



ALAMO COLLEGES DISTRICT  
St. Philip's College



Malcolm Baldrige  
National Quality Award

2018 Award Recipient





# Good to Great Strategic Planning Retreat

May 18, 2023

# Welcome



# Institutional Accomplishments

With your table team, identify 3 major SPC accomplishments over the last year. Input in form on the laptop.

1.

2.

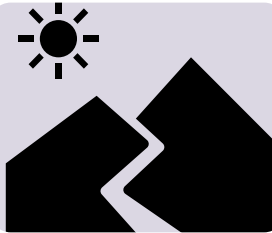
3.



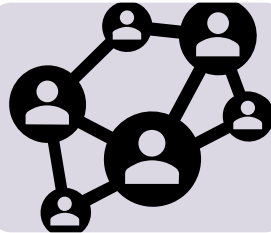
# Strategic Planning



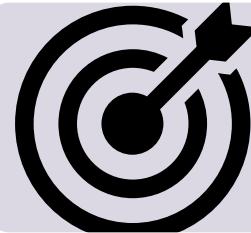
Where are we now?



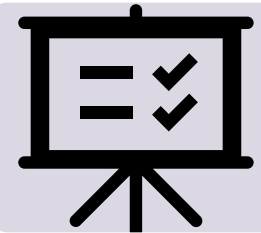
Where are we going?



What will get in our way?



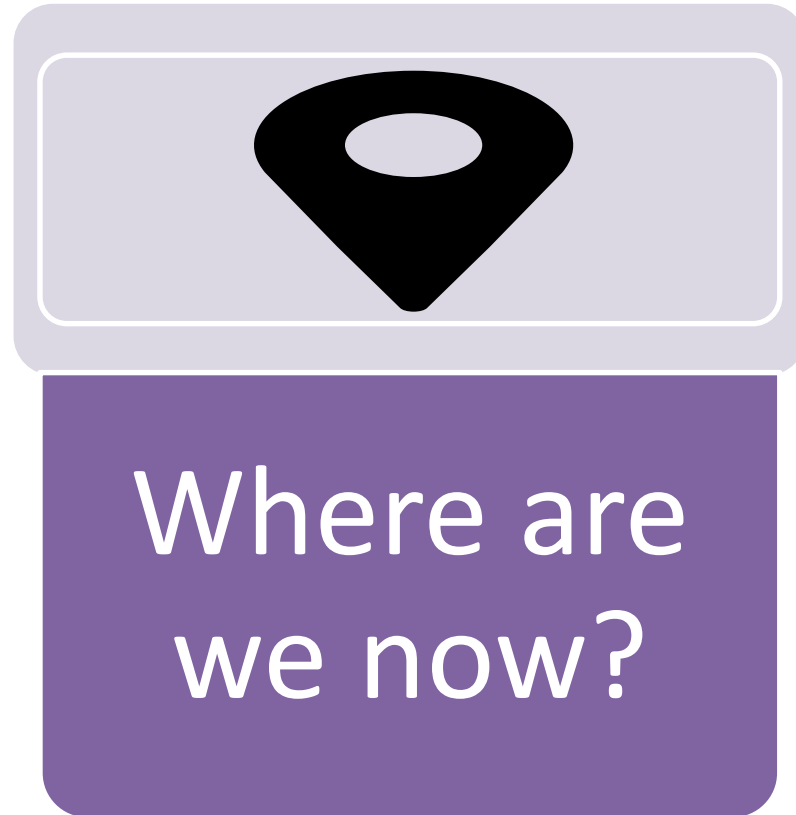
What do we need to do?



How will we implement our plan?



# Strategic Planning



Where are  
we now?

# Current Mission Statement

- St. Philip's College, founded in 1898, is a comprehensive public community college offering associate's degrees and certificates, whose mission is to empower our diverse student population through educational achievement and career readiness. As a Historically Black College and Hispanic Serving Institution, St. Philip's College is a vital facet of the community, responding to the needs of a population rich in ethnic, cultural, and socio-economic diversity. St. Philip's College creates an equitable and inclusive environment, fostering excellence in academic and technical achievement, while expanding its commitment to diversity, opportunity and access.



# Proposed Update

- St. Philip's College, a Historically Black College and Hispanic Serving Institution founded in 1898, is a comprehensive public college offering degrees and certificates, whose mission is to empower our diverse student population through educational achievement and career readiness.

## Guidance from SACSCOC

- A comprehensive mission statement guides the perception of the institution. It conveys a sense of the institution's uniqueness and identifies the qualities, characteristics, and values that define the institution's role and distinctiveness within the diverse higher education community.





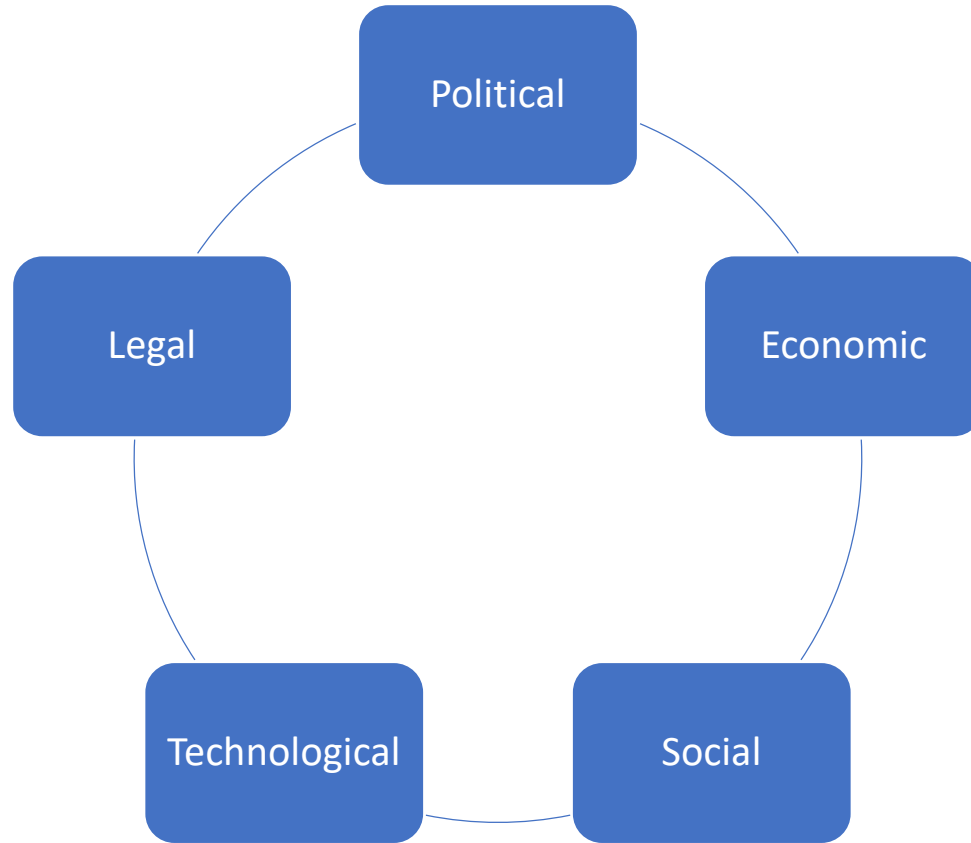
# Time to Vote

- Using the QR Code on your tables, please record your individual vote to adopt the revised mission statement.

*The mission statement reflects SPC's fundamental and unique purpose.*



# ENVIRONMENTAL SCAN



## PESTL Environmental Scan

Political

Economic

Social

Technological

Legal



# POLITICAL

- **SB 16** -- prohibit a college or university professor from “compelling” a student to adopt certain political beliefs; passed the Texas Senate in early April 2023. Now at Texas House for final approval.
- **SB 17/HB 5127** -- prohibit diversity, equity and inclusion offices, programs and training on public college campuses; passed Texas Senate April 20, 2023. Now heads to the full education committee for approval.
- **SB 18** -- eliminate tenure only for newly hired professors and would allow a university system governing board to set up its own system of “tiered employment” for faculty, as long as professors receive an annual review. Passed Texas Senate April 21, 2023. Now heads to Texas House for review/approval.

Source: <https://capitol.texas.gov/BillLookup/History.aspx?LegSess=88R&Bill=SBXX>



# ECONOMIC

- *San Antonio payrolls increased an annualized 4.1 percent from January to February 2023* (3,810 jobs).
- *Professional and business services grew the most* (12.9 percent, or 1,638 jobs), followed by government (9.9 percent, or 1,395 jobs).
- *Sectors that experienced the largest declines were construction* (12.0 percent, or 670 jobs) *information, and other services* (10.0 percent, or 353 jobs).
- The *three-month moving average of wages in San Antonio was \$27.62*, below both the state average of \$30.91 and the national average of \$33.01.
- The *San Antonio unemployment rate increased to 3.9 percent in February*. The metro's unemployment rate was higher than the U.S. rate of 3.6 percent but lower than the state's 4.0 percent reading.
- In February 2023, *rental prices increased in both San Antonio and Texas after declining in the fourth quarter of last year. Average rents rose an annualized 3.6 percent from the prior month in San Antonio and 4.7 percent in the state. Year-over-year rents in San Antonio increased 4.2 percent, down notably from the double-digit growth in 2022.*
- *The “big three” price index—aggregating three of the largest and least-volatile components of core services: rent, owners’ equivalent rent (OER) and the price of dining out—rose at an 8.7 percent annualized rate in February, compared with an annualized 8.4 percent in January. Individually, the annualized increases were 9.5 percent for rent, 8.7 percent for OER and 8.1 percent for dining out (more formally, “other purchased meals”).*
- *COVID relief money has helped almost 2/3 of students stay in college* (February 1, 2023, Chronicle of Higher Education)
- *Texas Politics Poll from UT-Austin (February 2023) noted that 47% of Texans surveyed said property taxes have the greatest impact on their personal finances*

San Antonio Economics Source: Dallas Federal Reserve <https://www.dallasfed.org/research/indicators/sa/2023/sa2304>



# SOCIAL

- **UT-Austin's Texas Politics Project poll indicated that since April 2022, 50% of Texans believe the state is on the wrong track; 24% think immigration/border security should be the Legislature's focus. Five (5)% said the Legislature should focus on education.**
- **Growing numbers of "Disconnected (or Opportunity) Youth":** In Bexar County, 9% of 14-26 year olds have opted out of school AND the labor market; across the US, 4.8 million disconnected youth
- **For youth who were connected during the critical ages of 16 to 24, approximately 15 years later (ages 31-39), the median family income was about \$78,000, compared to about \$44,000 for those who were disconnected for one year or more. Future earnings are even lower for those who reported being disconnected for two years or more, around \$31,000**
- **The "Enrollment Cliff" of 2026 has been revised to be the Enrollment Cliff of 2025, with college enrollment projections to drop 15% or more (Nathan Grawe, <https://www.cupahr.org/issue/dept/interactive-enrollment-cliff/>). However, San Antonio is expected to have an 11% GROWTH by 2029 due to immigration.**
- **Trend in enrollment at public two-year colleges being offset by a rise in the number of dual credit students (Chronicle of Higher Education, March 30, 2023)**
- **SPC's major competitors are student poverty, family needs/expectations, the military, and the workforce. Secondary competitors are other ACD colleges. Tertiary competitors are four-year public and private colleges/universities in the San Antonio region**

# TECHNOLOGICAL

- **Artificial Intelligence (AI) and products like ChatGPT have had an immediate yet divisive effect on higher education**
- **Digital Twin, a very complex virtual model that exactly replicates a physical thing, is in use for remote learning. Morehouse College has pioneered a Digital Twin Morehouse to provide a campus experience for online students.**
- **Smart automated campuses are becoming the norm, as 5G networks can create an Internet of Things (IoT) all-connected campus**
- **Cloud computing services are expanding into turning physical college libraries into limitless virtual libraries**
- **Big Data being leveraged through data analytics programs to close the gap between immediate needs and future opportunities as well as for performance tracking**
- **College cybersecurity challenges will require continual culture changes beyond multi-factor authentication as the Cyber Incident Reporting for Critical Infrastructure Act (CIRCA) becomes connected for compliance with Dept of Defense grants and funding**

Fierce Education Newsletter, <https://www.fierceeducation.com/technology/technology-trends-higher-education-2023>

ixr Labs Newsletter, <https://www.ixrlabs.com/blog/higher-education-technology-trends/>

Campus Technology Newsletter, <https://campustechnology.com/articles/2023/01/12/14-technology-predictions-for-higher-ed-in-2023.aspx>

# LEGAL

- Artificial Intelligence/ChatGPT will require new review of academic misconduct policies, policies regarding use of facial recognition technology, and online proctoring policies for students who are neurodivergent, transgender, or have various health conditions that may conflict online proctoring systems
- Supreme Court will hear two cases on the legality of the Dept of Ed's student loan forgiveness plan
- DACA is being litigated in the Southern District of Texas court and the Fifth Circuit court; if DACA is ruled unlawful, the temporary reprieve to DACA recipients could end
- Title IX scope and rules are under proposed rulemaking from the Dept of Ed; the notice of proposed rulemaking indicates several significant changes to Title IX to roll-back the 2020 rules: restoring the standard for when sex discrimination is triggered, clarifying Title IX coverage for conduct that occurs off-campus, and returning to a single-investigator model for Title IX reviews, and clarifying whether transgender athletes can participate in men's or women's collegiate sports

Source: JDSupra (February 3, 2023 <https://www.jdsupra.com/legalnews/client-alert-ten-major-issues-facing-1939082/>)





# SWOC ANALYSIS

# SWOC Analysis Methodology

## Resources

- Environmental Scan
- PACE Climate Survey
- THECB data
- Intelligent, Best community colleges in Texas

## Process

- Reviewed Environmental Scan
- Reviewed PACE Climate Survey in depth
- Reviewed THECB data that are certified
- Reviewed the Intelligent list and methodology



# Strengths

- HBCU and HSI status,
- Engagement in the community
- Safe work environment
- Professional development and training opportunities
- Workforce Programs
- Focused on students first
- Student Advocacy and wrap around services
- HEERF and Title III funding
- Affordable



# Weaknesses

- Recruiting faculty with specialized credentials for high wage/high demand instruction & programs
- Faculty capacity
- Too much DSO oversight – more SPC autonomy wanted
- ACD-wide budget management
- Communication – how information shared within the
- Change management – either not enough communication or some are resistant to the change
- Diversity, equity and inclusion perceptions
- Lack of a dining facility



# Opportunities

- Provide Guardian Portal training to familiarize students and employees with the portal
- Enhance change management communications plan
- Expand workforce (CTE) programs
- Expand online/remote services
- Create an Evening/Weekend Coordinator role for classes
- Offer a post associate certificate for those changing careers or who need to take specific classes to enter BAT programs
- Operationalize procedures and discuss barriers/obstacles that may occur, regardless of where those barriers/obstacles may exist
- Leverage the mission, vision and values to set team, department and division goals



# Challenges

- Texas Senate decided to prohibit diversity, equity and inclusion offices, programs and training on public college campuses
- Potential enrollment impact as the COVID relief funds begin to dwindle; projected enrollment cliff of 2025
- Sustaining technology after HEERF dollars are spent
- External limitations (DSO) on program marketing
- Reduced funding, budget, vacancies, inflation
- Competitive offerings at other college campuses and enrollment
- Competitive for-profit schools



# Securing Our Students Legacies



# Strategic Planning





# **SACSCOC LEVEL CHANGE APPLICATION REVIEW**

# Review and Feedback

## Keys to Remember

- Level Change Prospectus document has a 25-page limit (no exceptions)
- Document is at 25 pages
- Narrative is not finalized
- Activity is 30 minutes

## Feedback & Gaps Discussion

- After reading your assigned standard, please provide your feedback
- Look for points of missing information, confusion, or sequencing concerns exist. Once these gaps are identified, focus on suggestions to help remove gaps



# Table Assignments

Standards	Table Numbers
2.1, 5.4 - Assessment of Compliance of Standards	5, 10, and 12
6.2a, 6.2b, 6.2c - Faculty	3, 7 and 12
8.2a - Student Achievement	1, 5 and 6
9.1, 9.2, 9.4, 9.5, 9.6, 9.7 - Education Program Structure & Content	7, 9 and 11
10.4, 10.5, 10.7, 10.8 - Educational Policies	1, 4 and 11
11.1, 11.3 - Library	4, 6 and 8
12.1, 12.4 - Academic & Student Support Services	2, 3 and 10
13.7 - Financial and Physical Resources	2, 8 and 9

Enter your feedback on form located at:

<https://docs.google.com/forms/d/e/1FAIpQLSeAv69C57OIBhCk4LJ9wOiFwfN0HIPOYS56LHfUdm6359v5kQ/viewform>

# LUNCH BREAK!



ALAMO COLLEGES DISTRICT  
St. Philip's College



# Proposed Bachelor of Applied Technology (BAT) Cybersecurity Degree Work in Progress

- Edith Orozco, Dean  
Applied Science and Technology



# Student Numbers

- **75** students per semester for first year; **100** per semester in subsequent years = Enrollment Projections
- **194-350** = Projected graduates in first **five** years
- **3,356** = Average annual job openings in Texas for Proposed BAT Cybersecurity grads
- **\$64,293** = Average annual starting salary in San Antonio for Proposed BAT Cybersecurity grads (*BLS*)

Source: Texas Workforce Commission, Texas Labor Market Information:  
<https://texaslmi.com/LMIbyCategory/Projections>



# Admissions & Reporting Process

- Completion of St. Philip's College AAS Information Technology-Cybersecurity Specialist degree

**OR**

- A closely related degree from a regionally accredited educational institution with completion of 15 Semester Credit Hours (SCH) **and** a C or higher from the following courses:

- ITSY 1342
- ITSY 2301
- ITSY 2430
- ITSY 2442
- ITSY 2443

- No additional requirements
- No caps on admission
- Rolling admission and starts
- ApplyTexas: AAS to BAT Cybersecurity degree
- Change of Major form initiates process
- Enrollment Management receives transcripts
- Transfer credit evaluated per existing policy
- BIS Learning Program Coord reviews for eligibility
- Enrollment Management codes for **Junior-Senior class** status
- State Reporting accuracy



# ACCC BAT Curriculum

## Bachelor of Applied Technology Cybersecurity - New Program - New CIP 22-23

**3:35 pm:** The proposal, Bachelor of Applied Technology Cybersecurity - New Program - New CIP 22-23, with the step of College Curriculum Committee has been approved and is moving on to the Pre-ACCC Review step. [Click here](#) to view the proposal.

**3:34 pm:** Kris Hernandez has decided to approve your proposal, Bachelor of Applied Technology Cybersecurity - New Program - New CIP 22-23. [Click here](#) to view the proposal

- SPC Approves
  - March 22, 2023
- ACCC Approves
  - April 3, 2023

**IMPORTANT: This program is currently inactive or in an inactive hierarchy item. It will not be accessible on the Gateway until it is active or in an active hierarchy item.**

### Cybersecurity - Bachelor of Applied Technology\*\*\*

The Bachelor's of Applied Technology in Cybersecurity prepares students to design, implement and secure computer networks. Students with this degree will be able to install security software, monitor networks for security breaches, respond to cyber attacks, gather data and evidence to be used in prosecuting cyber crime, and learn how to defend the national infrastructure against any cyber threat. Completion of this program prepares a student for industry certifications such as CompTIA Security +, Certified Security Professional (CSP) and Certified Ethical Hacker (CEH). St. Philip's College is designated by the National Security Agency and Department of Homeland Security as a National Center of Academic Excellence in Cyber Defense. The designation covers academic years until 2027.

The St. Philip's College Bachelor of Applied Technology Cybersecurity degree is open to applicants with the following qualifications:

- Applicants must have earned an AAS in a cybersecurity-related field or have earned an Associate degree with 15 credit hours or more in cybersecurity-focused coursework.
- Applicants must have earned a minimum cumulative GPA of 2.75.
- No course grades of D will be accepted for transfer credit.

Applicants who are graduates of St. Philip's College Information Technology-Cybersecurity Specialist Program have first priority admission.

**\*\*\* This program is pending approval by the Southern Association of Colleges and Schools Commission on Colleges**

**Total Credit Hours Required: 120 (60 Associate of Applied Sciences (A.A.S) and 60 Baccalaureate of Applied Technology (B.A.T.) Credit Hours)**





# Apply Texas

- State Reporting Accuracy Meeting
- How it is going to look

maximum 60 characters long

**Title \***

Information Technology Cybersecurity, AAS to Cybersecurity BAT

maximum 80 characters long

**Two Year applicants \***

Available

Not Available

Please indicate if this major should be available



# Cybersecurity Facilities

## Saint Artemisia Bowden Center of Excellence

- \$27M investment
- Isolated network within our regular IT network
- 9 classrooms; all are hy-flex ready
- Only physical Cyber Range in Texas
- Security Operations Center

## Campus Center (currently under renovation)

- \$23M investment (approx.)
- Interactive learning computer lab
- Flexible spaces for conferences
- Data Warehouse
- Student social & study areas
- Three classrooms
- Multi-purpose Conference Room



# Operational Support-Personnel Cost

St. Philip's College BAT Operational Personnel as of 01-18-2023						
Position	Postion Number	Quantity	Salary Grade Level	Salary + Benefits + Stipend	Funding Source	FOAP
Director/Faculty	x	1	x	\$ 152,546.99	Title III	212640-823006-5010
Faculty	x	1	x	\$ 152,546.99	Title III	212640-823006-5010
Academic Program Coordinator	x	1	S13	\$ 75,501.80	Title III	212640-823006-5010
Lab Tech(s)	x	2	S09	\$ 72,844.00	Title III	212640-823006-5010
Advisor-Student Success(s)	x	1	S10	\$ 44,701.00	Title III	212640-823006-5010
PR/Marketing: Marketing Content Creator	x	1	S13	\$ 75,501.80	Operational	
<b>Total</b>				\$ 573,642.58		
<b>Title III Funded Total</b>				\$ 498,140.78		
<b>Title III Total Needed minus Faculty/Director (Academic Program Coord. + 2 Lab techs + Advisor)</b>				\$ 193,046.80	<b>+ Salary Raises/Equity Offers (We will Allocate a total of \$250,000 for additional BAT Staff positions/stipends)</b>	
<b>Operational Total (PR)</b>				\$ 75,501.80		



# Positions posted

- Faculty Instructor (Cybersecurity) SPC - req9418
  - Openings : 2 of 2 unfilled
- Academic Program Coordinator - SPC - req9697
  - Openings : 1 of 1 unfilled
- Academic Lab Technician - SPC - req9698
  - Openings : 2 of 2 unfilled
- Advisor - Student Success - SPC - req9699
  - Openings : 1 of 1 unfilled



# Operational Support-Expenditures

Cost Category	Cost Sub-Category	1st Year	2nd Year	3rd Year	4th Year	5th Year	TOTALS
Student Support (Scholarships)		0	0	0	0	0	0
Supplies and Materials		0	0	0	0	0	0
Library & Instructional Technology Resources <sup>2</sup>		5,000	5,000	5,000	5,000	5,000	25,000
Equipment <sup>2</sup>		0	0	0	1,250,000	0	1,250,000
Facilities		0	0	0	0	0	0
Other (Identify)							
• Faculty & staff development		19,450	23,108	24,994	26,022	26,888	120,462
• Certification Exams							
• Indirect Costs							
<b>TOTALS</b> (Personnel and Student Support)		<b>433,673</b>	<b>867,109</b>	<b>1,027,730</b>	<b>2,310,998</b>	<b>1,315,009</b>	<b>5,954,515</b>



# Operational Revenue

Funding Category	1st Year	2nd Year	3rd Year	4th Year	5th Year	TOTALS
I. State Formula Funding <sup>1</sup>			77,396	366,909	558,389	1,002,694
II. Other State Funding	0	0	0	0	0	0
III. Reallocation of Existing Resources	0	0	0	0	0	0
IV. Federal Funding (In-hand only)	0	0	0	0	0	0
V. Tuition and Fees	262,771	836,600	1,149,497	1,299,433	1,431,020	4,979,321
VI. Other Funding <sup>2</sup>	See below	See below	0	0	0	0
<b>TOTALS</b>	<b>262,771</b>	<b>836,600</b>	<b>1,226,893</b>	<b>1,666,342</b>	<b>1,989,409</b>	<b>5,982,015</b>



# More than just a degree

- Over 2,016 total contact hours in the proposed degree
- Core Curriculum Cybersecurity Learning Communities
- Departmental advising + SPC wrap-around supports
- Security clearance preparation and application from enrollment date via partnership with NSA
- Cyber Tigers competitions
- Cybersecurity conferences
- Job fairs
- Employment preparation and networking with Advisory Committee



# Where we need your support

- College Services & Presidents Office
  - Office of Institutional Planning, Research and Effectiveness - meeting accreditation requirements & Support of ABET accreditation
  - Title III Requirements
  - Budget Management and funding support
  - Office of Institutional Advancement - grants and scholarships





# Where we need your support

- Academic Success
  - Hiring of Faculty
  - Cybersecurity Learning Communities
  - Tutoring
  - PSLO and Assessment
  - Support of ABET accreditation



# Where we need your support

- Student Success
  - Student on boarding Fall 2023
  - Helping prepare in house advisor, Student Banner Training
  - How do advisors maintain student data, help us organize
  - Knowledge of cybersecurity programs
  - Apply Texas degree name

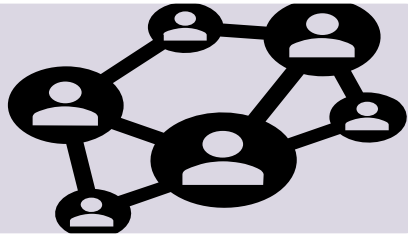


Thank you

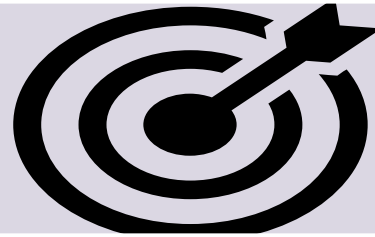


# BAT STRATEGY SESSION

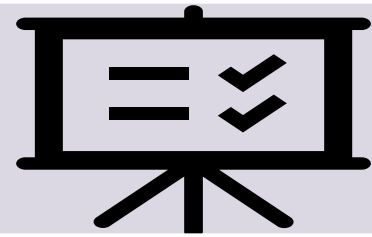
# Strategic Planning



What will  
get in our  
way?



What do we  
need to do?



How will we  
implement  
our plan?



# Strategy Discussion

- Assumption: The BAT has been approved by SACSCOC and will begin January 2024
- Discuss the plans and decisions that impact your division
  - Consider any improvement strategies
  - Identify potential risks or barriers
    - How can you avoid or stop these barriers
  - What are the goals and objectives
  - What is the timeframe for completion

# Develop College Action Plans

COLLEGE ACTION PLAN						
GOAL						
STRATEGIC PLAN LINKAGE						
BENCHMARKS FOR SUCCESS						
EVALUATION PLAN						
STRATEGIC ACTION DESCRIPTIONS	PARTY / DEPT RESPONSIBLE	DATE TO BEGIN	DATE DUE	RESOURCES REQUIRED	POTENTIAL HAZARDS	DESIRED OUTCOME
ADDITIONAL NOTES						

# Prioritization of Values

- **Students First:** Above all, act in the best interest of the students.
- **Respect for All:** We value courtesy, responsiveness and appreciation for diversity by treating all people with dignity and kindness.
- **Community Engaged:** We actively work in partnership with our stakeholders by responding to the needs of the community.
- **Collaboration:** We work together to achieve student success.
- **Can-do-Spirit:** We inspire resilience and persistence with a willingness to go above and beyond expectations.
- **Data-Informed:** We use quantitative and qualitative data to inform decision-making an achieve student success.





# Prioritization Feedback

- Using the QR Code on your tables, please provide your feedback regarding the prioritization of SPC's values..

*Rank SPC's values in order of institutional priority – 1 being the greatest priority and 6 being the least priority.*



# Securing Our Students Legacies





NEXT STEPS

# Next Steps - SACSCOC Level Change

Feedback due to Core Team	May 15, 2023
Present Revised draft during Good to Great Follow-Up	May 18, 2023
Functional Teams review G2G feedback	May 22 - 30, 2023
Editorial Team review	May 31 – June 23, 2023
Review feedback from SACSCOC Monitoring Report	June 15 (approx.)
Send draft to External Reviewer	June 30
External Reviewer returns draft	July 10, 2023
30-minute conversation with External Reviewer	NLT July 17, 2023
Address final feedback	July 20, 2023
Final Review and Sign-off by Cabinet	July 24–27, 2023
Completed ISF and LCP to Dr. Loston for signatures	August 1, 2023
Submit to SACSCOC	NLT August 8, 2023
SACSCOC Deadline for Submission	Sept. 1, 2023



# Next Steps – Action Plans

- Review division/department action plans
  - Finalize any edits
  - Establish implementation timeline
  - Incorporate into Unit Plans of responsible parties
  - Begin work
- Provide Status Report during OUAP Report Out Fall 2023
  - Additional update given during Leadership Retreat





**CLOSING REMARKS**