



FUTURE SEARCH: BUILDING CAPACITY

UNDERSTANDING WHAT CAPACITY IS AND HOW BUILDING CAPACITY AFFECTS SPC IN THE COMING YEARS



WHAT IS CAPACITY?

- “**Capacity**” is the process of *developing sustainable abilities and skills* enabling individuals and colleges to *perform high quality research* that leads to “*a process of individual and institutional development which leads to higher levels of skills and greater ability to perform useful research*” (Trostle, 1992, bold/italic for emphasis).

HOW DOES BUILDING CAPACITY AFFECT SPC?

Building capacity means SPC can inform area businesses and grant agencies of the opportunities to partner with the College

Building capacity provides SPC with program growth and sustainability, development of students' critical thinking and real-world problem solving, and multidisciplinary research opportunities for interested faculty

Building capacity offers SPC the opportunity to hire new faculty who can contribute to the teaching mission of the College along with conducting meaningful research that benefits the community

STEPS BEING TAKEN NOW TO BUILD CAPACITY AT SPC

A one-page document is being produced to provide businesses and external grant agencies with the benefits of partnering with SPC

The one-page document becomes a way to showcase the College's capacity for engaging with various organizations and agencies at the local, regional, and national levels

REFERENCE

Trostle, J. (1992). Research capacity building in international health: definitions, evaluations and strategies for success. *Soc Sci Med.* 1992;35(11):1321–4.

Want to know more about building capacity on campus? See the following article:

Huenneke, L.F., Stearns, D.. M., Martinez, J.D., & Laurila, K. (16 Mar 2017). *Key strategies for building research capacity of university faculty members.* *Innov High Educ* (2017) 42:421–435. DOI 10.1007/s10755-017-9394-y



FUTURE SEARCH: LOOKING FORWARD

NARRATIVE PRESENTATION – MAY 14, 2021

President's Division

Mr. Randall Dawson, Acting President

ORIENTATION SLIDE: KEY ISSUES/DRIVERS FOR CHANGE, CRITICAL UNCERTAINTIES

KEY ISSUES/DRIVERS FOR CHANGE

- **Brand Management**
- **Donor, alumni and other stakeholder relationships**
- **Sustainable operations models (financial, budget, needs assessment)**
- **Internal and External Communications**

CRITICAL UNCERTAINTIES

- **Funding streams (no guarantees)**
- **Operational budget: State (contact hours – 2 yr lag), tuition, local property taxes (lag)**
- **DSO role and oversight (financial, branding, marketing, fundraising, etc..)**
- **Reputation Management**
- **Legislation and federal concerns**
- **Institutionalization of supported programs/personnel**
- **DSO and sister colleges as a competitors**
- **College Autonomy**
- **What appeals to our donors? What are they comfortable with?**
- **Balance between cultural and generational communities**

PRIORITIES MOVING FORWARD

| READINESS RATING | KEY ISSUE OR KEY DRIVER | TIME HORIZON PLACEMENT | MAJOR REASONS FOR PRIORITIZATION | DIVISION/DEPARTMENTS IMPACTED |
|------------------|---|------------------------|---|---|
| 3 | Brand Management & Communications | Short-term | SPC needs to enhance our communications and marketing strategy, leveraging current talent and projecting the needs for a changing demographic. | Strategic Marketing & Communications Campus-wide |
| 4 | Sustainable operations models (financial, budget, needs assessment) | Mid- to Long-term | SPC is positioned to effectively integrate risk and performance models into needs assessment and budgeting. Identified institutional needs will influence process improvement and agility. | Title III Grants Mgmt & IA Campus-wide |
| 4 | Donor, alumni and other stakeholder relationships | Short-term | SPC needs to leverage federal designation brand awareness with current and future donors. Institutional needs will strengthen competitive edge with local, regional and federal donors/grantors | President's Division Campus-wide |
| | | | | |

OVERARCHING NARRATIVE: WHERE WE ARE GOING

The President is responsible for advancing the Mission, Vision and Values. To support this effort, the President's Division will focus on intentional strategies to enhance our brand, system processes and relationships. Enhanced division operations will result in greater agility, reinforce institutional relevance, and provide a competitive advantage in a dynamic, uncertain higher educational environment.

■ HBCU/HSI Status and Funding

- **Issues:** How do we keep donors/grantors interested and emphasize federal designations to enhance brand awareness?
- **Purpose/Impact:** Enhance HBCU/HSI brand, maintain agency/grantor compliance and increase donor funding and stakeholder relationships
- **Needs:** Alumni Coordinator (cultivate alumni relationships), clearly defined roles and responsibilities between DSO grants and IA, expand knowledge/training on industry recognized software and policy, increased access/opportunities afforded through various sources and networks.

■ Integrating Risk and Performance

- **Issues:** How can we establish sustainable initiatives with grant funding—generating revenue; integrate proactive planning (advance needs assessment); establish partnerships with industries/organizations, and other sustainable models?
- **Purpose/Impact:** Ensure sustainability of operations and compliance maintenance and mitigate gaps in services and unmet needs.
- **Needs:** Grants Budget Coordinator/Financial Analyst, Institutional Budget Planning Framework, Revenue/Expense Forecasting, Increase capacity of technology usage, and Budget Planning Committee.

■ Communications & Community Engagement

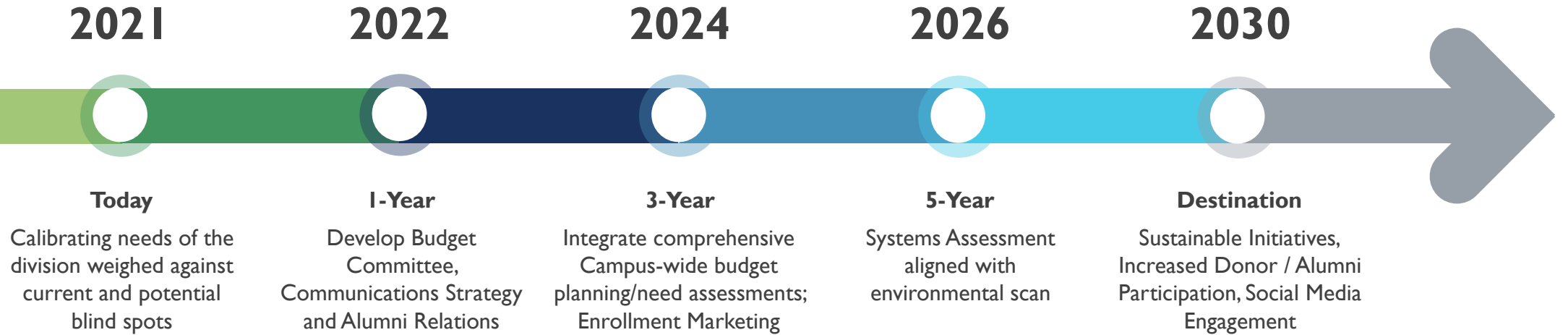
- **Issues:** “What is our brand and voice?” Shifting media strategies to reach appropriate demographics. Leveraging alumni and other stakeholder relationships.
- **Purpose/Impact:** Effectively reach diverse populations and communicate across media , while remaining relevant and consistent, sending clear messaging, and enhancing internal and external stakeholder relationships.
- **Needs:** Sustainable Marketing/Communications Strategy (including dedicated Enrollment Marketing budget, streamlined approval process and revised brand standard guidelines), stronger media relationships, continued support in a changing digital landscape, Marketing Committees, and Internal partnerships.

President's Division Impact/Results

- **Relevance:** SPC sustains and enhances its relevance in providing an educational experience to a diverse student population that is responsive to dynamic shifts in expectations of technology, communications and educational services.
- **Competitiveness:** Competes more effectively by leveraging partnerships/relationships in achieving its educational mission.
- **Agility:** Builds agile, transformational systems/processes that align with environmental conditions, student expectations/academic success goals.

10-YEAR TREND/DRIVER MODEL REVIEW

Looking Ahead to 2030



Goals in Brief

2024 3-Year Goals

- Develop a Budget Planning Committee (ensure participation with an enhanced Technology Committee).
- Update current PBA cycle integrating a comprehensive budget planning/needs assessments aligned with strategic plans.
- Develop a strategy to address donor cultivation, special events, community and student engagement.
- Generate opportunities to enhance Alumni Relations that benefit college awareness and donor recognitions.
- Develop an Enrollment Marketing Council and budget.
- Gather and evaluate best practices (strategy, budgeting, alumni and donor cultivation) and progress as a result of planned implementation.

2026 5-Year Goals

- Evaluate Progress, Engage Intervention Strategies and Reassess future needs
- Assess underused budget initiatives and optimize spending elsewhere. (Reduce or eliminate underused services –implementing lean techniques).
- Create additional long range goals for engagement with community, donors, alumni and other stakeholders
- Conduct a Marketing Environmental Scan

2030 10-Year Goals

- Establish Sustainable Grant Projects and Comprehensive Budget Planning Framework/Model
- Identify innovative strategies to generate increased Alumni Participation and build relationships, visibility and funding
- Develop a campaign to increase employee engagement on social media

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FUTURE SEARCH: LOOKING FORWARD

NARRATIVE PRESENTATION – MAY 17, 2021

College Services Division

Dr. Vanessa Anderson, Vice President

ORIENTATION SLIDE: KEY ISSUES/DRIVERS FOR CHANGE, CRITICAL UNCERTAINTIES

KEY ISSUES/DRIVERS FOR CHANGE

- **Equipment and Infrastructure funding sustainability**
- **Increase in CS Evening Operations for MLK and SWC**
- **Down trend in Facility Revenue**
- **Down trend in Campus Postal Unit sales**
- **Changing compliance data and methodology requirements**
- **Cyber Security**

CRITICAL UNCERTAINTIES

- **Expenditure reports / inventory reports**
- **Previous positions allocated were not filled or reallocated**
- **Reservation request change to accommodate Fee Exception**
- **Survey of several Campus Postal Units with CC transactions**
- **THECB and SACSCOC statements, policies, and guidelines (DOE direction)**
- **Metric standards/ environmental glitches**

PRIORITIES MOVING FORWARD

| READINESS RATING | KEY ISSUE OR KEY DRIVER | TIME HORIZON PLACEMENT | MAJOR REASONS FOR PRIORITIZATION | DIVISION/DEPARTMENTS IMPACTED |
|------------------|---|------------------------|---|---|
| 2.5 | Cyber Security | Urgent Short-term | Alignment to TAC (Texas Access Code); developing new procedures, dashboards/monitoring/ and applications requiring continuous computer updates | Academic Success, Student Success, College Services |
| 2.5 | Equipment and Infrastructure funding sustainability | Mid-term Long-term | Fixtures, Furniture, and Equipment (FF&E) purchased from current grant funds will need support/service/replacement in the short to long term timeline. We will have limited resources to account for these needs. | Academic Success, Student Success, College Services |
| 2.0 | Increase in CS Evening Operations for MLK and SWC | Urgent Short-term | No CS representation on either campus to assist evening faculty, student, address facility maintenance or safety issues. | Academic Success, Student Success, College Services |

OVERARCHING NARRATIVE: WHERE WE ARE GOING

CYBER SECURITY

- ❖ Focusing on internal and external threats to meet both compliance and governance at SPC makes this an urgent-short term objective.
- ❖ Increases in mobile devices and transitioning to a remote workforce amplified the need to be secured, meet compliance, and remain flexible in support needs.
- ❖ Addresses a direction that paves a pathway towards an increased security posture, compliance, and governance. Current security trends align monitoring systems with Business Intelligent platforms that can provide predictive analytic information for pattern discrepancies and trend analysis.
- ❖ Addressing the new era of cyberattacks, compliance, and governance requires increased vigilance with specialized knowledge, tools, skills, and talent to protect data and any potential disrupt business continuity.

EQUIPMENT & INFRASTRUCTURE

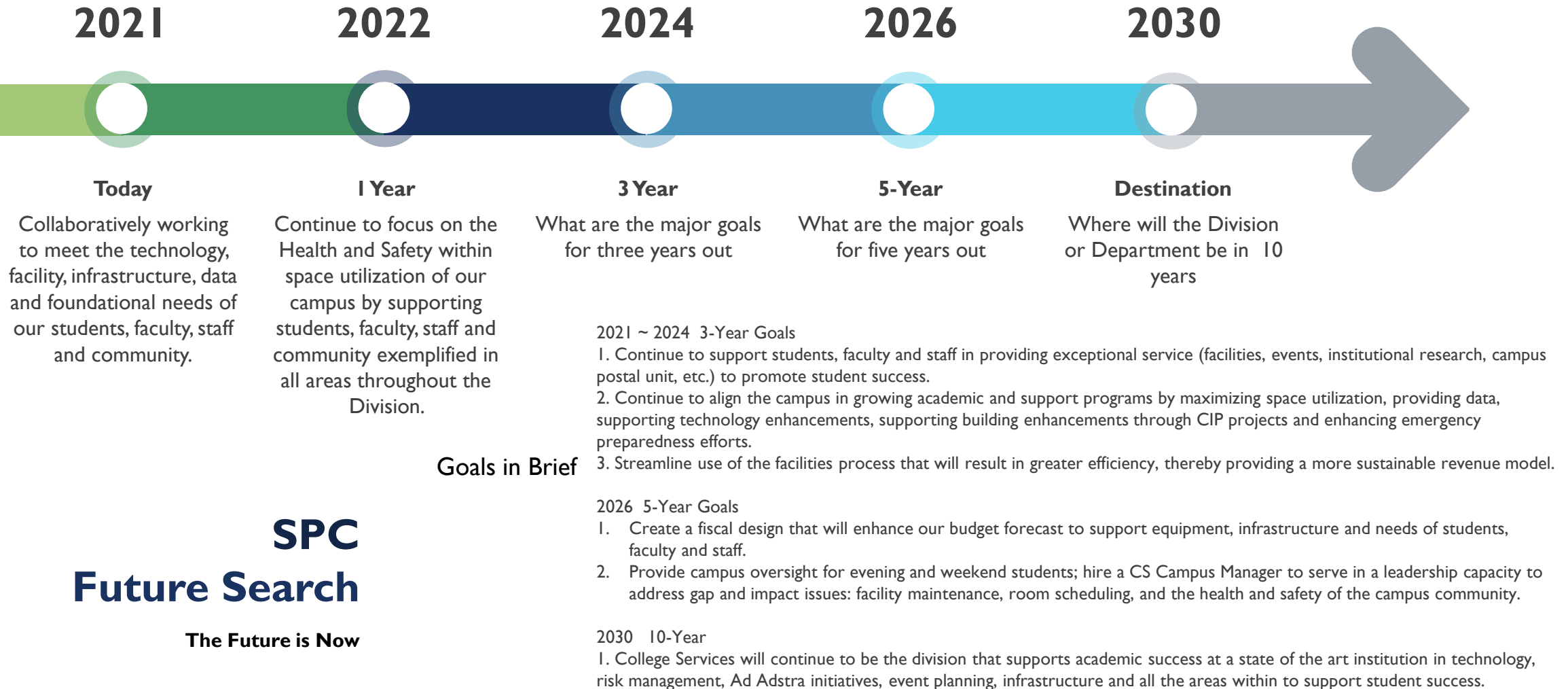
- ❖ The influx of funding and strategic investment has poised us to be leaders in our program offerings that we need to ensure we are able to sustain the momentum once these funds are exhausted.
- ❖ Equipment and Infrastructure Sustainability has come to question with the influx of HEERF grants.
- ❖ The development of a continuity and sustainability plan should be acted upon as soon as possible to address short to long-term funding needs.

COLLEGE SERVICES EVENING OPERATIONS

- ❖ The MLK and SW Campuses do not have leadership representation or viable resources to assist evening/weekend faculty and students.
- ❖ Evening oversight is required to address facility, Emergency Preparedness, faculty, and student needs.
- ❖ A/V specialist support for increasing events and complexity of the equipment.

10-YEAR TREND/DRIVER MODEL REVIEW

Looking Ahead to 2030



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FUTURE SEARCH: LOOKING FORWARD

NARRATIVE PRESENTATION – MAY 17, 2021
STUDENT SUCCESS

Student Success Division

Dr. Mordecai Brownlee, Vice President

ORIENTATION SLIDE: KEY ISSUES/DRIVERS FOR CHANGE, CRITICAL UNCERTAINTIES

KEY ISSUES/DRIVERS FOR CHANGE

- **Decline in enrollment at two-year institutions**
- **Closing gaps of equity/social mobility through student support services**
- **Changing military voluntary education (Vol-ED) landscape; declining installation enrollments, expansion of military transition programs (CE/Workforce)**

CRITICAL UNCERTAINTIES

- **Public demand for education following pandemic**
- **Economic and programmatic sustainability**
- **Willingness of students to disclose needs of service**
- **Future demand of in-seat class offerings at JBSA**
- **Competitiveness of workforce education market in San Antonio**
- **Enrollment cliff across the nation**
- **Out of city/state competition**
- **Increasing limits on FAFSA and TA**

PRIORITIES MOVING FORWARD

| READINESS RATING | KEY ISSUE OR KEY DRIVER | TIME HORIZON PLACEMENT | MAJOR REASONS FOR PRIORITIZATION | DIVISION/DEPARTMENTS IMPACTED |
|------------------|--------------------------|------------------------|--|-------------------------------|
| 1.8 | Two-Year Enrollments | Urgent/ Medium | Ensuring a healthy enrollment funnel with consistent, efficient, and innovative measures must be in place to ensure that SPC continues to be the prime choice for an academic career pathway. | Entire Institution |
| 2.4 | Student Support Services | Medium | Innovative online and face-to-face student support services must exist to support our strategic enrollment plan, academic program development, and other retention strategies to meet the growing demand from students as they progress toward their chosen educational pathway. | Entire Institution |

PRIORITIES MOVING FORWARD

| READINESS RATING | KEY ISSUE OR KEY DRIVER | TIME HORIZON PLACEMENT | MAJOR REASONS FOR PRIORITIZATION | DIVISION/DEPARTMENTS IMPACTED |
|------------------|--|------------------------|---|-------------------------------|
| 3 | Decreasing Military & Veteran Services and enrollments | Medium | Capture new and retain current market share of military and veteran students and enrollments. As the potential for increased military enrollment and services increases SPC needs to be postured with systems and personnel in place to gain and maintain student veterans and military dependents. | Entire Institution |

OVERARCHING NARRATIVE: WHERE WE ARE GOING

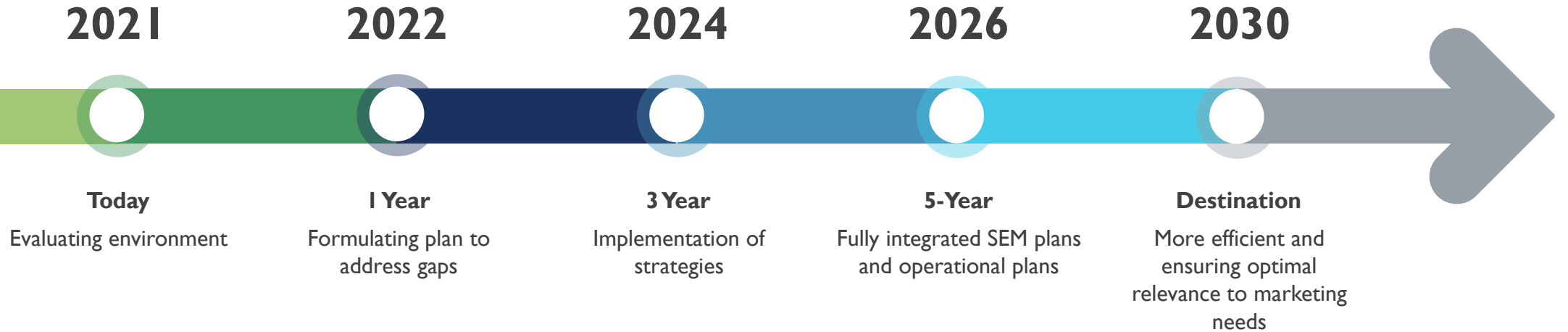
The opportunities that face St. Philip's College present strong implications to the sustainability and viability of the institution, ultimately impeding the institution's ability to meet the demands of its students, community, and workforce partners. Through the integration of the Guided Pathway methodology, AlamoENROLL, AlamoADVISE, AlamoINSTITUTES, and MyMap framework and other major initiatives, St. Philip's College has experienced significant growth in enrollment and student completion in recent years.

However, with the recent COVID-19 global pandemic and its impact on the community of San Antonio, Texas, St. Philip's College must position itself through institutional strategy development, to include strategic enrollment management, to solidify its role in the recovery and economic growth of San Antonio, Texas. Many of our competitors have aggressive targeted marketing campaigns and have expanded the availability of their courses. Other colleges and universities, and non-educational organizations such as Apple and Amazon have begun to offer academic and workforce programs traditionally conducted at educational institutions. Sometimes the community has a 4-year university "prestige" mindset (SAISD schools in particular) and does not recognize the value of the education a community college has to offer.

In the military community, St. Philip's College is a leader. However, in a volatile economic market, veteran service organizations are impacted greatly by the potential reduction/elimination of available grant or supplemental funding sources. Furthermore, due to current ACD enrollment practices, St. Philip's College has failed to be as competitive in the active military education market in comparison to previous years.

10-YEAR TREND/DRIVER MODEL REVIEW

Looking Ahead to 2030



Goals in Brief

2021 ~ 2024 3-Year Goals

- Evaluating environment
- Formulating plan to address gaps
- Implementation of strategies

2026 5-Year Goals

- Fully integrated SEM plans and operational plans

2030 10-Year

- More efficient and ensuring optimal relevance to marketing needs

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FUTURE SEARCH: LOOKING FORWARD

NARRATIVE PRESENTATION – MAY 14, 2021

Academic Success Division

Mr. George H. Johnson, III, Interim Vice President

ORIENTATION SLIDE: KEY ISSUES/DRIVERS FOR CHANGE, CRITICAL UNCERTAINTIES

KEY ISSUES/DRIVERS FOR CHANGE

- **Hiring Fulltime (FT) Faculty (Budget Flex)**
- **Align HSP positions to DC population**
- **Promote DEI**

CRITICAL UNCERTAINTIES

- **Budget cuts, Contact Hours, Align to BOT policy**
- **HSP DC student enrollment trends; HSP partnership realignment**
- **Develop equitable educational outcomes for all students with a focus on limited-income students; Review annually retention, engagement, graduation, transfer, and job placement rates**

PRIORITIES MOVING FORWARD

| READINESS RATING | KEY ISSUE OR KEY DRIVER | TIME HORIZON PLACEMENT | MAJOR REASONS FOR PRIORITIZATION | DIVISION/DEPARTMENTS IMPACTED |
|------------------|---|--------------------------|---|---|
| 3 | Hiring Fulltime (FT) Faculty | Urgent Medium Term | Align w/ BOT policy; Support WIG to increase contact hours and awarding of credentials | Academic Divisions |
| 2.2 | Promote DEI | Urgent Short Term | DEI – transform student engagement to enhance student success initiative, Implementation of DEI model | Academic Divisions, Student Success, IPRE, Student Life |
| 4 | Align HSP positions to DC population | Urgent Short Term | Consistent DC demands to offer more CTE programming, e.g., Cyber, Welding, Construction; Enrollment increase creates staffing needs; Support WIG by increasing graduation rates and contact hours | HSP, Budget Office, Academic Divisions |

OVERARCHING NARRATIVE: WHERE WE ARE GOING

- Hiring - To ensure SPC has a sufficient number of Fulltime Faculty, the budget will provide faculty staffing needs based on the number of contact hours generated by each faculty member. Similarly, HSP staffing needs will adhere to the student to staff ratio as SPC will continue to be responsive to the programmatic requests from our area HS.
- DEI model is implemented within three years. Faculty, staff, and administration will build equity through policies and plans, provide support for and elevating voices of students of color, create awareness of equity issues with faculty, and expand the practices that are closing the equity gaps in student success for minority students. SPC will be "woke," our faculty will review data annually to enhance DEI within their courses' pedagogy and coordinate diversity and inclusion events with Student Life using the Alamoinstitutes.

10-YEAR TREND/DRIVER MODEL REVIEW

Looking Ahead to 2030

2021

2022

2024

2026

2030



Today

There are 46 FT Adjuncts who provide instruction, there exist no DEI model with a focus on faculty student engagement, and HSP staff must expand programmatic offerings at area HS, additional staff is needed.

1 Year

Establish an SPC DEI model and conduct a pilot to determine the impact for years to come, and develop a 3–5-year strategy to expand the number of fulltime faculty, thereby, reducing the number of FT Adjuncts, and contact hours increase,

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3 Year

Expand SPC DEI efforts to include all faculty and hire FT DEI coordinator, HSP increase enrollment by 13%, SPC will increase contact hours by 8%. 30% FT Adjuncts have been converted to FT Faculty.

Goals in Brief

2021 ~ 2024 3-Year Goals

DEI Model in place. Expand FT Faculty hires.

2026 5-Year Goals

DEI Colloquia established. FT Adjuncts converted to FT Faculty

2030 10-Year Goals

Hiring practices align with DEI in addition to contact hours and student enrollment

5-Year

Academics and Student Success Divisions host DEI colloquia (QEP), faculty have made major gains in promoting student success through DEI efforts, 60% FT Adjuncts have been converted to FT Faculty, budget strategies tie the # of FT Faculty to # contact hours.

Destination

SPC Academics will embed the use of DEI within the institution and hiring practices will be aligned to contact hour and student enrollment budget.





FUTURE SEARCH: LOOKING FORWARD

NARRATIVE PRESENTATION – MAY 17, 2021

Arts & Sciences Division

Dr. Michael Grillo, Interim Dean

ORIENTATION SLIDE: KEY ISSUES/DRIVERS FOR CHANGE, CRITICAL UNCERTAINTIES

KEY ISSUES/DRIVERS FOR CHANGE

- Need for more fulltime faculty

- Need for more staff in HSP Office

CRITICAL UNCERTAINTIES

- **Market demands for college education and specific courses due to pandemic and economic recovery. District and college budgets. Retirements.**

- **Market demands for college education and specific courses due to pandemic and economic recovery. District and college budgets. Staff moving on.**

PRIORITIES MOVING FORWARD

| READINESS RATING | KEY ISSUE OR KEY DRIVER | TIME HORIZON PLACEMENT | MAJOR REASONS FOR PRIORITIZATION | DIVISION/DEPARTMENTS IMPACTED |
|------------------|-------------------------|------------------------|---|--|
| 2 | FT Faculty | 1 yr to 9 yrs | <ul style="list-style-type: none"> Some departments are relying on excessive numbers of FT temps and/or adjuncts while others have faculty doing triple and quadruple overloads. Will have a number of retirements during the next few years Overloading faculty may have a negative impact the quality of instruction | A&S, Academic Success, and Student Success |
| 2 | HSP Staff | 1 yr to 9 yrs | <ul style="list-style-type: none"> HSP Office is overextended and struggling to keep up with increasing demands Some staff may also move on during the next few years Directors are also doing the work of coordinators. | A&S, Academic Success, and Student Success |

OVERARCHING NARRATIVE: WHERE WE ARE GOING

■ **Fulltime Faculty**

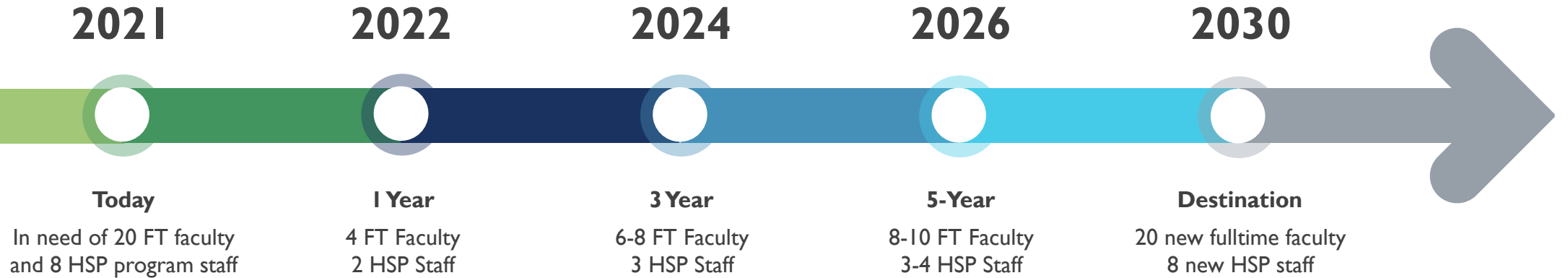
- May not be able to meet course demands, which negatively impacts contact hours.
- Faculty are getting burned out, which negatively impacts course quality, PGR and retention of talented faculty
- Revolving door of adjuncts leads to inconsistencies in quality of instruction
- Creates problems with SACSCOC accreditation (FT to PT ratios, etc.)
- A number of FT faculty will be retiring during the next few years.

■ **HSP Office Staff**

- Staff cannot effectively serve DC/ECHS/P-TECH students
- Strained relationships between SPC and HS/ISD partners
- Inability to create and/or maintain new partnerships and keep up with SACSCOC standards (Teach Outs, updates, etc.)
- There may be staff turnover in the next few years

10-YEAR TREND/DRIVER MODEL REVIEW

Looking Ahead to 2030



Goals in Brief

2021 ~ 2024 3-Year Goals

- Hire 12 new FT faculty
- Hire 5 new HSP staff

2026 5-Year Goals

- Hire 8-10 new FT faculty
- Hire 3-4 new HSP staff

2030 10-Year

- 20 new fulltime faculty (Overall total for 10-year period)
- 8 new HSP staff (Overall total for 10-year period)

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FUTURE SEARCH: LOOKING FORWARD

NARRATIVE PRESENTATION– MAY 17, 2021

Health Sciences Division

Ms. Jessica Cooper, Dean

ORIENTATION SLIDE: KEY ISSUES/DRIVERS FOR CHANGE, CRITICAL UNCERTAINTIES

KEY ISSUES/DRIVERS FOR CHANGE

- **Advances in Medicine & Technology** -Medicine and technology is rapidly changes and requires us to meet industry standards. Upgrading keeps our programs in demand. Chancellors Charges emphasize workforce focus.
- **Program Enrollment**-Cohort sizes have not reached max capacity. This negatively impacts persistence and graduation numbers. SPC places both measures as priorities of the institution.
- **Faculty Workload**-New degrees/cert offering requires additional faculty in specialty areas. Increasing overloads among current faculty. Difficult finding replacements. Policy dictates review overload.

CRITICAL UNCERTAINTIES

- Equipment will not be updated; won't be able to keep up with the advances; Budgeting related to affordability; Do we have the infrastructure for the advances
- Advertising for individual programs; qualified program applicants; capacity related to pandemic; Technology to process program applicants
- More work than people to do it; budgeting for new and replacing faculty; expectation to do more but lack of compensation; Workloads increased due to pandemic; Under-utilized grant opportunities

PRIORITIES MOVING FORWARD

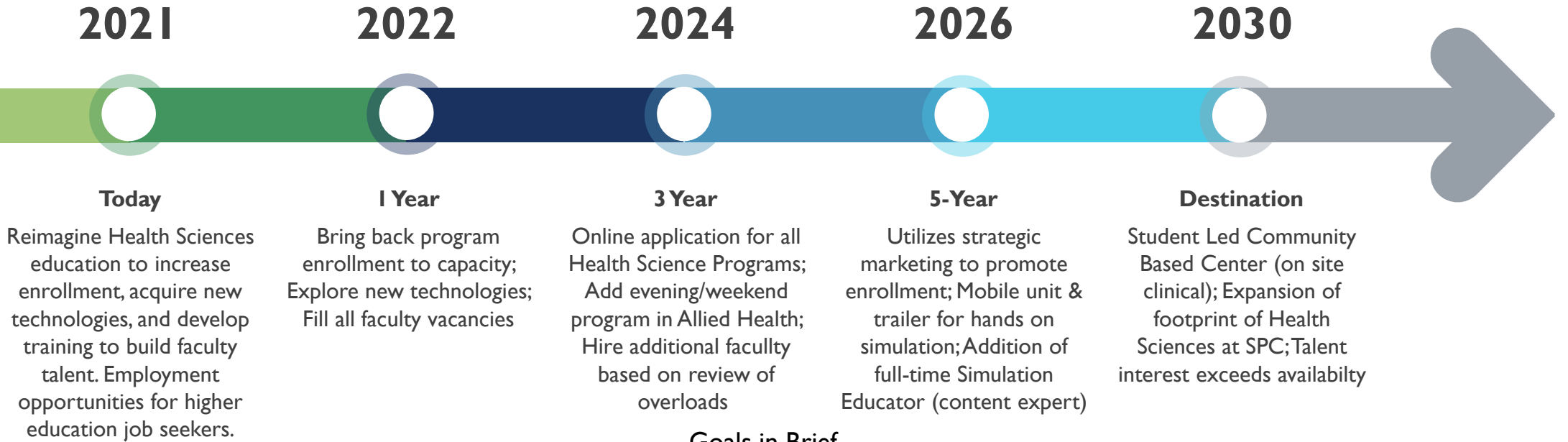
| READINESS RATING | KEY ISSUE OR KEY DRIVER | TIME HORIZON PLACEMENT | MAJOR REASONS FOR PRIORITIZATION | DIVISION/DEPARTMENTS IMPACTED |
|------------------|-----------------------------------|------------------------|--|--|
| 2.4 | Advances in Medicine & Technology | Urgent-Medium Term | Ensure workforce readiness of SPC graduates to ensure employment; Curriculum relevancy; Graduate competitiveness with other programs | Health Sciences, Student Success, College Services |
| 3.0 | Program Enrollment | Urgent-Short Term | Industry needs due to shortages in healthcare careers; Benefits college enrollment; Cost-effective and high-quality alternative to for profit schools; The "moonshot" to end poverty through education; Sustainment of college into the future | Health Sciences |
| 2.8 | Faculty Workload | Urgent-Short Term | Maintain a positive public image for SPC; Impact on student success; Student experience; Job satisfaction and job retention; Promote innovation and creativity from the faculty; Assure accreditation compliance | Health Science, Student Success, College Services, DSO |

OVERARCHING NARRATIVE: WHERE WE ARE GOING

- Advances in Medicine & Technology
 - SPC Health Sciences graduates will be the most well-prepared and sought after professionals for their discipline in our community as a result of learning experiences with the highly trained faculty and leading-edge technologies.
- Program Enrollment
 - SPC Health Sciences program's will be highly sought after with program interest exceeding current capacities by increasing opportunities with more flexible access and alternative learning formats. We will be the community's first choice for Health Sciences programs.
- Faculty Workload
 - SPC Health Sciences faculty will be utilized for their talents with intentional prioritization for an equitable distribution of responsibilities and recognized for their contributions resulting in a renewed sense of dedicated faculty, improving longevity and satisfaction.

10-YEAR TREND/DRIVER MODEL REVIEW

Looking Ahead to 2030



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Goals in Brief

2021 ~ 2024 3-Year Goals
List 1-3 year major goals here (2021-2024).

2026 5-Year Goals
List anticipated 5 year goals here (2026).

2030 10-Year
List Anticipated Destination: Define desired destination here (2030).



FUTURE SEARCH: LOOKING FORWARD

NARRATIVE PRESENTATION – MAY 14, 2021

Applied Science and Technology Division (MLK)

Ms. Edith Orozco, Dean

ORIENTATION SLIDE: KEY ISSUES/DRIVERS FOR CHANGE, CRITICAL UNCERTAINTIES

KEY ISSUES/DRIVERS FOR CHANGE

- **GM going to hybrid or electric for their fleet**
- **Lack of hybrid/EV programs in Texas**
- **Avg. age of automotive technician is 54**
- **400,000 Automotive Techs needed 2020-2024**
- **Hospitality Industry Pandemic Devastation**
- **Workforce labor challenges**
- **Cybersecurity and Cloud demands**
- **Technology, Technology and Technology**

CRITICAL UNCERTAINTIES

- **The amount of space needed to work on & service hybrid/electric**
- **Safety restrictions require expanded footprint.**
- **Keeping up with advances technology**
- **Hospitality industry is struggling with the fluid pandemic demands and mandates**
- **Faculty Professional Development**
- **Expensive cost, maintaining and updating**

PRIORITIES MOVING FORWARD

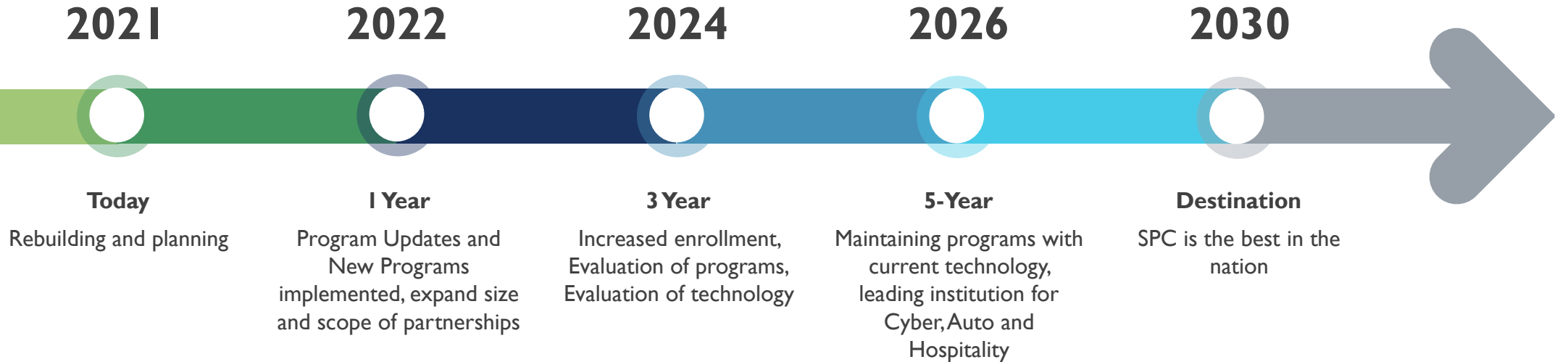
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|------------------|-------------------------|---------------------------------------|--|-------------------------------|
| 2.5 | New Technology | Urgent-Short and Long Term | To remain best in the nation in Student Success and Performance Excellence | St. Philip's College |
| 2 | Personnel | Urgent-Short Term | To empower students through educational achievement and career readiness | St. Philip's College |
| 1.5 | Safety & Space | Urgent-Short Term Long Term Footprint | To keep up with the increased growth of enrollment | St. Philip's College |
| | | | | |

OVERARCHING NARRATIVE: WHERE WE ARE GOING

- Best in the nation student success and performance excellence
- Leading institution for all things Cyber
- Leading institution for hybrid/electric automobiles training
- Center of Hospitality for San Antonio
- Rebuild, Reimagine, Re-educate/Revitalize

10-YEAR TREND/DRIVER MODEL REVIEW

Looking Ahead to 2030



Goals in Brief

2021 ~ 2024 3-Year Goals

SPC is leading institution for workforce training
Exploring new technologies

2026 5-Year Goals

Continued growth

2030 10-Year

SPC is the best in the nation for student success and performance excellence

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FUTURE SEARCH: LOOKING FORWARD

NARRATIVE PRESENTATION – MAY 17, 2021

Applied Science and Technology Division (SWC)

Mr. Chris Beardsall, Dean

ORIENTATION SLIDE: KEY ISSUES/DRIVERS FOR CHANGE, CRITICAL UNCERTAINTIES

KEY ISSUES/DRIVERS FOR CHANGE

- **PTECH** – There is a national trend for increased dual credit and in particular career and technical programs. The trend includes creating early college high schools in the CTE area.
- **SA need for Technicians** – SA is growing in many different industry fields such as manufacturing, construction, alternative energy. Coupled with the pandemic affecting the unemployment rate, and funding available to train and upskill the SA community
- **COOPS/Earn to Learn Programs** – earn to learn programs have very high persistence, completion and placement rates. There is also a national trend towards apprenticeship, and earn to learn programs due to their high rate of success (TXFAME model)

CRITICAL UNCERTAINTIES

- **Overall capacity, faculty, facilities, equipment, to serve all the ISD's in SA seeking PTECH's in the CTE programs.**
- **Overall capacity to deploy all the training needed along side current program offerings, and the incoming PTECH's mentioned above. Accelerated training for upskilling workers.**
- **Industry partnerships and full commitment to SPC and sponsorship of students through a 2 year program, and permanent job placement upon completion.**

PRIORITIES MOVING FORWARD

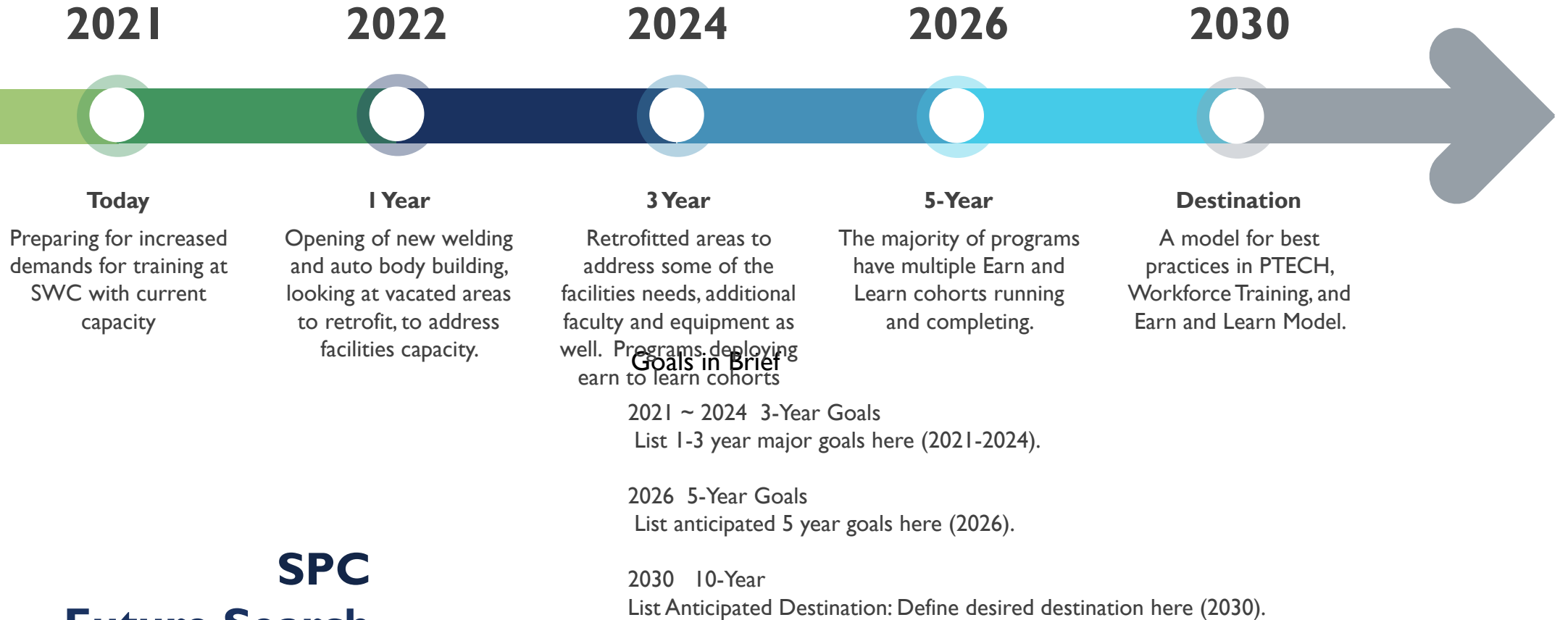
| READINESS RATING | KEY ISSUE OR KEY DRIVER | TIME HORIZON PLACEMENT | MAJOR REASONS FOR PRIORITIZATION | DIVISION/DEPARTMENTS IMPACTED |
|------------------|-------------------------|----------------------------|--|---|
| 2 | PTECH | Urgent Short and Long Term | AST – SWC currently has one PTECH coming to campus, and 3 more starting fall 2021. Discussions with ISD's all indications are more schools with in the ISD's will be pursuing more PTECH programs | Health Sciences, AST/MLK, student success, college services |
| 3.2 | SA Need for Technicians | Urgent Short Term | This is an immediate need for SA, and SA grows and more companies move to SA their will be a continue need to train, and upskill technicians | Health Sciences, AST/MLK, student success, CE (DSO), college services |
| 1.4 | COOP/EARN TO LEARN | Exploratory Long Term | The earn to learn model has a high rate of success and there is more emphasis from different bodies (TWC/THECB) on this model as well as completion, and job placement. This model will assist all programs in these areas | Health Sciences, AST/MLK, Arts and Sciences? Student success |

OVERARCHING NARRATIVE: WHERE WE ARE GOING

- PTECHs
 - SPC AST – SWC enrollment, persistence, completion, and contact hours will all increase with incoming PTECH's and future PTECH's. We will also be able to reach a larger and younger audience to train homegrown talent for industry in SA. The only way to do this however, is to address the overall capacity at the SWC and the growing demands for CTE training.
- SA Need for Technicians
 - SPC AST – SWC can address many crucial needs in our community by being able to train and upskill technicians in SA, such as social economic mobility, as well as addressing the needs of SPC, contact hours, enrollment, and revenue. Much like the PTECH trend we need to address the overall capacity to be able to deliver the training needed.
- COOP's/Earn and Learn Model
 - SPC AST – SWC will build more meaningful relationships with our industry partners, as well as increasing all of our measurable metrics that programs are evaluated on, most importantly completion and job placement for our students.

10-YEAR TREND/DRIVER MODEL REVIEW

Looking Ahead to 2030



SPC
Future Search

The Future is Now



FUTURE SEARCH: LOOKING FORWARD

NARRATIVE PRESENTATION – MAY 17, 2021

Academic Services Division

Dr. Diane Gavin, Interim Dean

ORIENTATION SLIDE: KEY ISSUES/DRIVERS FOR CHANGE, CRITICAL UNCERTAINTIES

KEY ISSUES/DRIVERS FOR CHANGE

- **Staffing across Library, IIC/CDL, CDC**
- **OER (Open Educational Resources)**
- **Child Development Center Annual Facilities Assessment Plan**

CRITICAL UNCERTAINTIES

- **Insufficient human resources to meet demands for OER, staff/faculty training, childcare/infant care**
- **Chancellor's Charge/mandate but no clear directives or direction**
- **Depreciation, weather, physical wear of equipment and facilities**

PRIORITIES MOVING FORWARD

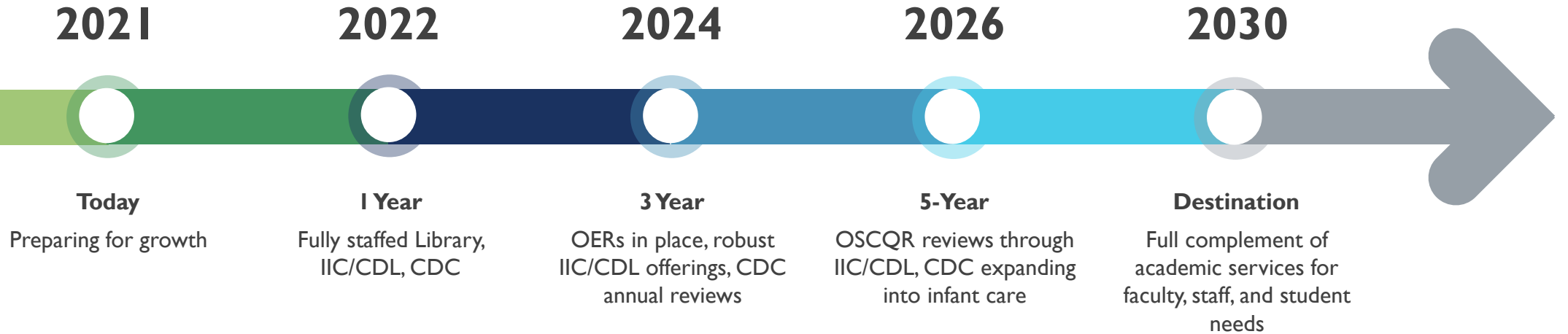
| READINESS RATING | KEY ISSUE OR KEY DRIVER | TIME HORIZON PLACEMENT | MAJOR REASONS FOR PRIORITIZATION | DIVISION/DEPARTMENTS IMPACTED |
|------------------|---|------------------------|---|--|
| 2.5 | Staffing | Urgent-Short Term | Increased demands for OER in Library, training demands in IIC/CDL, growing need for childcare/infant care in Child Development Center | Academic Success, Student Success, College Services |
| 2 | OER | Urgent-Short Term | Chancellor's Charge and increased discussions on how to help students manage cost of their educations | Academic Success, Student Success, Bookstore/College Services |
| 4.5 | CDC Physical Facilities Annual Assessment | Urgent-Short Term | The past year demonstrated a need to conduct annual physical facilities review at Child Development Center for changes in the grounds, building, equipment. | Academic Success, College Services/Risk Management, Facilities |

OVERARCHING NARRATIVE: WHERE WE ARE GOING

- In the coming decade, a greater reliance will be placed upon the Library, the IIC/CDL, and the Child Development Center to meet the changing demographics on campus, changing student needs, and increased training for faculty and staff. As SPC considers new initiatives and programs as well as builds research capacity, the Library, IIC/CDL, and the Child Development Center are cornerstones for student, staff, and faculty support. The three priorities provided for the coming years will help sustain and grow the Library, the IIC/CDL, and the Child Development Center in collaborative and cooperative ways that can assist the College through academics, faculty and staff training, and student support.

10-YEAR TREND/DRIVER MODEL REVIEW

Looking Ahead to 2030



Goals in Brief

2021 ~ 2024 3-Year Goals

CDC Annual Physical Facilities Review, Fully Staffed Library, Fully Staffed IIC/CDL (2021-2024).

2026 5-Year Goals

Robust OER program, OSCQR reviews annually conducted in online courses, CDC expanding into infant care and expanding programs offered (2026).

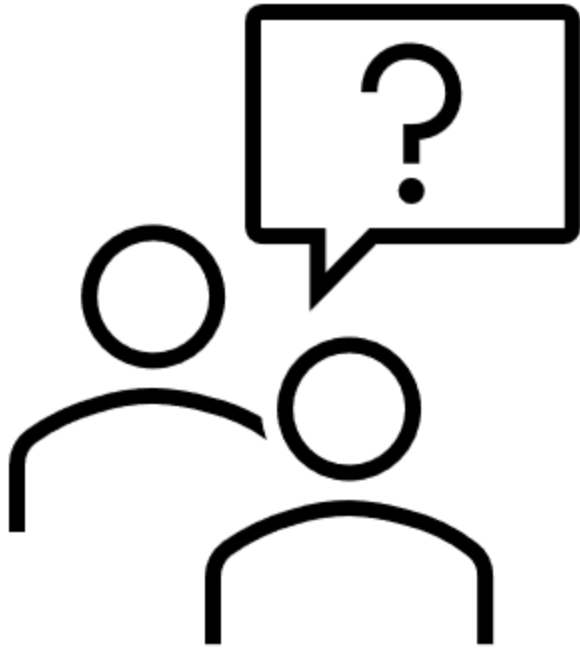
2030 10-Year

Full complement of academic services to address changing student demographics and student needs (2030).

SPC
Future Search

The Future is Now

MAJOR QUESTIONS OR CONCERNS REMAINING FROM THE AUDIENCE FOR DIVISION/DEPARTMENT



- **PLEASE CONSIDER ANY MISSION/VISION/VALUES CHANGES AT THIS TIME.**
- A ZOOM POLL WILL OCCUR AT THE END OF ALL PRESENTATIONS TO DETERMINE IF M/V/V NEED TO BE REVISED OR CHANGED
- A SURVEYMONKEY LINK WILL ALSO BE PROVIDED TO YOU AFTER THIS SESSION VIA EMAIL SO YOU CAN PROVIDE SPECIFIC RESULTS AFTER CONSIDERING ALL THE IDEAS PRESENTED.
- **THE FEEDBACK TO THE DIVISION/DEPARTMENT WILL HELP DISCUSSIONS SURROUNDING THE BUDGET TO BE HELD IN JUNE 2021.**



THANK YOU

DON'T FORGET TO COMPLETE
THE SURVEYMONKEY SURVEY
COMING TO YOUR EMAIL INBOX