



**SOUTH TEXAS  
COLLEGE**

# **Board of Trustees**

## **Board Work Session**

**Tuesday, October 24, 2023  
11:00 a.m.**

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

**Online Board Packet**

**SOUTH TEXAS COLLEGE**  
**Board Work Session**  
**Tuesday, October 24, 2023 @ 11:00 a.m.**  
**Ann Richards Administration Building A**  
**Conference Room A 142**  
**Pecan Campus, McAllen, Texas**

**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. At this meeting, the Board of Trustees may deliberate on and take any action deemed appropriate by the Board of Trustees on the following subjects:”

- I. Call Meeting to Order**
- II. Determination of Quorum**
- III. Work Session on Strategic Planning**
  - 1. Overview of Session
  - 2. Data Trends
  - 3. Current Strategic Plan and Planning Cycle
  - 4. Review of Key Performance Indicators (KPIs)
  - 5. Strengths, Weakness, Opportunities, and Threats (SWOT) Analysis Session
  - 6. Wrap Up and Next Steps

## **Work Session on Strategic Planning**

Dr. David Plummer, Vice President for Information Services, Planning, Performance, and Strategic Initiatives, Dr. Fernando Chapa, Dean for Institutional Research, Effectiveness, & Strategic Planning, will lead a work session on Strategic Planning at South Texas College, including the following elements:

### **1. Overview of Session**

The work session will begin with a brief overview of the agenda to set the stage for a review of workforce data, an overview on the College's current strategic planning cycle, and a discussion of the realignment of Key Performance Indicators (KPIs) to state priorities, followed by a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis to gather trustee insights that will help guide the new strategic planning cycle.

### **2. Data Trends Overview**

Administration has been working with TIPS Strategies out of Austin, Texas, to focus on and analyze meaningful economic and workforce development data to help guide strategic planning.

Tom Stellman, CEO & Founder, and Katrina Parkey, Consultant, will lead the Board on an overview of the data highlights, and will also share access to a live data portal curated for South Texas College, the South Texas College Workforce Dynamics dashboard through their TIPS Strategies Tableau page.

### **3. Current Strategic Plan and Planning Cycle**

The 2019 – 2025 Strategic Plan started with the Vision, Mission, and Core Values as adopted by the Board of Trustees, and considered data gathered through environmental scans, peer institutions, local, regional, and national trend forecasting, and stakeholder engagement that included the trustees, faculty, staff, students, and community members.

Through this process, the Strategic Planning Committee developed the five following strategic goals, with three or four supporting strategic directions for each goal:

- Lead Community Engagement
- Promote Academic Integrity and Excellence
- Create Educational Opportunities for Students
- Foster Student Success
- Cultivate Institutional Excellence

Since its adoption, the 2019 – 2025 Strategic Plan and its elements helped guide the institutional focus of resources in alignment with our Vision, Mission, and Core Values.

## **Strategic Planning Cycle**

Strategic Planning is essential to the proactive and data-driven development of new programs and review of existing programs that keep South Texas College attuned to the current and future needs of its students and communities.

Strategic Plans are established in six-year periods. Each strategic plan includes two three-year Comprehensive Operational Planning periods. These operational plans then serve as the basis for administration to develop the annual budget, which is provided for Board review and adoption.

The trustees will review the Strategic Planning Cycle which allows for the evaluation of existing strategic goals and directives, and facilitates the development and implementation of a new strategic plan to guide the next six-year period.

### **Phase I – Academic 2023 - 2024**

- Ongoing data gathering and analysis, including shared governance engagements with students, faculty, staff, trustees, administrative leadership, and community members as well as formal studies.
  - Environmental Scan
  - Focus Groups
  - Surveys
- Closeout the current 2019 – 2025 Strategic Plan
- Evaluate South Texas College performance
- Develop new Vision, Mission, and Core Values

### **Phase II – Academic 2024 - 2025**

- Ongoing data gathering and analysis, including shared governance engagements with students, faculty, staff, trustees, administrative leadership, and community members as well as formal studies.
  - Environmental Scan
  - Focus Groups
  - Surveys
- Fall 2024 – Begin development of 2025 – 2031 Strategic Plan
- Spring 2025 – Review and Finalize Final Draft of 2025 – 2031 Strategic Plan

### **Phase III – Academic 2025 - 2026**

- Begin Implementation of 2025 – 2031 Strategic Plan in Comprehensive Operational Plans and Budget development

**4. Review of Key Performance Indicators (KPIs)**

South Texas College monitors and evaluates many data points to measure its success in meeting the needs of its students and other stakeholders and in relation to meeting the goals of the Strategic Plan. Among these many pieces of information, the College identifies Key Performance Indicators (KPI) as specific metrics that help evaluate performance in regard to specific goals.

Under the previous state funding formula, the College’s KPIs were heavily tied to enrollment headcount and related statistics, as well as specific student success metrics. With the passage of HB 8 in the 88<sup>th</sup> Texas Legislature, the state’s focus clearly shifted away from strict consideration of enrollment headcount and toward an even greater focus on student success metrics, including increased emphasis on completion of credentials, the success of dual credit students, student transfers, and recognition of success in certain non-credit programs. South Texas College’s history of excellence had a clear influence on the development of the HB 8 funding methodology, as it aligns closely to the college’s programs and performance.

South Texas College will not need to undertake significant or disruptive changes to benefit from the HB 8 formula funding; however, this is an opportune time to re-evaluate the College’s KPIs and to better align them to support the development of new strategies to enhance and innovate student success initiatives. This will help South Texas College continue to lead the state in student success and fully benefit from revenue available from state appropriations.

**5. Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis Session**

SWOT Analysis provides a framework to identify and discuss potentially helpful and harmful circumstances, both internal to the College and external, that should be accounted for in strategic planning:

	<i>Internal</i>	<i>External</i>
	<b>Strengths</b>	<b>Opportunities</b>
<i>Helpful</i>	<p><i>What are some of STC’s strengths?</i></p> <p><i>What does STC do well?</i></p>	<p><i>What are some existing and potential opportunities for STC?</i></p> <p><i>What markets are STC missing?</i></p>
	<b>Weaknesses</b>	<b>Threats</b>
<i>Harmful</i>	<p><i>What are STC’s areas for improvement?</i></p> <p><i>What resources does STC need to develop?</i></p>	<p><i>What are some existing and potential threats?</i></p> <p><i>What new / disruptive trends will require STC to adapt?</i></p>

The SWOT Analysis session with the Board of Trustees will identify strengths and weaknesses internal to the College, and opportunities and threats external to the College. Through identifying and discussing each of these circumstances, the Board will provide guidance that will substantially support the next steps of the strategic planning cycle.

#### **6. Wrap Up and Next Steps**

The work session will conclude with a wrap up discussion of Strategic Planning and any further feedback from the trustees to support the next steps in the outlined process.

No formal action by the Board of Trustees is requested at this time. This information is presented as an update to the trustees, for feedback to administration, and to help guide the next steps of the strategic planning process.



## STRENGTHS

Advantages that can be built on to improve South Texas College's performance



## WEAKNESSES

Liabilities and obstacles that limit performance potential



## OPPORTUNITIES

Assets, positive trends, promising programs with significant potential for increased performance



## THREATS

Vulnerabilities and unfavorable factors that could negatively affect South Texas College's performance