

**South Texas College
Board of Trustees
Education and Workforce Development Committee
Ann Richards Administration Building Board Room
Pecan Campus, McAllen, Texas
Tuesday, February 10, 2026 @ 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.”

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Approval of Minutes for the Tuesday, November 11, 2025 Committee Meeting

The Minutes for the Education and Workforce Development Committee meeting of Tuesday, November 11, 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
October 14, 2025 @ 3:00 p.m.**

Minutes

The Education and Workforce Development Committee Meeting was held on Tuesday, October 14, 2025 in the Ann Richards Administration Building Board Room at the Pecan Campus in McAllen, Texas. The meeting commenced at 3:01 p.m. with Ms. Victoria Cantu presiding.

Members present: Ms. Dalinda Gonzalez-Alcantar via teleconference.

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

Members absent: Mr. David De Los Rios

Also present: Dr. Ricardo J. Solis, Dr. Jesus Camos, Dr. Anahid Petrosian, Dr. Brett Millan, Mr. Javier Villalobos, Ms. Lisa Aleman, Dr. Margo Vargas Ayala, Ms. Gardenia Perez, Mr. Andrew Fish, Dr. Rebecca De Leon, Mr. Tony Matamoros, Dr. Matt Hebbard, Ms. Melissa Pena, Mr. Jose Vela, Ms. Christina Cavazos, Ms. Lynda Lopez, Ms. Shannon Perales, Ms. Monica Benitez, Ms. Alejandra Cantu, Dr. Ali Esmaeilli, Mr. Nick Hinojosa, Ms. Janice Lopez, Ms. Angelita Teniente, Mr. Robert Barrera, Ms. Cristina Santos, and Ms. Venisa Earhart.

**Approval of April 8, 2025 and June 10, 2025 Education and
Workforce Development Committee Minutes**

The Minutes for the Education and Workforce Development Committee Meetings of April 8, 2025 and June 10, 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 April 8, 2025 and June 10, 2025 Committee Meetings as presented.

Presentation on Valley Promise Update

Purpose	Dr. Matthew Hebbard, Vice President for Student Affairs & Enrollment Management and Melissa Peña-Montes, Director of Promise & Enrollment Management will present an update on Valley Promise.
Justification	<p>The Valley Promise initiative continues to advance regional efforts to expand college access and strengthen student pathways from high school to higher education. The Fall 2025 cohort includes over 2,800 student pledges, representing strong participation from partner school districts across Hidalgo and Starr counties.</p> <p>Through enhanced outreach, coordinated advising, and financial support, the Valley Promise is helping students transition more smoothly into college and persist toward completion. The recently launched Promise Dashboard now provides schools and college staff with real-time data to monitor student progress and improve collaboration across the region.</p>
Enclosed Documents	PowerPoint presentation.
Funding	No funds are required.
Staff Resource	Dr. Matthew Hebbard, Vice President for Student Affairs & Enrollment Management and Melissa Peña-Montes, Director of Promise & Enrollment Management
Recommendation	No action was necessary on this item.

Presentation on The Power of Partnerships: Expanding Opportunities through Dual Credit Programs

Purpose	Dr. Rebecca De Leon, Associate Vice President for Dual Credit Programs and School District Partnerships, will present a strategic update on the College's Dual Credit Programs. The presentation will highlight program growth, and the ongoing efforts to strengthen partnerships with school districts, enhance instructional quality, and support student success.
Justification	<p>South Texas College continues to lead in expanding college access through its Dual Credit Programs, which has served 150,000 students across Hidalgo and Starr counties. Our tuition waived courses provide early pathways to higher education and over the past twenty-six years have opened doors for students to earn a college credential while in high school.</p> <p>Dr. Rebecca De Leon will present an overview of the program's growth, student success, and ongoing quality improvement. The College's dual credit efforts have earned state and national recognition, reinforcing its role as a model for educational partnerships.</p>
Funding	The College is not expected to incur unrecouped costs.
Staff Resources	Dr. Rebecca De Leon, Associate Vice President for Dual Credit Programs & School District Partnerships
Recommendation	No action was necessary on this item.

Review and Recommend Action as Necessary to Offer the Proposed Dental Hygiene Associate of Applied Science Degree Program in Fall 2026

Purpose	Administration seeks a committee recommendation for Board approval to finalize and offer the Dental Hygiene Associate of Applied Science program in Fall 2026.
Justification	<p>Administration has undertaken an extensive review of the proposed new program, including determination of occupational need, student demand, and a survey of competing programs in our service area.</p> <p>This high-demand program will prepare graduates for licensure and a career as a dental hygienist. This will be a competitive-entry program, following a point-based process for each cohort.</p> <p>The Credential Development Proposal outlining the program need, enrollment management plan, curriculum & course descriptions, program learning outcomes, and budget projections are available upon request.</p>
Enclosed Documents	The Credential Development Proposal is available upon request.
Funding	<p>Given the initial and ongoing operating expenses associated with this type of program, the College does not expect this program to generate net positive revenue for the first five years; however, its operating costs will be sustained through revenues from other programs.</p> <p>Start-up equipment costs have been supported through a \$1,000,000 grant from the U.S. Department of Labor.</p>
Staff Resources	<p>Ms. Christina Cavazos, Associate Dean for Curriculum, Planning & Compliance</p> <p>Ms. Janis Lopez, Dental Hygiene Faculty</p>

Upon a motion by Ms. Victoria Cantu and a second by Ms. Dalinda Gonzalez-Alcantar the Committee recommended Board approval to finalize and offer the Dental Hygiene Associate of Applied Science program in Fall 2026 as presented.

The motion carried.

Review and Recommend Action as Necessary to Offer the Proposed Information Systems Associate of Applied Science Degree in Spring 2026

Purpose	Administration seeks a committee recommendation for Board approval to finalize and offer the Information Systems Associate of Applied Science degree in Spring 2026.
Justification	<p>Administration has undertaken an extensive review of the proposed new degree, including determination of occupational need, student demand, and a survey of competing programs in our service area.</p> <p>This program will provide students with a robust foundation in the principles and practices of modern information technology, opening career and educational pathways including:</p> <ul style="list-style-type: none">• Web and Digital Interface Designer• Computer User Support Specialist• Computer Systems Analyst• Matriculation into the Bachelors of Applied Technology in Computer Information Technologies Program <p>The Credential Development Proposal outlining the program need, enrollment management plan, curriculum & course descriptions, program learning outcomes, and budget projections are available upon request.</p>
Enclosed Documents	The Credential Development Proposal is available upon request.
Funding	The College anticipates that this degree will begin generating positive net revenue by its second year of operation.
Staff Resources	<p>Ms. Christina Cavazos, Associate Dean for Curriculum, Planning & Compliance</p> <p>Ms. Angelita Teniente, Chair – Information Technology</p>
Recommendation	The Committee recommends Board approval to finalize and offer the Information Systems Associate of Applied Science degree in Spring 2026.

Upon a motion by Ms. Victoria Cantu and a second by Ms. Dalinda Gonzalez-Alcantar the Committee recommended Board approval to finalize and offer the Information Systems Associate of Applied Science degree in Spring 2026 as presented.

The motion carried.

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 4:26 p.m.

I certify that the foregoing are the true and correct Minutes of the October 14, 2025 Education and Workforce Development Committee Meeting of the South Texas College Board of Trustees.

Mrs. Victoria Cantu, Presiding

Review and Update of Strategic Plan Implementation, Alignment, and Monitoring Framework – South Texas College 2025-2031 Strategic Plan

Purpose

Administration will present the framework for implementing the South Texas College 2025–2031 Strategic Plan through unit-level Institutional Effectiveness (IE) Plans and for monitoring progress through institutional and departmental performance indicators.

The presentation will highlight how strategic goals and directions are operationalized through divisional and departmental objectives that align with institutional Key Performance Indicators (KPIs) and established baselines and targets. Administration will also share how institutional KPIs and department-level performance indicators are used to monitor progress, promote accountability, and support continuous improvement across the College.

Justification

The effective implementation of the 2025–2031 Strategic Plan requires systematic alignment between institutional priorities and unit-level planning, assessment, and resource allocation.

Through the Institutional Effectiveness (IE) planning process, departments and divisions translate strategic goals into measurable objectives supported by data-informed action plans and performance indicators. This alignment ensures that institutional priorities are advanced through coordinated and accountable action at all levels of the College.

By reviewing and affirming the implementation and monitoring framework, the Board reinforces its role in promoting transparency, accountability, and continuous improvement in support of the College’s mission and long-term success.

Funding

No funding is requested with this presentation.

Enclosed Documents

Strategic Plan Implementation and Monitoring Framework Presentation Slides

Staff Resource

Dr. Fernando Chapa, Dean for Institutional Research, Effectiveness, and Strategic Planning; and Dr. Jesús Campos, Interim VP of Technology, Information, and Planning Services

Recommendation

No action is needed at this time.

South Texas College 2025 - 2031 Strategic Plan

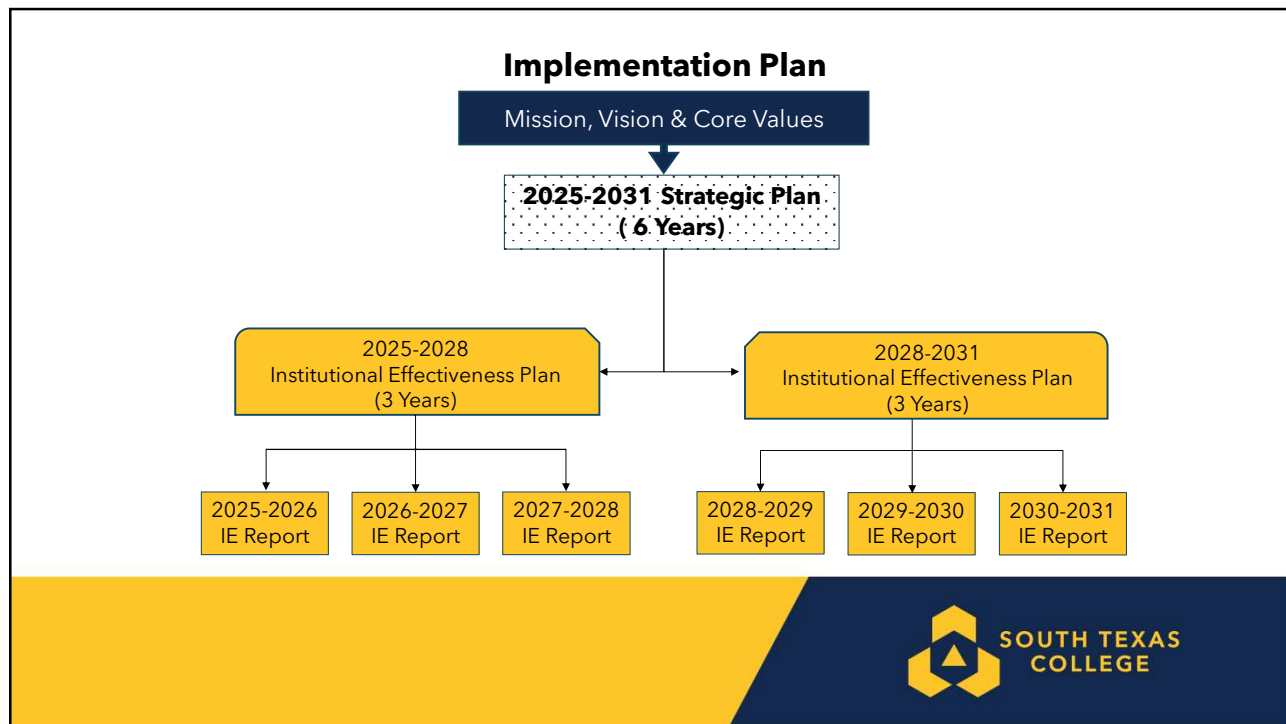
Board of Trustees Update

*Education and Workforce Development Committee
February 10, 2026*



Overview

- Implementation Plan
- Institutional Effectiveness (IE) Plans
- Strategic Plan Goals
- Sample Departmental Objectives
- Key Performance Indicators (KPIs) & Targets
- Next Steps



Institutional Effectiveness (IE) Plans

- IE Plans outline unit-level objectives aligned to institutional goals
- Each plan includes defined assessment methods to measure progress and outcomes
- 133 units participate in the IE planning process
- A total of 489 objectives are currently in place

Strategic 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 Education Goals

Strategic Direction 2:

Strengthen Student Engagement & Campus Culture

Goal 1: Champion Student Success

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

Sample Departmental Objectives

Remove Barriers to Educational Goals

- *Expand Child Development Centers*
- *Develop a Student Advocacy Center to promote crisis response and services*
- *Increase the usage of Open Educational Resources (OER)*

Strengthen Student Engagement & Campus Culture

- *Art Department will create a "Student Spotlight" to celebrate student achievements*
- *Expand Valley Promise Scholars*
- *Implement Caring Campus Initiative District-Wide*

Goal 1: Champion Student Success

Key Performance Indicators

Key Performance Indicator	BASELINE	TARGETS	
	3-Year Avg.	Midpoint (2028)	End (2031)
Number of Degrees & Certificates	5,613	6,500	7,000
3-Year Graduation Rate	28.0%	34%	37%
IPEDS Graduation Rate	27%	32%	37%
Persistence Rate	52%	60%	65%
Traditional Student Enrollment	16,835	17,000	18,000
Continuing Education Enrollment	13,790	10,500	12,600
Dual Enrollment	10,606	12,000	12,500
Course Success Rate	75%	78%	80%

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

Strategic Direction 2:

Optimize Existing Programs

Strategic Direction 3:

Enhance Student Transitions Across Education Pathways

Goal 2: Develop, Align, and Optimize Educational Programs

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

Sample Departmental Objectives

Innovate and Expand Learning Opportunities

- Establish Community Dental Hygiene Clinic
- Incorporate artificial intelligence into curriculum for academic programs.
- Center for Mexican American Studies will create a mariachi program.

Optimize Existing Programs

- Cosmetology expansion to Pecan Plaza.
- Starr County Campus establishing additional Labs for Welding and Electrician Programs

Enhance Student Transitions Across Education Pathways

- Increase GED graduate matriculation to STC credit programs

Goal 2: Develop, Align, and Optimize Educational Programs

Key Performance Indicators

Key Performance Indicator	BASELINE	TARGETS	
	3-Year Avg.	Midpoint (2028)	End (2031)
Workforce Placement Rate	84%	85%	88%
Transfer 15 SCH	2,849	3,250	4,000
Dual Credit 15 SCH	3,840	4,000	4,500
Dual Matriculation	18%	21%	25%
Transfer to a 4-year University	62%	65%	68%
College Readiness within One Year			
Math	25%	31%	38%
Reading	31%	34%	38%
Writing	24%	33%	38%

Goal 3: Maximize Institutional Effectiveness and 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

Strategic Direction 2:

Leverage Technology and Data

Strategic Direction 3:

Develop and Retain Institutional Talent

Goal 3: Maximize Institutional Effectiveness & Efficiency

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

Sample Departmental Objectives

Align Resources and Operations to Advance Institutional Goals

- Streamline the Hiring Process by 20%.
- Forecast revenue and expenditures for stronger financial control, financial sustainability, and resource optimization.

Leverage Technology and Data

- Institutionalize a Grant Management System (GMS) to provide real-time information, detailed grant tracking, and open communication.
- Fully implement Workday Student to reduce manual processing, by at least 30%.

Develop and Retain Institutional Talent

- Enhance the Employee Benefits and Training Program.

Goal 3: Maximize Institutional Effectiveness and Efficiency

Key Performance Indicators

Key Performance Indicator	BASELINE	TARGETS	
		Midpoint (2028)	End (2031)
Faculty/Staff Retention	96%	96%	96%
Satisfaction with College Services & Departments	71%	75%	80%
Employee Satisfaction			
Performance Management	60%	65%	70%
Communication	63%	67%	70%
Collaboration	60%	65%	70%

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

Strategic Direction 2:

Deepen Strategic and Regional Partnerships

Strategic Direction 3:

Grow External Investment and Philanthropic Support

Goal 4: Cultivate Community Engagement

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

Sample Departmental Objectives

Enhance Visibility and Reputation of the College

- Increase STC influence and engagement across communication channels.
- Creation of STC Legacy Archives

Deepen Strategic and Regional Partnerships

- Expand community and school partnerships to increase Valley Promise awareness and participation among high school seniors by 25%
- Create and implement an Alumni Association

Grow External Investment and Philanthropic Support

- Diversify and strengthen the donor base and revenue streams

Goal 4: Cultivate Community Engagement

Key Performance Indicators

Key Performance Indicator	BASELINE
	2-Year Avg.
Regional Poverty Rate <i>People living below 100% of poverty</i>	28%
Regional Educational Attainment Rate <i>People who have high school degree or less</i>	55%
	2025
STC Economic Impact	
Added Income (Region)	\$693.5 million
Student Benefit-Cost Ratio	8.7
	2025
Active External Partnerships	
Total External Funding Secured <i>Sum of Grants (\$7,218,045) and Foundation (\$555,985)</i>	\$7,774,030
	2025 / 2026
Community Brand Image (STC Favorable Rating)	
Community Survey	2025: 71%
Dual Credit Stakeholders	2025: 77%
Workforce Partners Workforce	2026: 76%

Strategic Directions	AAED & Academic Programs	FAS	IAEF	SAEM	TIPS	Grand Total
1.1.a – Establish Jaguar Resource Centers to support students with essential needs such as food, housing, transportation and mental health.	1	1		3		5
1.1.b – Expand tuition assistance programs and pursue opportunities to lower cost of attendance.	5			4	1	10
1.2.a – Implement Caring Campus best practices across all campuses, departments and service areas.	3	1	1	7	3	15
1.2.b – Expand welcoming campus events and co-curricular programs that foster connection and belonging.	3			3		6
1.2.c – Develop a coordinated student communication and holistic support strategy that combines technology and personal outreach to guide and support students.	131	1		17	4	153
2.1.a – Design learning opportunities, credentials and degrees that address workforce demands and integrate emerging technologies, including Artificial Intelligence.	23				1	24
2.1.b – Expand co-curricular and extracurricular programming to enrich student learning and engagement.	11				4	15
2.2.a – Standardize and streamline program review to ensure quality, innovation and labor market alignment.	13				1	14
2.2.b – Leverage learning outcomes data for program and curricula improvement strategies.	9					9
2.2.c – Increase access to work-based learning through partnerships offering internships, apprenticeships, clinicals and hands-on experience.	2					2
2.2.d – Diversify instructional modalities to support flexibility, engagement and access for all learners.	8			1		9
2.3.a – Promote program pathway maps to support student goal setting, career planning, completion and transfer.	16			1		17
2.3.b – Strengthen alignment of educational offerings across credit, dual enrollment, noncredit and transfer pathways to support stackable credentials and seamless advancement	19					19
2.3.c – Accelerate college readiness through targeted support and high-impact teaching practices.	4			2	1	7
3.1.a – Coordinate planning and project management across departments to align resources with strategic priorities.	8	7	1	1	7	24
3.1.b – Enhance internal communication to support collaboration and transparency across the institution.	5	2		1	5	13
3.1.c – Exercise fiscal responsibility by prioritizing funding for strategic goals and strengthening the College's long-term financial stability.	4	6				10
3.2.a – Integrate AI and emerging technologies to streamline operations and strengthen decision-making.	1	10	2	7	4	24
3.2.b – Foster a culture of continuous improvement by embedding actionable data in planning and evaluation.	7	13	1	1	16	38
3.3.a – Provide meaningful professional development and growth opportunities for faculty and staff across all roles.	21	4		1	3	29
3.3.b – Invest in career and personal development for faculty and staff to create an environment for them to thrive.	3	1		1	1	6
4.1.a – Expand public awareness through storytelling, media outreach, and community facing events that promote civic engagement, culture and access to learning.	12		4			16
4.1.b – Celebrate, preserve and promote college identity through the history and mission of South Texas College.		1			3	4
4.2.a – Strengthen collaboration with educational entities, employers, workforce boards, civic and governmental leaders to advance regional goals.	7		4	3		14
4.2.b – Cultivate alumni and retiree associates to foster connection, pride and long-term support.			2			2
4.3.a – Increase and align external funding with institutional goals and strengthen donor engagement.			4			4
Grand Total	316	47	19	53	54	489

489
Objectives

Next Steps

- Board of Trustees Review
- Continue implementation and monitoring
- Annual Board updates on progress of KPIs
 - End of 2025 Fiscal Year

Presentation on Emergency Student Assistance Framework - Overview

Purpose	Administration is providing an informational overview of the proposed Emergency Student Assistance Framework , which outlines the criteria, procedures, and governance for distributing one-time emergency financial assistance to enrolled students experiencing unforeseen life events that may jeopardize their ability to persist in their coursework.
Justification	<p>South Texas College continues to observe increased financial vulnerability among students resulting from rising living costs, health-related emergencies, family disruptions, and short-term employment instability. While traditional financial aid programs support long-term affordability, they are not designed to address immediate, short-term emergencies that can result in stop-out or withdrawal.</p> <p>The Emergency Student Assistance Framework establishes clear eligibility criteria, award parameters, documentation expectations, and oversight controls to ensure emergency resources are administered equitably, consistently, and responsibly. The framework is intentionally structured as a one-time intervention, not a recurring benefit, and reflects best practices observed among peer Texas community colleges.</p> <p>This informational item is intended to apprise the Board of Trustees of the framework's design and safeguards in advance of implementation.</p>
Enclosed Documents	Emergency Student Assistance Framework – Overview (Presentation)
Funding	Funding for emergency student assistance will be provided through philanthropic resources from the South Texas College Foundation, transferred to the College in accordance with established Foundation and institutional procedures. No new institutional operating funds are requested as part of this informational item.
Staff Resource	Dr. Matthew S. Hebbard, Vice President for Student Affairs and Enrollment Management
Recommendation	This item is for informational purposes only.