher than staff salaries, staff salaries have increased at a greater rate over the reported period, from FY 2009 – 2010 through FY2018 – 2019.
- Mobilization costs associated with the studies could be combined in a joint-purpose project, potentially yielding savings to the College.

Administration noted that faculty salaries are provided for directly through tuition and fees and formula funding, which are driven by enrollment. Furthermore, faculty cost and productivity measures are tied to course assignments, committee assignments, and other activities that vary significantly from staff compensation.

Staff salaries are funded through a variety of revenue streams. Administration believed that the significant driver of non-faculty cost increases were related to the expansion of facilities under the 2013 Bond Construction Program, and these increased expenses were significantly funded by the voter-approved M&O tax rate increase and resulting tax revenue increases.

Administration noted that due to the differences in the two studies, combining them could cause significant delay and prevent the results from being incorporated into the next fiscal year's staffing and budget process. Furthermore, with faculty salaries constituting the single largest portion of the expenditures budget and being tied most directly to the impact of enrollment issues, administration maintained that the Faculty Cost and Productivity Study should be priority, to be followed closely by a study of Non-Faculty costs and productivity.

The Committee discussed the issues, and suggested that perhaps the RFP could be amended to include an alternate for responding firms to conduct the Faculty and Non-Faculty Staff studies.

The September 8, 2020 presentation was intended as a briefing on the RFP process that was underway as per the February 2020 Board approval, and as an opportunity to address questions from the trustees. It was planned to deliver a recommendation on the RFP to the Finance, Audit, and Human Resources Committee in October 2020, for action by the Board later that month.

While a new RFP could include an alternate as proposed by the Committee, that would require the rejection of all current proposals, and restarting the process of designing a new scope of work and an appropriate solicitation.

Dr. Alejo Salinas, Jr., Committee Chair, suggested that administration bring the results of the RFP and any recommendation to the Finance, Audit, and Human Resources Committee meeting as discussed in October 2020. At that meeting, the trustees could discuss the pricing and value, and determine whether to recommend that the Board proceed with the study, or reject the proposals and resolicit the study with new parameters.

This item was presented for informational purposes. No action was requested at that the Education & Workforce Development Committee.

### **Adjournment**

There being no further business to discuss, the Education Workforce Development Committee Meeting of the South Texas College Board of Trustees adjourned at 4:31 p.m.

I certify that the foregoing are the true and correct Minutes of the September 8, 2020 Education and Workforce Development Committee of the South Texas College Board of Trustees.

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Dr. Alejo Salinas, Jr.  
Presiding

## **Five-Year Update on the Status of the Division of Continuing Education, Workforce Training, and Economic Development**

Mr. Juan Carlos Aguirre, Assistant to the President for Continuing Education, will join with Dr. Carlos Margo, Associate Dean of Industry Training and Economic Development, and Ms. Olivia De La Rose, Director of Continuing Professional Workforce Education, to provide a five-year update on the status of the Division of Continuing Education, Workforce Training, and Economic Development.

Mr. Aguirre will provide a broad introduction to the Division, including a description of their Vision and Mission, the demographics they serve, and the services they provide. They will also discuss their strategic blueprint to support the expansion of their programs.

### **Vision**

Be the premier provider of lifelong Continuing Education in the Rio Grande Valley

### **Mission**

Empower individuals and employers with knowledge, skills and credentials of value to help them fulfill personal and professional goals for a successful life

The Division serves students, employers, and third-party training programs through a variety of ways to meet the high and widely varied demand of our community. From basic skills training through advanced workforce skills certifications, the Division has developed stackable credentials that provide a clear pathway for attainable career-enhancing achievements. With strong partnerships with school districts, employers across the Valley and on both sides of the US-Mexico Border, and other local community-serving groups, the Division is one of the College's key strategies in pursuit of its institutional Vision.

Mr. Aguirre will also discuss enrollment trends within the Division, as well as its fiscal responsibility to be self-sustaining and resilient in times of economic disruption.

### **Continuing Professional and Workforce Education (CPWE) Operations**

Ms. De La Rosa will provide further information on the Continuing Professional and Workforce Education (CPWE) operations within the Division. As the Director over these operations, she will discuss the partnerships and industries that her team supports, and the key role they play in securing local, regional, and statewide grant support and partnership contracts to provide meaningful opportunities.

Ms. De La Rosa will discuss the Key Performance Indicators (KPIs) used to measure performance of the CPWE operations, and will provide a highlight of major recent accomplishments and upcoming initiatives.

### **Industry Training and Economic Development (ITED) Operations**

Dr. Margo leads the Industry Training and Economic Development (ITED) operations, which includes the Institute for Advanced Manufacturing. Through ITED, the College



supports manufacturing, petrochemical, construction, logistics/transportation, and other industries that are critical to long-term, sustainable growth in the region.

ITED provides customized training to incumbent workers, tailored to meet clients' needs and support current and growing operations. These programs are critical pathways for employees and employers alike to meet workforce requirements and create career pathways to maintain operations on both sides of the US-Mexico border.

Dr. Margo will highlight some of the key training opportunities provided by ITED, as well as the grants and training contracts that have developed this highly successful operation, which has trained over 43,000 members of the workforce since 2007.

Dr. Margo will conclude with a discussion of the KPIs used to measure the performance of ITED, and will provide a highlight of recent accomplishments and upcoming initiatives.

### **Opportunity for Proposed Facilities Expansion**

The South Texas College Division of Continuing Education, Workforce Training, and Economic Development seeks to increase enrollment by at least 5% annually, and to better compete with boutique training programs offered by local proprietary schools.

Toward this end, the Division has identified a grant-funded opportunity to build a new facility on a vacant College-owned property near the southwest corner of Pecan Boulevard and Ware Road, next to Church's Chicken. This would allow the relocation of existing healthcare programs from Pecan Plaza, allowing for significant expansion of healthcare programs offered through CPWE.

The grant, under the US Department of Commerce EDA CARES grant program, would support a three-phase strategy which would help the College currently train the community to prevent, prepare for, and respond to the coronavirus pandemic, including roles such as Contact Tracing and Disinfection Technician. It would also provide a "makerspace" for the manufacture of pandemic-related products, such as high-demand personal protective equipment (PPE).

The grant-supported programs would assist with current pandemic responses, and would also provide a valuable resource to respond to future disruptive events with resiliency, helping ensure that the Rio Grande Valley is prepared and equipped in the future.

An initial new facility would be planned at approximately 10,000 sq. ft., and would be supported by \$2.96M from the EDA, and \$740K from South Texas College, with a 2- to 2.5-year construction timeline. The facility would be designed to accommodate a future expansion to 20,000 sq. ft. when supported by continued demand and enrollment growth. This item is presented for informational purposes.

No action is requested at this time from the Education & Workforce Development Committee.



## DIVISION OF CONTINUING EDUCATION, WORKFORCE TRAINING AND ECONOMIC DEVELOPMENT



### Agenda

1. Introduction
2. Continuing Professional and Workforce Education Operations
3. Industry Training and Economic Development Operations
4. Proposed Facility Expansion

## 1. Introduction

- Who We Are
- Vision and Mission
- Strategic Blueprint
- Community Services

## Who We Are

### Academics

- Credit
- Semester Credit Hours (SCH)
- Credit Certificates and Degrees
- Institutional Awards

### Continuing Education

- Noncredit
- Continuing Education Units (CEU)
- Continuing Education Certificates
- Certificates of Completion

## Vision and Mission

### Vision

- Be the premier provider of lifelong Continuing Education in the Rio Grande Valley

### Mission

- Empower individuals and employers with knowledge, skills and credentials of value to help them fulfill personal and professional goals for a successful life

## Strategic Blueprint

- Students
- Employers
- Programs



## Community Services: Workforce and Economic Development

1. Education and Training
2. Incubator Services
3. Credentialing of Training



## 2. Continuing Professional and Workforce Education Operations

## Industries

- Healthcare
- Retail
- Wholesale
- Hotels
- Restaurants
- Telemarketing



## Industries

- Information Technology
- Education
- Government (not law enforcement)
- Professional & Business Services
- Financial Services

## Institutes and Programs

- Arts and Design
- Business and Corporate Training
- Education
- English as a Second Language (ESL) & Spanish
- Healthcare

## Institutes and Programs

- High School Equivalency
- Real Estate
- Technology and Trades
- Truck and Bus Driving

## Grants in 2019-2020

- 8 grants
- \$3,138,776
- 4,418 trainees



## Contracts in 2019-2020

- 51 contracts
- \$727,024
- 2,604 trainees

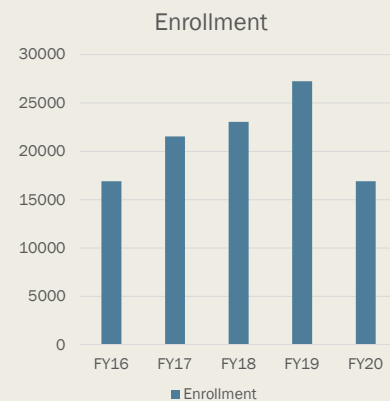




## Key Performance Indicators

### ■ Enrollment:

- *FY 2015-2016:* 16,900
- *FY 2016-2017:* 21,527
- *FY 2017-2018:* 23,043
- *FY 2018-2019:* 27,232
- *FY 2019-2020:* 16,894



## Key Performance Indicators

- Course Completion: 94%
- Student Satisfaction: 99%
- Staff Satisfaction: 82%
- Staff Productivity: 97%
- Compliance: 100%
- Cost Recovery: 100%

## Major Accomplishments

- Prior Learning Assessment (PLA) Process
- Continuing Education Certificates
- Mid-Valley workforce & economic development plan
- Eligible Training Provider System (ETPS) program approval from WFS

## Future Initiatives

- Pell grant for noncredit students
- Online conversion of all courses and processes
- NCCER Certifications
- High School Equivalency
- Workforce and Economic Development Plans
- New programs for target and demand occupations
- Legislative proposals: AEL, Perkins
- Truck and Bus Driving program

### 3. Industry Training and Economic Development Operations

#### Institutes and Programs



##### Leading Programs

Welding	ISO 9001-2015
Youth and Adult Apprenticeship	Youth Robotics and Automation (ISDs)
Electrical	Machining/Tooling
Business/Leadership	Industrial Maintenance
Computer Applications	Quality Control
OSHA/Safety	Lean Manufacturing
CPR/First Aid	Six Sigma Green/Black Belt
Workplace Literacy	Robotics & Automation

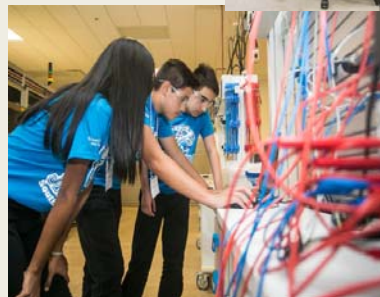
## Grants in 2019-2020

- 16 grants
- \$2,927,659
- 2,667 trainees

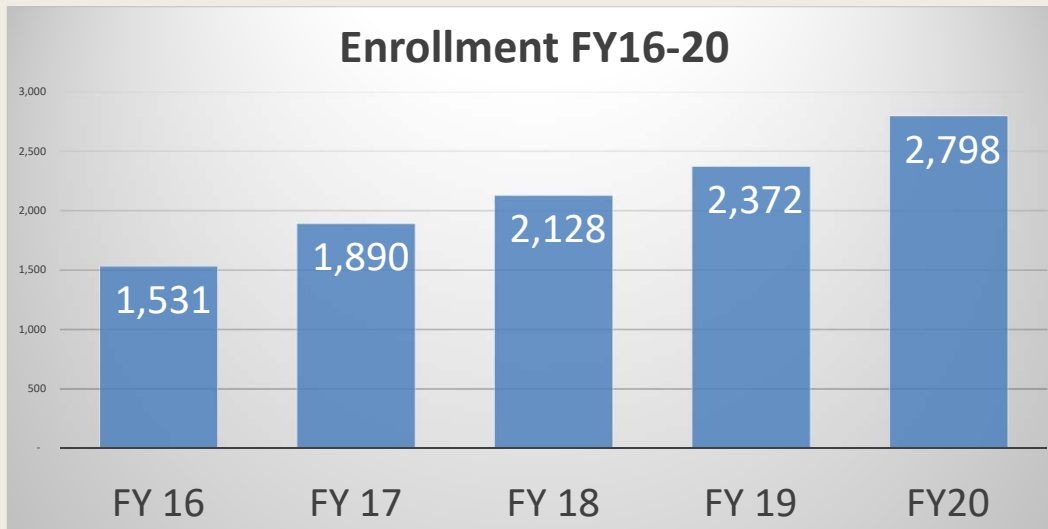


## Contracts in 2019-2020

- 20 contracts
- \$132,685
- 801 trainees



## Key Performance Indicators



## Key Performance Indicators (cont'd)

- Course Completion: 94%
- Student Satisfaction: 97%
- Staff Satisfaction: 98%
- Staff Productivity: 97%
- Compliance: 95%
- Cost Recovery: 100%

## Major Accomplishments

- First and only FESTO and Fanuc Certified Training Centers in the RGV
- First USDOL Apprenticeship Program sponsorship for Higher Education in the RGV
- The most advanced and comprehensive robotics and automation lab in South Texas
- Trained over 43,000 individuals since 2007
- Provide over 1,500 industry recognized certifications per year

## Recognitions

- Recognized by TWC for number of small businesses served under the Skills for Small Business Grant
- Apprenticeship Texas State Conference—among the first institutional USDOL Registered Apprenticeship Sponsors in the state.
- Prior Learning Assessment Process
  - *Mechatronics Technician*
  - *Precision Manufacturing Technician*



## Future Initiatives

- New programs aligned to target and demand occupations
- Pell grant for noncredit students
- 100% conversion of courses and processes to online format
- STC Center for Industrial Safety
- STC Maquiladora Training Program (STC Technology Campus)
- Online/On-demand Workforce Training

## 4. Proposed Facilities Expansion

- Goal
- Existing Facilities at Pecan Plaza
- Need
- Strategy

## Goal

- Increase enrollment by at least 5% annually
- Improve competition with proprietary schools' facilities



## Existing Facilities at Pecan Plaza

- 10,000 square feet
- 6 classrooms
- 3 computer labs
- 16 cubicles / stations





## Need

- A new 20,000-square foot building to accommodate increase in enrollment and improve competition with proprietary schools



## Strategy Phase 1

- Apply for US Department of Commerce EDA CARES grant to construct a 10,000-square foot building
- Location: land next to Church's Chicken off Pecan
- \$3.7M total construction cost: \$2.96M from EDA, \$740K STC match
- 2 to 2.5 years to complete construction
- Move existing healthcare programs from Pecan Plaza to new building; expand healthcare programs by 100%
- Vacate 50% of Pecan Plaza facilities

## Strategy Phase 2

- Add 10,000 sq.ft. to the 10,000-sq.ft. EDA-funded building
  - *5,000 sq.ft. to vacate the rest of Pecan Plaza*
  - *5,000 sq.ft. to accommodate growth in enrollment*

THANK YOU FOR YOUR SUPPORT