



**SOUTH TEXAS
COLLEGE**

Board of Trustees

Education and Workforce Development Committee Meeting

Tuesday, June 10, 2025

3:00 p.m.

**Ann Richards Administration Building
Board 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, June 10, 2025 @ 3:00 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 the Tuesday, April 8, 2025 Committee Meeting 2 - 7
- II. Presentation on Enrollment Services Student Retention and Completion Strategies
..... 8 - 16
- III. Presentation on South Texas College and the Talent Strong Texas Pathways Project
..... 17 - 25
- IV. Review and Discussion on Proposed South Texas College 2025 – 2031 Strategic Plan
..... 26 - 38

Approval of Minutes for the Tuesday, April 8, 2025 Committee Meeting

The Minutes for the Education and Workforce Development Committee meetings of Tuesday, April 8, 2025 are presented for Committee approval.

**South Texas College
Board of Trustees
Education and Workforce Development Committee
Ann Richards Administration Building A-142 Conference Room
Pecan Campus, McAllen, Texas
April 8, 2025 @ 3:00 p.m.**

Minutes

The Education and Workforce Development Committee Meeting was held on Tuesday, April 8, 2025 in the Ann Richards Administration Building Board Room at the Pecan Campus in McAllen, Texas. The meeting commenced at 3:16 p.m. with Ms. Victoria Cantu presiding.

Members present: Ms. Victoria Cantu, Ms. Dalinda Gonzalez-Alcantar via teleconference, and Mr. David De Los Rios.

Other Trustees Present: Dr. Alejo Salinas, Jr. and Mr. Danny Guzman.

Members absent: None

Also present: Dr. Ricardo J. Solis, Dr. Jesus Camos, Dr. Anahid Petrosian, Dr. Brett Millan, Dr. Rodney Rodriguez, Mr. Javier Villalobos, Mr. Daniel A Montez, Ms. Lisa Aleman, Dr. Margo Vargas Ayala, Ms. Myra De La Garza, Ms. Olivia Gomez, Ms. Gardenia Perez, Ms. Kelly Nelson, Mr. Martin Villarreal, Mr. Arturo Solano, Ms. Elizabeth Hollenbeck, Ms. Lynell Williams, Ms. Marcela Beas, Mr. Andrew Fish, Ms. Lynda Lopez, Dr. Rebecca De Leon, Dr. Christopher Nelson, and Ms. Venisa Earhart.

**Approval of January 14, 2025 Education and Workforce
Development Committee Minutes**

The Minutes for the Education and Workforce Development Committee Meeting of January 14, 2025, were presented for Committee approval.

Ms. Victoria Cantu called for any corrections to the Minutes as written. Hearing no corrections, Ms. Victoria Cantu adopted the Minutes for the January 14, 2025 Committee Meeting as presented.

Review of Dual Credit Programs Eligibility Criteria Assessment and Recommendations

Purpose Administration will review recommended changes to the Dual Credit Program Eligibility Criteria, specifically regarding the implementation of a pilot program to offer a “non-degree seeking” option for dual credit students.

Justification The Texas Higher Education Coordinating Board has recently updated eligibility criteria for dual credit programs, introducing a classification for “non-degree seeking” students who have earned fewer than 15 credit hours. Under this new classification, students are not required to meet Texas Success Initiative (TSI) college readiness standards.

Once a non-degree seeking student completes 15 credit hours, they must demonstrate TSI compliance and transition to degree-seeking status to continue enrolling in dual credit courses.

Administration has collaborated with Instructional Deans to review the necessary framework for high school students to participate in this pathway. Policy and Interlocal Agreement revisions will be presented for Board approval as the pilot’s final preparations are completed in May 2025.

South Texas College administration has engaged with ISD superintendents, who have expressed strong support for this initiative. This model balances flexibility in dual credit enrollment with safeguards to promote student success, including adherence to academic standing and financial aid eligibility criteria. Key components of this approach include:

- **Internal Eligibility Review** by ISD – Ensuring students are academically supported and prepared for their college coursework.
- **Dual Credit Programs Advisement** – Providing guidance before students reach the 15-credit threshold.
- **Faculty Assessment** – Preparing for anticipated enrollment growth.
- **Adherence to an Established Instructional Plan**– Ensuring non-degree seeking students enroll in approved courses aligned with their academic progress.

Administration will seek Board approval in May 2025 of the necessary steps to pilot the Non-Degree Seeking Dual Credit pathway for the 2025–2026 academic year. The program’s performance will be assessed before determining recommendations for future implementation.

Funding

There are no immediate financial implications associated with this initiative. However, enrollment growth driven by the non-degree seeking option may result in increased revenue.

To manage potential faculty cost increases, the College will prioritize the use of ISD faculty where feasible and explore opportunities to consolidate dual credit course offerings across multiple districts when appropriate.

Staff Resources

Dr. Anahid Petrosian, Vice President and Provost for Academic Affairs and Economic Development

Dr. Rebecca De Leon, Associate Vice President for Dual Credit Programs and School District Partnerships

Recommendation No action was requested.

This item was to provide information and solicit feedback from the trustees.

No action was necessary on this item.

Presentation on Library & Learning Support Services

Purpose

Information Services, Planning, Performance, & Strategic Initiatives will review the role and operations of the Library & Learning Support Services group, including Library Services, Learning Commons & Open Labs, and Centers for Learning Excellence.

Justification

It is important for the Committee to be informed periodically about the operations and services offered by Library Services, Learning Commons & Open Labs, and Centers for Learning Excellence and how these departments serve to provide information materials, technology rich spaces, academic support services, and cultural enrichment opportunities to students, faculty, staff, and the community. These services promote teaching and learning at the College and contribute meaningfully to community engagement in furtherance of the Colleges mission, vision, and values.

Enclosed Documents

A copy of the presentation slides is included.

Funding

No funding is requested with this presentation.

Staff Resources

Interim VP of Information Services, Planning, Performance, & Strategic Initiatives and Dean of Library & Learning Support Services Dr. Jesús Campos; Associate Dean of Library Services Elizabeth Hollenbeck, Director of Learning Commons & Open Labs Arturo Solano, and Director of Centers for Learning Excellence Lynell Williams.

Recommendation

This presentation was for the Education and Workforce Development Committee's information and feedback. No action is requested.

No action was necessary on this item.

Adjournment

There being no further business to discuss, the Education and Workforce Development Committee Meeting of the South Texas College Board of Trustees adjourned at 4:24 p.m.

I certify that the foregoing are the true and correct Minutes of the April 8, 2025 Education and Workforce Development Committee Meeting of the South Texas College Board of Trustees.

Mrs. Victoria Cantu, Presiding

Presentation on Enrollment Services Student Retention and Completion Strategies

Purpose	Mr. Matamoros, Dean of Enrollment Services, will deliver a presentation highlighting two strategic initiatives aimed at improving student retention and completion.
Justification	Mr. Matamoros will provide an overview of the StayOn Track initiative, recently launched to assist students at risk of losing financial aid eligibility. He will also present an update on the implementation of the JagReconnect program, which is designed to support returning adult learners who have earned some college credit but have not yet completed a credential. Additionally, Mr. Matamoros will highlight organizational changes within Student Financial Services that have resulted in operational efficiencies and improvements in the financial aid award process.
Enclosed Documents	PowerPoint presentation.
Funding	No funds are required.
Staff Resource	Tony Matamoros, Dean of Enrollment Services.
Recommendation	No action is necessary on this item.

Enrollment Strategies

*Education & Workforce Development
Committee- **Board of Trustees***



**SOUTH TEXAS
COLLEGE**

Areas of Priority

- Operational Efficiencies
- Optimize Financial Aid Processes and Procedures
- Simplify Information to Students and Parents
- Integrate Technology in Financial Aid Packaging Process
- Timely Resolution of Financial Aid Issues
- Pro-Active Measures for At-Risk Students
- Flexible Payment Options

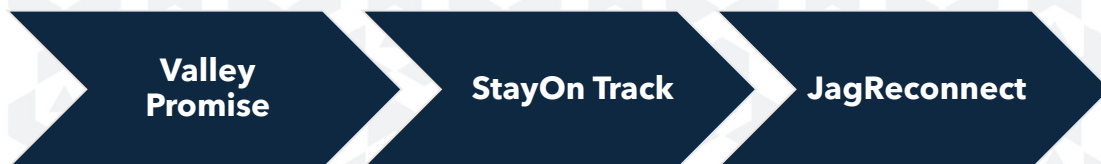
Highlights

- Increase in Early Enrollment of Students
- Decrease in Unpaid Accounts
- New Payment Options
- Decrease in Students Dropped for Non-Payment:

Semester	Students Dropped For Non-Payment
Spring 2024	433
Spring 2025	291

33% Decrease

Enrollment Strategies



Satisfactory Academic Progress (SAP)

Good

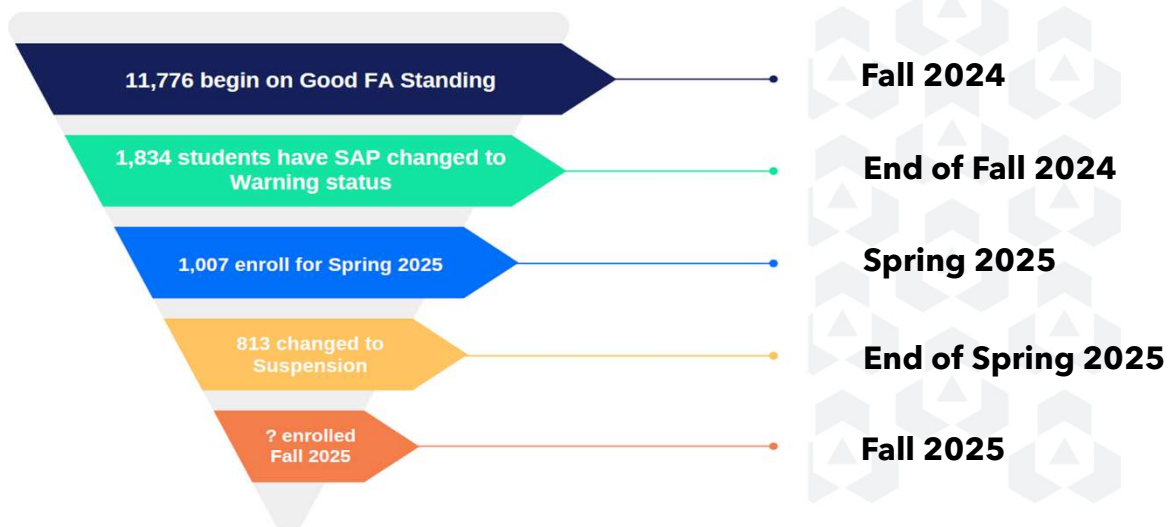
Warning

Suspension

SAP Criteria:

- 1) Minimum 2.0 GPA
- 2) Complete 67% of Attempted Credits
- 3) Graduate within the Maximum Time Frame

2024-2025 Academic Year SAP Data



Key Student Data Points

71%

Receive Financial
Aid

44%

Former Students
Stopped Out Due
to Financial Issues

35%

Struggle to Pay
Bills

Sources:
2025 STC Student Financial Services Data
2024 Trellis STC Re-Engagement Survey
2024 STC Survey of Entering Student Engagement (SENSE)

STC Student Profile



Student Type: Continuing
Program: ADN
Degree Progress: 23%
GPA: 2.7
SAP Status: Suspension
Attempted Hours: 20
Completed Hours: 13
FA Completion: 65%

STC Student Profile



Student Type: Returning
Program: HVAC Certificate
Degree Progress: 98%
GPA: 4.0
SAP Status: **Suspension**
Attempted Hours: 27
Completed Hours: 12
FA Completion: 44%

Potential StayOn Track Recipients

627 Students Currently on Suspension with 2.0+ GPA

Students	Credit Hours Needed to Regain Financial Aid*
138	6
260	12

**Courses Must be Completed with Grade of "D" or Better*

StayOn Track

Program Components:

- Early Interventions for At-Risk Students
- Personalized Coaching and Mentoring
- Tuition Assistance to Help Regain Financial Aid Eligibility
- Ongoing Case Management
- Financial Planning and Literacy Education
- Wrap-Around Services

JagReconnect Program Success Rates



7.3%
Reenrollment

37%
Persistence

10%
Transfer

19%
Graduation

JagReconnect

Program Components:

- Personalized Coaching and Mentoring
- Case Management and Monitoring of Academic Progress
- Covers Tuition for Remaining Courses if Close to Completion
- Wrap-Around Services

JagReconnect

Program Criteria:

- Be a Texas resident, residing in Hidalgo or Starr County
- Complete a credential within two consecutive semesters
- Enroll in minimum of six credit hours each semester
- Demonstrate financial need
- Have and maintain a cumulative GPA of 2.0
- Meet financial aid SAP standards

JagReconnect Priorities

- Expand Presence in Community
- Implement Flexible Enrollment Hours
- Collaborate with Local Agencies Offering GED Programs
- Work with ISDs to Target Alumni and Recovery High Schools
- Secure Additional Funding

Presentation on South Texas College and the Talent Strong Texas Pathways Project

Purpose	Administration will present on the history and future of South Texas College's participation with the Talent Strong Texas Pathways (TSTP) project, a Texas Association of Community Colleges and Texas Success Center collaboration targeting barriers to entry and success in Texas' colleges and aligning educational programs to workforce needs.
History	<p>STC has participated in all three multi-year rounds of the TSTP since its inception with the first round of institutes beginning in Fall 2016. During each round, colleges across the state collaborated on success strategies and explored practices that could elevate student opportunities and performance at each college.</p> <p>STC developed and implemented several key initiatives during this process, which have each boosted our student support and accomplishments. These initiatives are cross-divisional efforts that bring departments across the college together to focus, intentionally, on best practices to serve students. Initiatives are aligned to the key Pillars of TSTP:</p> <ul style="list-style-type: none">Pillar 1: Clarify Paths to Student End GoalsPillar 2: Help Students Choose and Enter a PathwayPillar 3: Help Students Stay on PathPillar 4: Ensure that Students are Learning <p>Administration will provide additional details on activities completed under each Pillar, as well as ongoing activities for the duration of the current TSTP Round 3.</p> <p>Administration will also provide an overview of the proposed Round 4 cohort, for which STC has applied. This application identifies STC as an "Impact College" and would have STC focus its resources on supporting the Dual Credit Program's partnerships with ISDs in the promotion of student successes aligned with state priorities.</p>
Enclosed Documents	A PowerPoint summarizing the details of STC's TSTP participation is included and will be presented at the meeting.
Funding	There are no immediate financial implications associated with this initiative.
Staff Resources	Dr. Christopher Nelson, Dean of Liberal Arts

Recommendation No action is requested.

This item is to provide information and solicit feedback from the trustees.



South Texas College and Texas Pathways Projects

Presented by

Dr. Christopher Nelson, Dean of Liberal Arts

Dr. Fernando Chapa, Dean of Institutional Research,
Effectiveness, and Strategic Planning

Overview

- Introduction to Talent Strong Texas Pathways
- Pathways Initiatives Completed or Ongoing at STC (Rounds 1-3)
- Remaining Pathways Initiatives to Complete (Round 3)
- Preview of Pathways Round 4



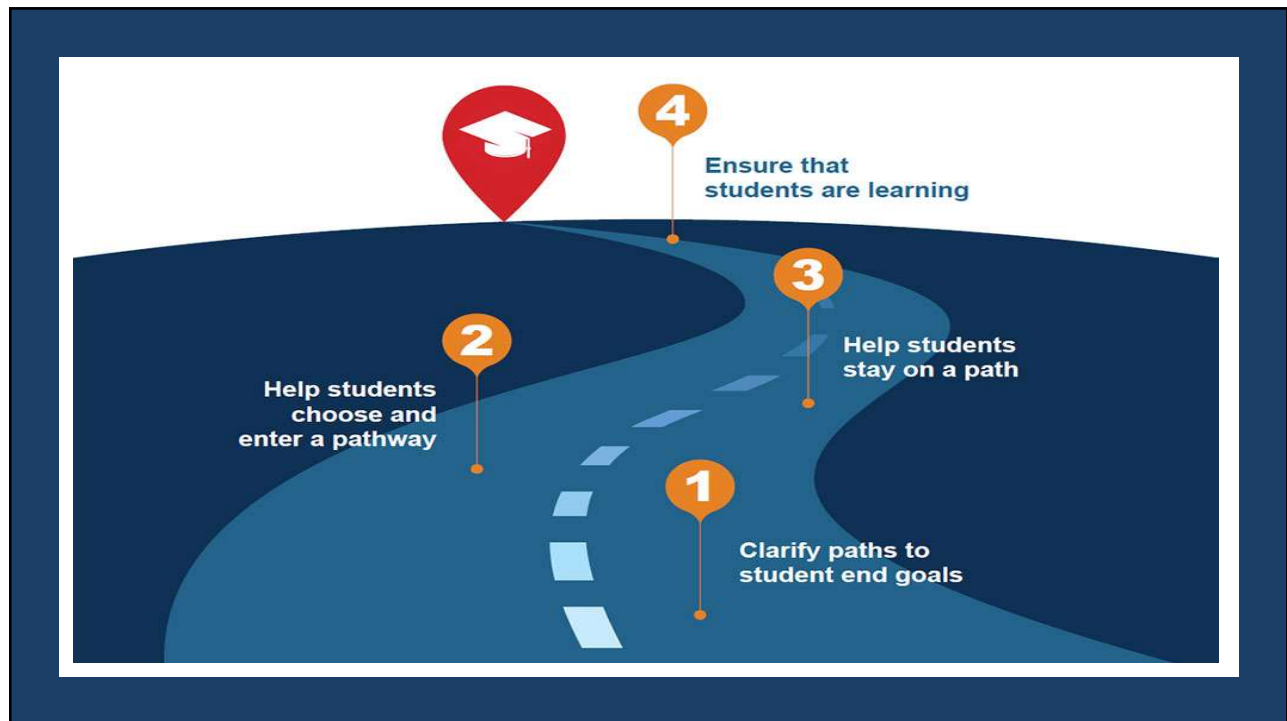
Texas Success Center



Talent Strong Texas Pathways (TSTP)

Talent Strong Texas Pathways (TSTP) is a strategic initiative designed to create structured academic and career pathways to help all students succeed, from high school through postsecondary education and into meaningful careers.

Initiative involves **collaboration** between community colleges, workforce partners, and industry leaders to develop pathways that align with student success and regional workforce needs.



Introduction to Talent Strong Texas Pathways

The Four Pillars

- **Pillar 1:** *Clarify paths to student end goals*
- **Pillar 2:** *Help students choose & enter a pathway*
- **Pillar 3:** *Help students stay on a path*
- **Pillar 4:** *Ensure that students are learning*



Pathways Initiatives: Completed or Ongoing at STC (Rounds 1-3)

Pillar 1: *Clarify Paths to Student End Goals*

- Developed **Curriculum Maps** for each program
- Developed **Meta-Majors** (Program Clusters)
- Mapped **High School Endorsements** to STC programs and dual credit courses
- Updated **Backward Transfer Maps** for all top transfer universities
- Began developing pathways from **Non-credit to Credit Programs**



<https://www.southtexascollege.edu/map/>
<https://academicaffairs.southtexascollege.edu/transfer-center/transfer-opportunities.html>



Pathways Initiatives: Completed or Ongoing at STC (Rounds 1-3)

Pillar 2: *Help Students Choose and Enter a Pathway*

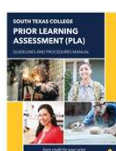
- Developed **Mandatory Advising** for FTIC students
- Implemented the **Co-Requisite Model** of developmental education
- Explored **New Student Orientation** options for non-FTIC students
- Redesigned **College Webpages** to align with meta-majors
- Launched the “**Find Your Future**” Exploratory Event



Pathways Initiatives: Completed or Ongoing at STC (Rounds 1-3)

Pillar 3: *Help Students Stay on Path*

- Implemented and expanded the **Early Alert System**
- Established **Student Financial Literacy Program**
- Established procedures for **Credit for Prior Learning (PLA)**
- Developed operational plan for **My Advising Plan (QEP)**
- Developed **Process Maps** of the student experience at STC



<https://academicaffairs.southtexascollege.edu/pla/pla-guidelines-and-procedures-manual.pdf>



Pathways Initiatives: Completed or Ongoing at STC (Rounds 1-3)

Pillar 4: *Ensure that Students are Learning*

- Established the **FOCUS Academy** for faculty
- Established **Task Forces** on core objective and learning outcomes assessments
- Developed **SPARK**, an online Teaching Academy
- Joined AAC&U's "**Strengthening Guided Pathways**" Project
- Hosted and institutionalized the **Annual Data Summit**



Remaining Pathways Initiatives to Complete (from Round 3)

- **Transfer Maps** for top university partners available online
- **Program Credential Maps** for all programs
- Formalize **Case-management Model** of advising for GPS and Faculty Advisors
- Develop **Touch Point Maps** (from onboarding to completion) for all student types
- Create a **Program Vitality Report/Scorecard** for program evaluation, including post-completion success metrics



Remaining Pathways Initiatives to Complete *cont'd*

- Develop processes for **Basic Needs Supports and Services**
- Become a **Caring Campus**
- Participate in **Minding College Minds Project** (2nd Cohort)
- Partner with Alamo Colleges District and Laredo College on the **STA-Well Project**
- Participate in the **Translating Opportunity Texas Project**



Preview of Pathways Round 4

- Application submitted **May 22, 2025**
 - Focus: **"Impact College,"** focusing on **Dual Credit**
 - **6-person team**
- **Summer Catalyst Event** (July 2025) for CEOs
- **Institute 1 (Fall 2025):** Design the Plan
- **Institute 2 (Spring 2026):** Implement the Plan
- **Institute 3 (Fall 2026):** Assess the Plan
- **Institute 4 (Spring 2027):** Analyze the Results



Questions?



Review and Discussion of Proposed South Texas College 2025-2031 Strategic Plan

Purpose	Administration will discuss the development of the proposed South Texas College 2025-2031 Comprehensive Strategic Plan, highlighting goals, strategic directions, and strategies. The goals, strategic directions, and strategies build on the vision, mission, and values adopted by the Board in July 2024 and complete the formulation of the College's 2025-2031 Strategic Plan. Formulation of the goals, strategic directions, and strategies used institutional data as well as information provided by faculty and staff members, students, and external stakeholders in a process that began in fall 2023. Administration welcomes feedback from the Committee.
Justification	The 2025-2031 Comprehensive Strategic Plan will form the basis of the College's direction for the coming six years. It will be used by units to detail their respective institutional effectiveness plans. Through its participation and adoption of the College's Strategic Plan the Board exercises its role setting priorities for the College.
Funding	No funding is requested with this presentation.
Enclosed Documents	Draft South Texas College 2025-2031 Strategic Plan Presentation slides
Staff Resource	Dr. Jesús Campos, Interim Vice President for Information Services, Performance, Planning, and Strategic Initiatives, will introduce Dr. Fernando Chapa, Dean for Institutional Research, Effectiveness, and Strategic Planning, to present the 2025-2031 Strategic Plan.
Recommendation	This presentation is for the Education and Workforce Development Committee's. No action is requested.

South Texas College

2025–2031 Strategic Plan

Realizing Our Vision
Realizando Nuestra Visión

Goals and Strategic Directions

Goal 1: Champion Student Success

Ensure every student has the support and resources needed to succeed from entry to completion.

Our Focus:

Provide holistic and coordinated support that helps every student achieve personal, academic, and career success. Through programs that foster care and connection, we remove barriers and promote engagement that leads to lifelong learning and opportunity.

Strategic Direction 1: Remove Barriers to Educational Goals

- a) **Establish Jaguar Resource Centers** to support students with essential needs such as food, housing, transportation, and mental health.
- b) **Expand tuition assistance programs and pursue opportunities to lower cost of attendance.**

Strategic Direction 2: Strengthen Student Engagement and Campus Culture

- a) **Implement Caring Campus best practices** across all campuses, departments, and service areas.
- b) **Expand welcoming campus events and co-curricular programs** that foster connection and belonging.
- c) **Develop a coordinated student communication and holistic support strategy** that combines technology and personal outreach to guide and support students through their educational journey.

Goal 2: Develop, Align, and Optimize Educational Programs

Deliver innovative, future-focused programs that equip students with the skills and credentials needed for success.

Our Focus:

Deliver high-quality academic and workforce programs that respond to emerging industry needs and equip students with the skills, credentials, and adaptability needed for personal growth and social mobility.

Strategic Direction 1: Innovate and Expand Learning Opportunities

- a) **Design learning opportunities, credentials, and degrees** that address workforce demands and integrate emerging technologies, including Artificial Intelligence.
- b) **Expand co-curricular and extracurricular programming** to enrich student learning and engagement.

Strategic Direction 2: Optimize Existing Programs

- a) **Standardize and streamline program review** to ensure quality, innovation, and labor market alignment.
- b) **Leverage learning outcomes data** for program and curricula improvement strategies.
- c) **Increase access to work-based learning** through partnerships offering internships, apprenticeships, clinicals, and hands-on experience.
- d) **Diversify instructional modalities** to support flexibility, engagement, and access for all learners.

Strategic Direction 3: Enhance Student Transitions Across Education Pathways

- a) **Promote program pathway maps** that support student goal setting, career planning, completion, and transfer.
- b) **Strengthen alignment of educational offerings** across credit, dual enrollment, noncredit, and transfer pathways to support stackable credentials and seamless advancement.
- c) **Accelerate college readiness** through targeted support and high-impact teaching practices.

Goal 3: Maximize Institutional Effectiveness and Efficiency

Align resources, talent, and technology to ensure operational excellence and mission-driven decision-making.

Our Focus:

Operate as a unified, data-informed, and high-performing institution. By aligning systems, strengthening communication, leveraging technology, and investing in talent, we will improve institutional agility, accountability, fiscal responsibility, and impact.

Strategic Direction 1: Align Resources and Operations to Advance Institutional Goals

- a) **Coordinate planning and project management** across departments to align resources with strategic priorities.
- b) **Enhance internal communication** to support collaboration and transparency across the institution.
- c) **Exercise fiscal responsibility** by prioritizing funding for strategic goals and strengthening the College's long term financial stability.

Strategic Direction 2: Leverage Technology and Data

- a) **Integrate AI and emerging technologies** to streamline operations and strengthen decision-making.
- b) **Foster a culture of continuous improvement** by embedding actionable data in planning and evaluation.

Strategic Direction 3: Develop and Retain Institutional Talent

- a) **Provide meaningful professional development** and growth opportunities for faculty and staff across all roles.
- b) **Invest in career and personal development** for faculty and staff to create an environment for them to thrive.

Goal 4: Cultivate Community Engagement

Strengthen relationships and partnerships with community to build trust, visibility, and shared prosperity.

Our Focus:

South Texas College will strengthen its role as a trusted community leader by building collaborative partnerships, expanding visibility, and aligning with regional goals to support student success and economic growth.

Strategic Direction 1: Enhance Visibility and Reputation of the College

- a) **Expand public awareness** through storytelling, media outreach, and community-facing events that promote civic engagement, culture, and access to learning.
- b) **Celebrate, preserve and promote college identity** through the history and mission of South Texas College.

Strategic Direction 2: Deepen Strategic and Regional Partnerships

- a) **Strengthen collaboration** with educational entities, employers, workforce boards, civic and governmental leaders to advance regional goals.
- b) **Cultivate alumni and retiree associations** to foster connection, pride, and long-term support.

Strategic Direction 3: Grow External Investment and Philanthropic Support

- a) **Increase and align external funding** with institutional goals and strengthen donor engagement.

South Texas College 2025-2031 Strategic Plan

Education and Workforce Development Committee
June 10, 2025



Overview

- Strategic Plan Development Timeline and Process
- Review and Feedback on Plan
- Next Steps

Timeline

- **Phase 1 (AY 23-24)** New Mission, Vision, Core Values
 - Begin Gathering Data
- **Phase 2 (AY 24-25)** 
 - Finalize New Strategic Plan
- **Phase 3 (AY 25-26)**
 - Implement and Monitor

Timeline Phase 1

Phase 1 (AY 23-24)

- **Gathered Data**
- **Environmental Scan**
- **Student Focus Groups**
- **Closed out 2019 - 2025 Strategic Plan**
- **SWOT Analyses**
- **Board Workshops (SWOT)**
- **Revised new Vision, Mission and Core Values**
- **Community Survey**
- **Revised Vision, Mission, and Core Values**

Timeline Phase 2

Phase 2 (AY 24-25)

- **Gather and Analyze Data**
- **Working Groups**
 - **Institutional Planning and Effectiveness Committee**
 - **Institutional Leadership Council**
 - **President's Cabinet**
- **Planning Workshop 2/28**
- **Developed Draft Goals**

Timeline Phase 2 cont.

Phase 2 (AY 24-25)

- **Constituent Feedback (Achieving the Dream)**
 - **Open Feedback Forums across service district**
 - **Open Online Survey**
- **Finalize Draft of 2025-2031 Strategic Plan**
 - **Goals and Strategies**

Timeline Phase 3

Phase 3 (AY 25-31)

- **Implement 2025-2031 Strategic Plan**

Goals

Goal 1 Champion Student Success

Goal 2 Develop, Align and Optimize Educational Programs

Goal 3 Maximize Institutional Effectiveness & Efficiency

Goal 4 Cultivate Community Engagement

Goal 1 Champion Student Success

Ensure every student has the support and resources needed to succeed from entry to completion.

Strategic Direction 1: Remove Barriers to Educational Goals

- a) Establish Jaguar Resource Centers to support students with essential needs.
- b) Expand tuition assistance programs.

Strategic Direction 2: Strengthen Student Engagement and Campus Culture

- a) Implement Caring Campus best practices.
- b) Expand welcoming campus events and co-curricular programs.
- c) Develop a coordinated student communication and holistic support strategy.

Goal 2 Develop, Align, and Optimize Educational Programs

Deliver innovative, future-focused programs that equip students with the skills and credentials needed for success.

Strategic Direction 1: Innovate and Expand Learning Opportunities

- a) Design learning opportunities, credentials, and degrees that address workforce demands and integrate emerging technologies, including Artificial Intelligence.
- b) Expand co-curricular and extracurricular programming to enrich student learning and engagement.

Strategic Direction 2: Optimize Existing Programs

- a) Standardize and streamline program review to ensure quality.
- b) Leverage learning outcomes data for program and curricula improvement strategies.
- c) Increase access to work-based learning.
- d) Diversify instructional modalities.

Goal 2 (Cont) Develop, Align, and Optimize Educational Programs

Deliver innovative, future-focused programs that equip students with the skills and credentials needed for success.

Strategic Direction 3: Enhance Student Transitions Across Education Pathways

- a) Promote program pathway maps.
- b) Strengthen alignment of educational offerings.
- c) Accelerate college readiness

Goal 3 Maximize Institutional Effectiveness & Efficiency

Align resources, talent, and technology to ensure operational excellence and mission-driven decision-making.

Strategic Direction 1: Align Resources and Operations to Advance Institutional Goals

- a) Coordinate planning and project management across departments.
- b) Enhance internal communication.
- c) Exercise fiscal responsibility.

Strategic Direction 2: Leverage Technology and Data

- a) Integrate AI and emerging technologies to streamline operations and strengthen decision-making.
- b) Foster a culture of continuous improvement.

Strategic Direction 3: Develop and Retain Institutional Talent

- a) Provide meaningful professional development.
- b) Invest in career and personal development for faculty and staff.

Goal 4 Cultivate Community Engagement

Strengthen relationships and partnerships with community to build trust, visibility, and shared prosperity.

Strategic Direction 1: Enhance Visibility and Reputation of the College

- a) Expand public awareness.
- b) Celebrate, preserve and promote college identity through the history and mission of South Texas College.

Strategic Direction 2: Deepen Strategic and Regional Partnerships

- a) Strengthen collaboration with educational entities, employers, workforce boards, civic and governmental leaders to advance regional goals.
- b) Cultivate alumni and retiree associations.

Strategic Direction 3: Grow External Investment and Philanthropic Support

- a) Increase and align external funding with institutional goals and strengthen donor engagements to advance regional goals.

Next Steps

- Solicit Board of Trustees Feedback (June 2025)
- Revise Strategic Plan (July 2025)
- Include Key Performance Metrics, Goals, and Targets (July)
- Finalize Plan and Board Approval (July 2025)
- Align Departmental Institutional Effectiveness Plans (Aug. – Sept. 2025)
- Implement and Monitor 2025-20231