

2019-2020 End of Year Performance Report



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Introduction

A glance at the year that was 2020.

Fall 2019 started with a search for a new CBC President, the submission of the Fifth-Year CBC Report to the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and a visit from a special committee commissioned by SACSCOC.



Dr. Justin Hoggard was hired by the CBC Board of Trustees and started in November 2019. He hit the ground running and worked to steer the college steadily through the roaring waters of 2020. By the close of summer 2020, Coastal Bend College was able to demonstrate to SACSCOC that it was adhering to the core principles of accreditation.

In addition to the accreditation challenges, the academic year continued to be one of adversity for CBC students, faculty and staff as well as the rest of the world. In the spring of 2020 the world was challenged with dealing with the impact of COVID-19. CBC Administrators met with key medical leadership from Christus Spohn Hospital in Beeville in early March just prior to spring break to begin to understand what the future might hold regarding the spread of this novel virus. Plans of action were immediately developed and implemented to keep everyone safe while continuing to provide a quality education to the students of the community. A decision was made to extend spring break and allow faculty time to convert face to face courses to an online format.



On April 2, 2020 Dr. Hoggard released the following notice *“In regards to Governor Abbott’s Executive Order GA-14 and in accordance with the guidelines from the President and the CDC, schools, including Coastal Bend College (CBC), will continue to be closed to the public until May 3, 2020. Only designated employees are permitted on site at all CBC locations. The majority of classes have transitioned to online, however, some classes require labs. We ask that if this applies to you, reach out to your instructor for details. We will work diligently to ensure we get you in your lab settings as soon as it is safe and healthy to do so. All CBC offices will operate remotely to continue providing our students and future students the services needed.”*



CBC employees began returning essential employees back to campus in May, 2020. A task force was assembled and began developing plans of action to ensure a safe return for employees.



COASTAL BEND COLLEGE

PLAN TO RETURN

The campus reopened on a limited basis in June with departments engaging either online or by appointment. Classes continued either online or face to face for Career and Technical Education labs through the summer.



The campus opened the doors to the public in late July, 2020. For the first time in CBC history graduation moved to a virtual format.

Coastal Bend College received a total of \$1,066,771 from the Department of Education pursuant to the institution's Certification and Agreement [for]

Emergency Financial Aid Grants to Students. This aid helped students meet financial needs related to COVID-19 and allowed many the opportunity to continue their educational pathways. The majority of graduation candidates were able to complete their goals and graduate. Families were able to attend the virtual ceremony and view the graduates' names and awards online.

Classes resumed for the fall semester in late August with most occurring in a web based format with synchronous and asynchronous instruction. During the times of continuing adversity that 2019-2020 presented Coastal Bend College continued to persevere and demonstrate that ***Student Success Happens Here at CBC!***



Coastal Bend College Vision, Mission, Goals, Values, Service Area and Leadership

CBC Vision

Coastal Bend College is a leader in providing quality education for life-long learning by dedicating its resources to promoting a learning-centered environment that empowers its students to attain their highest potential and become responsible members of the global community.

CBC Mission

Coastal Bend College is a student-centered community college committed to delivering superb educational and life enriching opportunities to its students and the communities it serves.

CBC Goals

- 1. Offer a quality educational experience for all students*
- 2. Provide comprehensive student services to increase overall student success*
- 3. Engage students and staff in support of our communities*
- 4. Effectively and efficiently use resources to benefit our students*

CBC Values

Learning
Diversity

Innovation
Respect
Communication

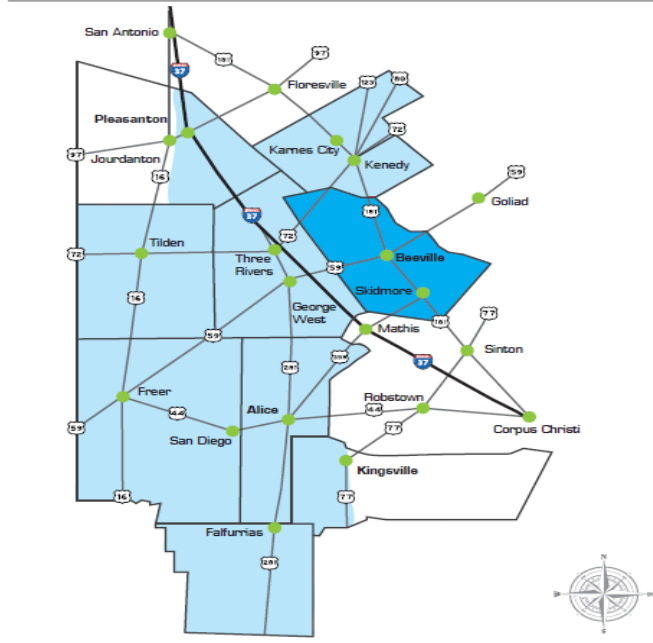
Excellence
Service
Collaboration

Leadership
Integrity



CBC Service Area

Service Area Map



Coastal Bend College-Beeville Campus

3800 Charco Road
Beeville, TX, 78102
1-866-722-2838

Coastal Bend College-Alice Site

704 Coyote Trail
Alice, TX, 78332
1-866-891-2981

Coastal Bend College-Kingsville Site

1814 Brahma Blvd.
Kingsville, TX, 78363
1-866-262-1615

Coastal Bend College-Pleasanton Site

1411 Bensdale
Pleasanton, TX, 78064
1-866-361-4222

CBC Leadership

Coastal Bend College Board of Trustees

Carroll W. Lohse, 1999 -
Taylor Tomlin, 2018 -
Victor Gomez, 2010 -
Martha Warner, 2013 -
William Whitworth, 2020
Jeff Massengill, 2014 - 2020
George P. "Trace" Morrill III, 2014 - 2020
Dela Cagle Castillo, 2018 - 2020

Coastal Bend College President

Dr. Carry DeAtley,
(Interim) 2019

Dr. Justin Hoggard,
2019 -

Coastal Bend College Administration

<i>CBC President's Cabinet</i>	<i>Deans and Directors</i>
Dr. Justin Hoggard, College President	Dr. Zachary Z. Suarez, Dean of Enrollment Services and Admissions
Dr. Patricia Rehak, Provost, CAO, IAL	Kayla Devora-Jones, Dean of Student Services and Accessibility
Amador Ramirez, Director of Information Technology	Mark Secord, Dean of Transfer and General Education
Jacinto Colmenero, Director of Physical Plant	Jarod Bleibdrey, Dean of Career and Technical Education
Kevin Behr, Director of Public Safety/Chief of Police	Director of Customized Training and Continuing Education
Dr. Patricia Rehak, Director of Institutional Effectiveness/Institutional Research	Hector Villarreal, Director of Alice Site
Olga Mendez, Director of Accounting/CFO	Keenan Woods, Director Kingsville Site
Audrey Ramirez, Director of Human Resources	Candy Fuller, Director of Admissions/Registrar
Bernard Saenz, Director of Marketing and Public Relations, CIO	Nora Morales, Director of Financial Aid
	Mary Gaitan, Director of Dual Enrollment
	Sarah Milnarich, Director of Learning Resources Center(s)
	Loana Hernandez, Assistant Dean of Allied Health
	Ludie Tyran, Director of Radiology
	Laura Lynn Southerland, Director of Dental Hygiene
	Dr. Charlene Bell, Director of Nursing
	Yolanda Mendez, Director of Child Care Center
	Director Pleasanton Site



Quality Educational Experience

It is the goal of Coastal Bend College to offer a quality educational experience for all students.

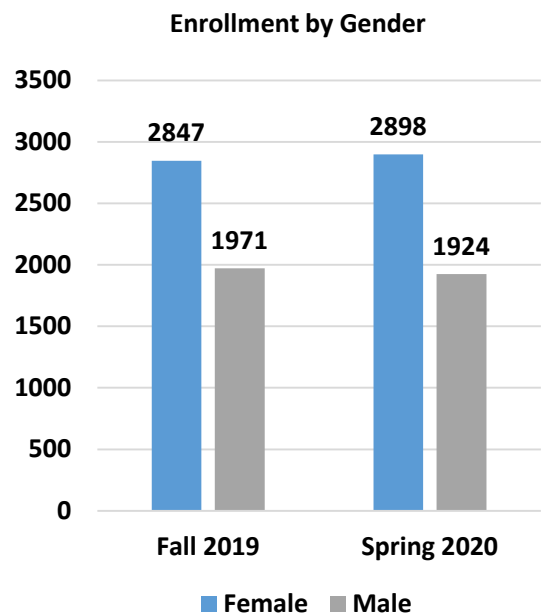
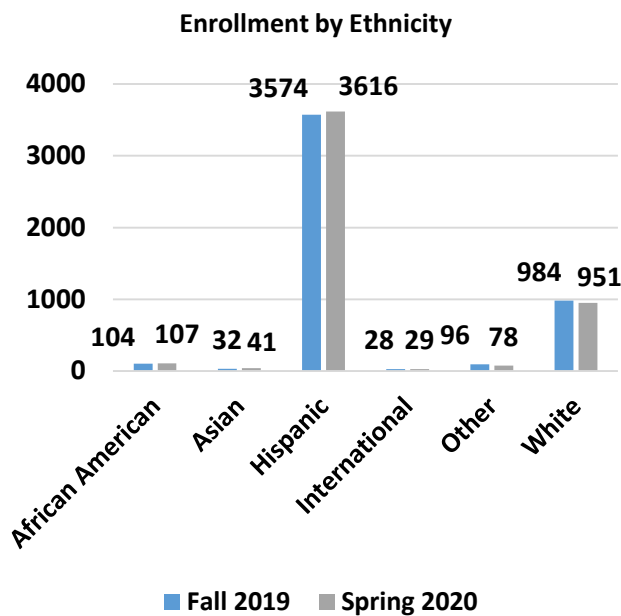
Student Profile:

The typical CBC student in 2020 is a part-time female Hispanic student, not on Pell, with an average age of 20 (78% of students are 21 and under). Most students are dual credit students and out of district and 37% of students take less than 6 hours with 75% taking less than 12 hours.

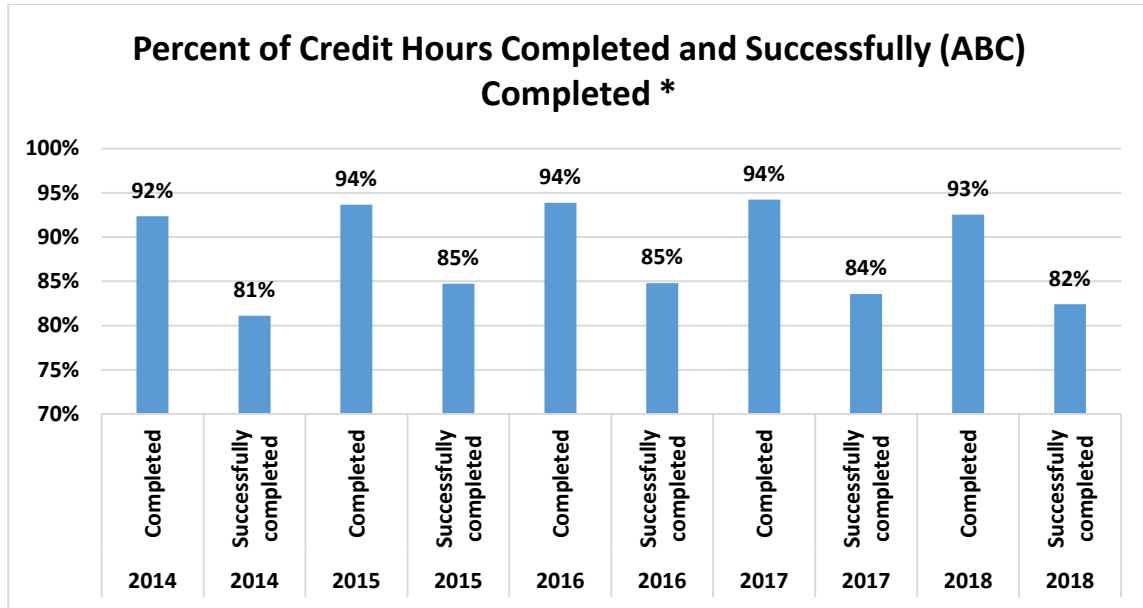
Only 12% of our service area high school graduates enroll in CBC after graduation.

The typical CBC student is more likely to graduate with a technical degree/certificate than an academic degree. The majority of those are in Welding certificates and Health Occupations. 27% of degree/certificate seeking cohort will finish in 3 years. 40% of the cohort will have graduated in 6 years

Enrollment



Course Completion Rates



**Note: Most recent data available at time of report.*

Core Completers and Occupational Skills Awards

Awards	FY19	FY20
Core Completers	203	219
Occupational Skills Awards	259	335

Degree Programs and Associated Program Certificates offered at CBC in 2019-2020:

Associate of Applied Science- Accounting

- Level II Certificate Accounting
- Level I Certificate
- Level I Certificate Fundamentals in Accounting

Associate of Applied Science - Automotive Technology

- Level II Certificate Automotive
- Level I Certificate Automotive
- Level I Certificate Fundamentals of Automotive Technology

Associate of Applied Science - Business Management

- Level I Certificate Business Management Fundamentals
- Level I Certificate Business Management

Associate of Applied Science - Business Tech Administrative Assistant

- Level II Certificate Bus. Tech. Admin. Assist.
- Level I Certificate Bus. Tech. Admin. Assist.
- Level I Certificate Bus. Tech. Admin. Assist. Fundamentals
- Level II Certificate Bus. Tech. Medical Office Specialization
- Level I Certificate Bus. Tech. Medical Office Specialization
- Level I Certificate Bus. Tech. Medical Office Specialization Fundamentals

Associate of Applied Science - Computer Information Technology

- Level II Certificate Computer Information Technology
- Level I Certificate Computer Information Technology Fundamentals
- Level I Certificate Computer Information Technology

Associate of Applied Science - Computer Simulation Engineering Technology

- Level I Certificate Computer Simulation Engineering
- Level I Certificate Computer Simulation Engineering Fundamentals

Associate of Applied Science - Cosmetology

- Level I Certificate Cosmetology
- Level I Certificate Cosmetology Instructor

Associate of Applied Science - Dental Hygiene

Associate of Applied Science - Drafting and Design

- Level II Certificate Drafting and Design
- Level I Certificate Drafting and Design
- Level I Certificate Drafting and Design Fundamentals

DEGREES/CERTIFICATES AWARDED 2019-2020

ACADEMIC

Teacher Education, Multiple Levels (131206)

- Degree-1

Liberal Arts and Sciences/Liberal Studies

- Degree-247

Business/Commerce, General (520101)

- Degree-1

TECHNICAL

Computer and Information Sciences (110101)

- Degree-11
- Certificate-14

Cosmetology/Cosmetologist (120401)

- Degree-0
- Certificate-28

Petroleum Technology/Technician (150903)

- Degree-6
- Certificate-25

Drafting and Design Technology/Technician (151301)

- Degree-2
- Certificate-2

Child Care Provider/Assistant (190709)

- Degree-3
- Certificate-1

Forensic Science and Technology (430106)

- Degree-3
- Certificate-20

Associate of Applied Science - Early Development and Education

- Level II Certificate Early Development & Education Child Care-Manager
- Level I Certificate Early Development & Education Child Provider
- Level I Certificate Fundamentals of Child Development
- Level I Certificate Fundamentals of Early Development & Education

Associate of Applied Science - Forensics

- Level I Certificate Forensics Science
- Level I Certificate Fundamentals of Forensic Theory

Associate of Applied Science - Law Enforcement

- Level II Certificate Forensic Science
- Level 1 Certificate Criminal Justice Interest
- Level 1 Certificate Fundamentals of Law Enforcement

Associate of Applied Science - Medical Records Coding

- Level II Certificate Medical Records Coding
- Level I Certificate Medical Records Coding
- Level I Certificate Fundamentals Medical Records Coding

Associate of Applied Science - Oil and Gas

- Level II Certificate Oil and Gas
- Level I Certificate Oil and Gas
- Level I Certificate Fundamentals of Oil and Gas

Associate of Applied Science - Pre-Engineering

- Level I Certificate Fundamentals of Pre-Engineering

Associate of Applied Science - Radiology

Associate of Applied Science - Registered Nurse

- AAS LVN to RN Bridge
- Level I Certificate Vocational Nursing
- Level I Certificate Pre-Nursing
- Level I Certificate Fundamentals of Patient Care Technology

AAS Welding

- Level II Welding
- Level I Fundamentals of Welding GMAW
- Level I Fundamentals of Welding GTAW
- Level I Fundamentals of Welding SMAW
- Level I Fundamentals of Welding FCAW
- Level I Welding

Associate of Arts

Associate of Arts- Business Administration

Associate of Arts - Criminal Justice

Associate Arts - Teaching

Associate Arts - Teaching General Studies-Secondary Education

Associate of Science

Associate of Science - Criminal Justice

Level I Vocational Nursing

Criminal Justice/Police Science (430107)

- Degree-11
- Certificate-12

Automobile/Automotive Mechanics Technology (470604)

- Degree-2
- Certificate-8

Welding Technology/Welder (480508)

- Degree-5
- Certificate-273

Dental Hygiene/Hygienist (510602)

- Degree 27

Medical Insurance Coding Specialist/Code (510713)

- Degree-2
- Certificate-1

Radiologic

Technology/Science (510911)

- Degree-17

Registered

Nursing/Registered Nurse (513801)

- Degree-88

Licensed Practical/Vocational Nurse

- Certificate-139

Nursing Assistant/Aide and Patient Care (513902)

- Certificate-1

Accounting

Technology/Technician (520302)

- Degree-2
- Certificate-3

Administrative Assistant and Secretarial

- Degree-4
- Certificate-16

Student Achievement

Coastal Bend College identifies, evaluates and publishes goals and outcomes for student achievement appropriate to the institution’s mission, nature of the student it serves, and the types of programs offered. CBC is a comprehensive medium sized designated Hispanic Serving community college and is legislated to primarily serve “their local taxing districts and service areas in Texas” and offer “vocational, technical, and academic courses for certification or associate degrees. Continuing education, remedial and compensatory education consistent with open-admission policies, and programs of counseling and guidance” are to be offered as well (*TX Ed Code Title 3 Subtitle G Chapter 130 Subchapter A Sec. 130.011*). It is the mission of Coastal Bend College to deliver “superb educational and life-enriching opportunities to its students and the communities it serves” (*CBC Mission*).

Goals and Outcomes

Coastal Bend College, in alignment with the Texas 60x30TX Strategic Plan for Higher Education and with CBC Strategic Goals, has identified retention, persistence, completion/graduation (course, certificate and degree) and licensure goals as indicators of student achievement. Multiple criteria are used to evaluate levels of student achievement including the IPEDS Graduation Rate (150% standard time) indicator.

Thresholds

Thresholds have been determined for each criterion. If student achievement falls below the predetermined threshold CBC will deploy action plans to improve student performance. These thresholds are determined based on a variety of factors, including the use of benchmarking with similar peer institution, national benchmarks and previous institutional performance.

Targets/Goals

Targets and goals are set for retention, persistence, completion (course, certificate and degree) that align with CBC strategic and institutional planning, regional planning and Texas 60x30TX Strategic Plan.



Persistence

Threshold for Participation Goals: When targets are not met or fall below baseline action plans are developed and implemented.

Graduation/Persistence Rate (6 years)

Graduation/Persistence Rates. First-time, full-time, credential-seeking, undergraduates who have graduated or are still enrolled. **CBC target by year 2020 is 53.4%.**

Graduation/Persistence Rates utilizing baseline data from Fall 2008 Cohort (FY 2014) of 42.7%.

Cohort	Graduation/Persistence Target Rate	Actual	Threshold Indicator
Baseline Fall 2008 Cohort (FY2014)	47.4%	42.7%	
Fall 2009 Cohort (FY2015)	48.4%	42.1%	✓
Fall 2010 Cohort (FY2016)	49.4%	39.1%	✓
Fall 2011 Cohort (FY2017)	50.4%	41.8%	✓
Fall 2012 Cohort (FY2018)	51.4%	51.5%	
Fall 2013 Cohort (FY2019)	52.4%	45.1%	
Fall 2014 Cohort (FY2020)	53.4%		

3/4/6 Graduation Rates

First-time, full-time entering, credential-seeking, undergraduates who have graduated.

CBC target by year 2020 for 3 years is 28.3%, for 4 years is 34.2%, and for 6 years is 46.4%.

Cohort	3 Yr Target	3 Yr Actual	Threshold Indicator	4 Year Target	4 Year Actual	Threshold Indicator	6 Year Target	6 Year Actual	Threshold Indicator
Baseline Fall 2008 Cohort (FY2014)	22.3%	22.3%		28.2%	26.3%		40.4%	36.1%	
Fall 2009 Cohort (FY2015)	23.3%	31.2%		29.2%	27.2%		41.4%	33.8%	✓
Fall 2010 Cohort (FY2016)	24.3%	28.5%		30.2%	36.3%		42.4%	33.3%	✓
Fall 2011 Cohort (FY2017)	25.3%	27.3%		31.2%	32.4%		43.4%	34.9%	✓
Fall 2012 Cohort (FY2018)	26.3%	25.9%		32.2%	33.5%		44.4%	45.6%	
Fall 2013 Cohort (FY2019)	27.3%	27.2%		33.2%	30.8%		45.4%	40.3%	
Fall 2014 Cohort (FY2020)	28.3%	27.3%		34.2%	33.5%		46.4%		

Successful Course Completion

Prepared Students Completing a College Level Course

College level course completion (Grade A, B, C) including pre-matriculation credit. Baseline data is Fall 2011 Cohort for Fall 2014 reporting period.

CBC's target is to reach 31.7% in Math, 84.4% in Reading, and 63.2% in Writing for students that did MEET the TSI requirement.

Cohort	Math Target	Math Actual	Threshold Indicator	Reading Target	Reading Actual	Threshold Indicator	Writing Target	Writing Actual	Threshold Indicator
Baseline FY2014	25.7%	56.4%		78.4%	83%		40.4%	68.8%	
FY2015	26.7%	68.2%		79.4%	85.7%		41.4%	71.4%	
FY2016	27.7%	67.7%		80.4%	86%		42.4%	77.2%	
FY2017	28.7%			81.4%			43.4%		
FY2018	29.7%			82.4%			44.4%		
FY2019	30.7%			83.4%			45.4%		
FY2020	31.7%			84.4%			63.2%		

Underprepared Students Completing a College Level Course

College level course completion (Grade A, B, C) including pre-matriculation credit. Baseline data is Fall2009 Cohort for Fall 2014 reporting period.

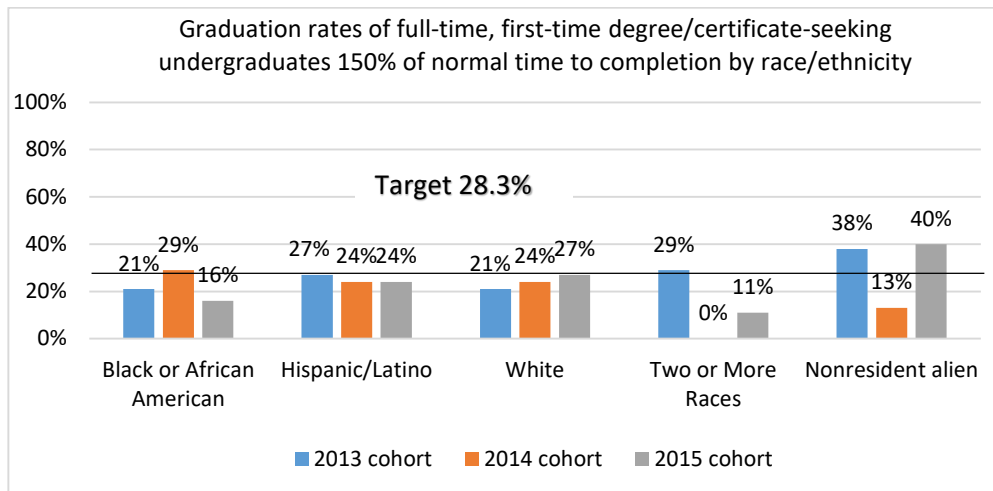
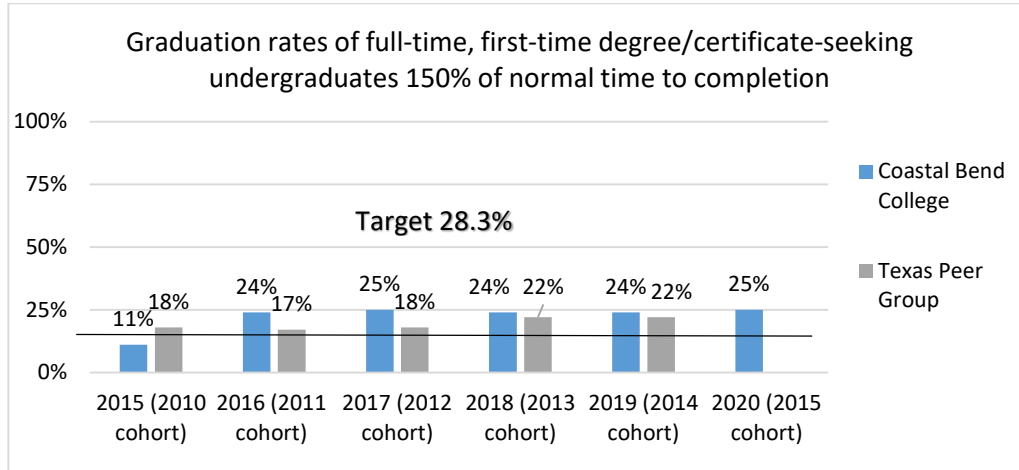
CBC's target is to reach 23.9% in Math, 61.2% in Reading, and in 39.9% in Writing for students that did NOT MEET the TSI requirement.

Cohort	Math Target	Math Actual	Threshold Indicator	Reading Target	Reading Actual	Threshold Indicator	Writing Target	Writing Actual	Threshold Indicator
Baseline FY2014	17.9%	17.8%		55.2%	50.8%		33.9%	34%	
FY2015	18.9%	21.3%		56.2%	51.1%		34.9%	38.7%	
FY2016	19.9%	17%	✓	57.2%	46.8%	✓	35.9%	37.4%	
FY2017	20.9%			58.2%			36.9%		
FY2018	21.9%			59.2%			37.9%		
FY2019	22.9%			60.2%			38.9%		
FY2020	23.9%			61.2%			39.9%		

Completion/Graduation Rates

Threshold for Participation Goals: When targets are not met or fall below baseline action plans are developed and implemented.

IPEDS Graduation Rate (150% standard time)



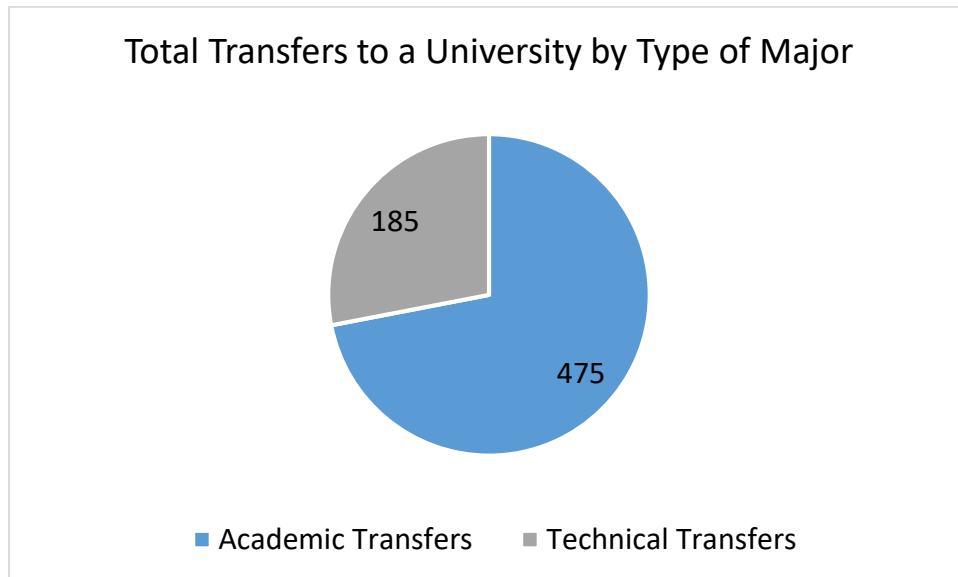
Licensure Pass Rate

Goal = Excellence (Vision 2020: CBC will offer a quality educational experience for all students; CBC will provide comprehensive student services to increase overall student success.).

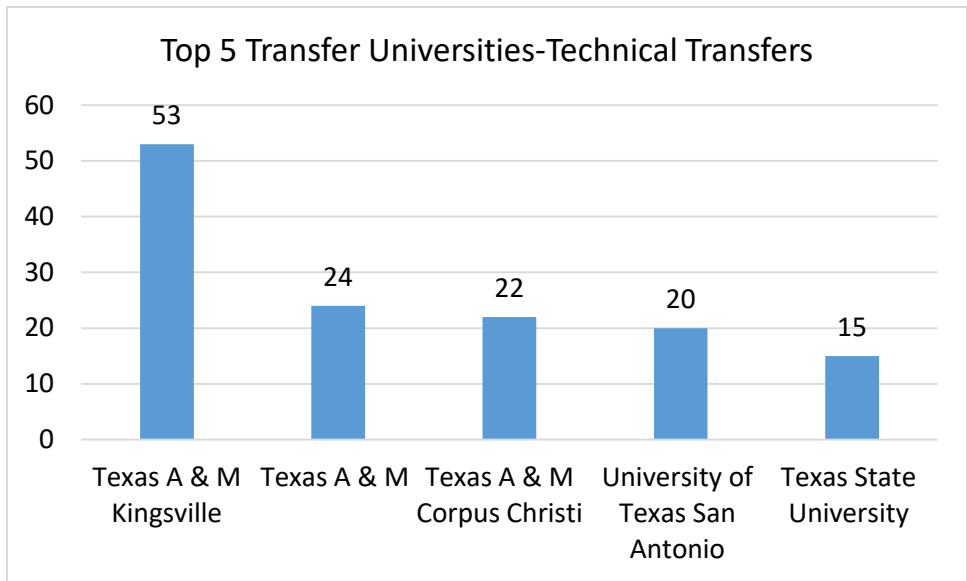
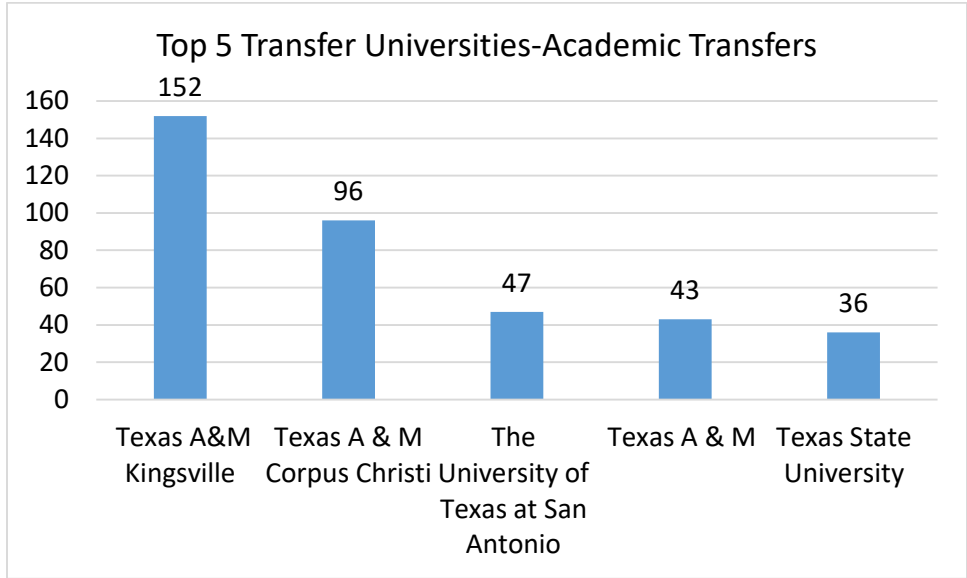
Threshold for Licensure Rate Goals: When targets are not met or fall below baseline action plans are developed and implemented.

Annual	PN Target	PN Actual	Threshold Indicator	RN Target	RN Actual	Threshold Indicator	Cosm o Target	Cosm o Actual	Thresho ld Indicator	Rad Target	Rad Actual	Threshold Indicator	Dental Target	Dental Actual	Threshold Indicator
Baseline FY2012	n/a	81%		n/a	94%		n/a	81%		n/a	100%		n/a	100%	
FY2014	91.5%	91%		91.5%	81%	✓	91.5 %	97%		95%	100%		95%	100%	
FY2015	91.5%	80%	✓	95%	94%		95%	92%		99%	75%	✓	99%	100%	
FY2016	91.5%	84%		95%	85%	✓	95%	90%		99%	100%		99%	96%	✓
FY2017	91.5%	81%		95%	84%	✓	95%	89%		99%	100%		99%	92%	✓
FY2018	91.5%	85%		95%	80%	✓	95%	96%		99%	100%		99%	100%	
FY2019	91.5%	79%	✓	95%	90%	✓	95%	100%		99%	100%		99%	95%	✓
FY2020	91.5%			95%			95%			99%			99%		

Transfers to a University



TOP 5 TRANSFER UNIVERSITIES



Enrollment Services-Admissions/Registrar

The Admissions/Registrar's Office (A/RO) provides services to a diverse customer base: past, current, future, and potential students; faculty; other CBC departments; other educational institutions; state and private agencies, and the community. The department is an integral and important part of Coastal Bend College (CBC) and has been in existence since 1967 when CBC had its first semester.

September 2019-August 2020

Transcript Processed	7,802
Drop Slip Processed	764
Applications Received/Processed	5,097
Graduation Applications Processed	1,559

CBC provided opportunities on two Saturdays during the summer for students to register and work with advisors, admission, financial aid and business office staff to build fall course schedules



**SATURDAY
HOURS
FOR
FALL
REGISTRATION**

STUDENT/CAMPUS LIFE
**Coastal Bend College
Announces Saturday
Registration Dates**

Advising/Success Coaching

Coastal Bend College offers a developmental approach to advising with Success Coaches who specialize in providing quality advising. The CBC Success Coaches provide students with advising sessions that are personalized to meet the goals of each student. Once the student chooses their preferred degree or certificate, the Success Coach will develop a pathway plan with the student. A “pathway” is simply a plan that not only determines the sequence of courses but outlines student success strategies to help them be successful along the way. Even while working remote during the pandemic, the Student Success Team was able to assist over 600 students with advising services. An online Advising request was created in July of 2020.



Academic Support Services-Testing, Tutoring and Library

Testing

The mission of Coastal Bend College's Testing Department is to offer quality service by providing helpful exam information, easy scheduling procedures, and professional exam administration in an atmosphere that is favorable for testing

[Testing Home](#)

[Contact Information](#)

[Meet the Staff](#)

[Directions to Each Campus](#)

[Exam Scheduling Site](#)

[Student Rights](#)

[Testing Center Honesty Policy](#)

[Testing Verification Form](#)

[TSI Remote Testing Voucher Request](#)
(testing at another institution using CBC units)

[TSI Virtual Remote Voucher Request](#)
(testing at home and paying an additional fee to Examity which is a secure online proctoring service.)

[Remote Proctoring Tester Info](#)

[CBC Proctored TSI Remote Voucher Request Form](#)

[Testing Candidate Screening Waiver Form](#)

[Individual Approval Process](#)

[Request Score Report Page](#)

[TSI Release Form](#)

[2nd option - If you login to your Cougar Den, you may fill out

[TUTORME](#) [REGISTER NOW](#) [RETURN TO CBC](#) [FALL CLASSES UPDATE](#)

Testing



Welcome to the Coastal Bend College Testing Department's website.

The mission of Coastal Bend College's Testing Department is to offer quality service by providing helpful exam information, easy scheduling procedures, and professional exam administration in an atmosphere that is favorable for testing.

The Testing Center at each of our four (4) sites offer a variety of services. All sites offer services for the following exams. To find out more information about each, please click on the appropriate link. [TSIA \(College Placement Exam\)](#), [Correspondence](#), [Internet Course](#), [Make-up](#), [Test Out Subject Competency Procedures](#), [BCIS 1305 Competency](#) and [Special Accommodation](#) exams. Coastal Bend College consists of our Beeville campus, Alice site, Kingsville site, and Pleasanton site.

Our Beeville testing department administers the [GED® exam](#), [CDA exam ACT](#), and [SAT](#) exams in addition to the exams above.

CNA Testing - Located in the Beeville Frank Jostes Visual Arts Building - Room - 111

TEAS Testing - Nursing Entrance Exam - administered by the Nursing Staff.

CLEP Exam Information - be aware that **CBC is not a CLEP Test Center**.

Contact Information:

Coastal Bend College
Testing Department

Tutoring

Coastal Bend College is committed to student success for all CBC students. Academic Support, one-on-one tutoring sessions, group tutoring, and online tutoring is offered to students based on availability of tutors for the subject requested. All tutoring is free of charge and available to currently enrolled students at CBC.



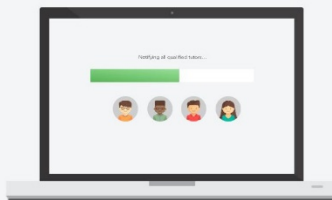
COASTAL BEND COLLEGE

TUTORING SERVICES

Tutoring provided by:

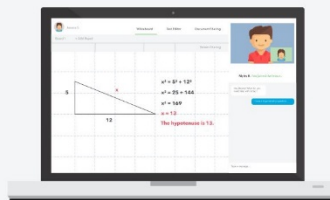


How TutorMe works



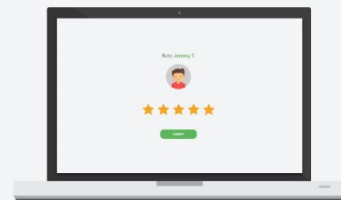
1. Request

Tell us what you need help with and our smart matching system will connect you with an online tutor. All tutoring is paid for by your school.



2. Learn

Get live 1-on-1 help in our advanced lesson space. Use a virtual whiteboard, audio/video chat, screen sharing, text editor and much more.



3. Review

After the lesson is completed, both the tutor and student have the opportunity to rate each other, maintaining the quality of our community.

Library Services

The mission of the Coastal Bend College Library is to support the college curriculum by providing diverse educational resources in all formats. Librarians select resources to help our students successfully complete their assignments, teach individuals and scheduled classes how to effectively conduct research, and guide patrons in the development of critical thinking skills to ensure their success in the global marketplace. In addition, the Library provides general materials to stimulate the interests of a diverse student and public population to promote life-long learning.

Coastal Bend College Library
Grady C. Hogue Learning Resource Center

Beeville Library: (361) 354-2737 Alice Library: (361) 664-2981 X 3063
Kingsville Library: (361) 592-1615 x 4084 Pleasanton Library: (830) 569-4222 x 1230

Coastal Bend College / Library Home / Guide / About the Library

Guide: About the Library

[About the Library](#) [Off-Campus Access](#) [Database On-Campus Access](#) [Faculty Resources & Services](#) [Research Guides](#) [Library Information and Policies](#)

New Books

Moments of **IMPACT**
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Our Communities

It is the goal of Coastal Bend College to engage students and staff in support of our communities.

Coastal Bend College prioritizes community partnerships and projects that support all the service area stakeholders. Many old partnerships were strengthened and many new ones established providing continued opportunities of growth for all.



CBC's Cosmetology program announced a sponsorship with Burmax and Product Club Color Accessories. "CBC is absolutely ecstatic about our partnership with Burmax. In only one year, our students will be able to gain their operator licensed, barber license and a certification in aesthetics and nails, but they're also going to be backed by the best company in the field," said Dean Jarod A. Bleibdrey, Dean of Career and Technology Education.



Our Resources

It is the goal of Coastal Bend College to effectively and efficiently use resources to benefit our students

Operational Effectiveness 2019-2020 and 2020-2021 Planned Improvement Plans/Recommendations

Despite the challenges 2019-2020 presented, Coastal Bend College employees were able to demonstrate operational effectiveness. Below are examples of some of the improvements and projects accomplished across Coastal Bend College over the last year.

President:

2019-2020 Improvements

- Fifth-Year Referral Report (7 narratives) were completed by the 9-8-2020 due date.
- Improvements in financial reporting and institutional effectiveness.
- Grant reporting policies and procedures reviewed/revised/developed.
- Institutional Effectiveness Office staffed.
- Colleague Access Forms developed and data governance processes established.
- Colleague Consultant visit identified ways to improve the efficiency and effectiveness of Colleague (including data entry and processes used for financial reporting).
- CBC Fact Book developed.
- Targeted data dashboards developed.
- Organizations changes implemented to strengthen the infrastructure of the College. (President's Cabinet reorganized, President's Advisory Council supporting shared governance, salary benefits study planned for fall 2020).
- Climate Surveys administered (ATD Institutional Capacity Assessment Tool, Great Colleges to Work for and Survey of Employee Engagement).
- Revised the faculty credentialing process.

2020-2021 Planned Improvement Plans/Recommendations

- Areas still to be addressed include success points, pathways/degree audits, tightening of data.

Provost Organization

2019-2020 Improvements

- Data revealed in summer 2020 a need to evaluate the faculty load policies in place, scheduling and associated practices. A scheduling process/timeline was established and implemented in late summer 2020 that supports compliance in regards to faculty load. Additionally, the institutional process/timeline works to support a more successful onboarding for students and creates efficiencies in course scheduling, enrollment and business office functions.
- Student enrollment was up in FY 2020 due to a more robust recruiting effort.
- Instruction and student services moved quickly to a virtual environment when COVID-19 created the need to work virtually and provided the greater extent of coursework and academic and student services via the internet. Graduation was able to be completed by most students in a timely manner in spite of the challenges associated with suddenly shifting to virtual learning and COVID-19 challenges.
- The college was able to respond quickly to distribute federal funding (CARES) grants to students in need to help support their needs directly related to COVID-19.
- Pathways and ATD work continued and plans of action established for the new year.
- CBC awarded \$40,000 in grant aid to RN students.
- NSRP grant updated the nursing lab and nursing classroom.
- In November 2019, the Radiologic Technology Program was granted an award of \$70,000.00 to construct a second radiographic laboratory. The second energized laboratory increases the scheduled lab time each student spends per week to learn, practice, and perform the required routine imaging examination.
- The Radiologic Technology Program integrated two radiography review and ARRT (American Registry of Radiologic Technologists) exam prep resources: RadTechBootCamp and Corectec. These two (2) programs supplement the radiography curriculum used by the program that is published by the American Society of Radiologic Technologists (ASRT). The curriculum contains all the necessary components for an educational program in radiologic technology and is approved by the JRCERT for use in accredited radiography programs. When combined, these learning resources will increase the comprehension and memory of radiography content required to successfully pass the nationally required examination, the American Registry of Radiologic Technologists (ARRT).
- Trajecsys Report System implemented in the Radiology Technology program. It is an online clinical management and tracking system for radiography students. The program allows for recordkeeping, i.e., competency reports, repeat rates, evaluation, and accreditation reporting. Trajecsys is a customized program, where data can be viewed remotely for real-time reporting from any device by program directors, clinical coordinators, faculty, and clinical preceptors.
- With the campus closing in the spring for the majority of the semester, the dental hygiene department was able to continue courses online with the students. During scheduled clinical sessions, the students were lectured via Life-size utilizing typodonts and instruments to demonstrate proper adaptation to the tooth.

- Dental Hygiene program changed the software program that is used in clinic. Students had difficulty completing their requirements because of the issues. Patient's records are created within the software. All exams and charts are in the program. The program is also used for digital x-rays. The new software introduces the students to procedure codes that is utilized in the dental industry. This program is going to prepare CBC students for the work industry. There have been so many additional benefits for the students' education.
- Dental Hygiene signed an MOU (memorandum of understanding) with Texas Woman's University to offer a bachelor's degree to our students. The students will automatically be accepted into their program once they have been accepted into the CBC program. accepted them into ours.
- A new streamlined grading system for the clinical competency exams has been developed.
- Collaborated with the Coastal Bend Regional Advisory Council which is currently running a program to distribute free supplies during the COVID pandemic. Through this collaboration the Dental Hygiene program was able to secure a large supply of N95 face masks, face shields, goggles, hand sanitizer, gloves, plastic gowns and aprons to help offset the additional expenses sustained during this crisis and to ensure that the students are complying with additional necessary precautions set forth by CDC, CODA, ADA, and TSBDE.
- Power BI allowed for an in-depth look into all CTE programs for completion rates, financial viability, overall student success trends and demographic data. This program was new to CBC and CTE so interpretation of data is still in the infancy...but promising.
- The daycare was found to be encumbering over \$300,000 budgetary dollars and losing over \$150,000 dollars annually. The solution became to invest another \$200,000 budgetary dollars to potentially gain \$30,000 profit or stop daycare services and lease the building for \$50,000 annually. The decision was made to follow the latter plan and the building was assumed by Head start and Pawnee ISD (effective July 1, 2020). All daycare staff, with the exception of the Director, was transferred from CBC to Pawnee ISD.
- The Comprehensive Learning Needs Assessment required as part of the Perkin's V grant application process was completed and accepted by THECB and Perkins V.
- The development of Power BI by the Department of Institutional Effectiveness and Research to fully analyze raw data and create easily understood models for analysis and evaluation, has been absolutely crucial and vital to CTE programs. The work done by the I.E.R. department has created the ability to fully realize effectiveness and give highlights to the needed areas of improvement.
- The organizational structure of the Transfer and General Education Instructional Unit was evaluated to determine the effectiveness and efficiency of the existing structure. This resulted in a revised more efficient and effective organization.
- Current credentialing processes were evaluated and were found to be in need of an upgrade. Credentialing forms were revised and all faculty were evaluated and new credential forms completed for all.
- The COVID-19 pandemic resulted in the transition of all courses to the online environment during the 2020 Spring semester. This allowed the cross-listing (combining) of low enrollment course sections.

- Load reports, section numbers, and course caps were evaluated to determine if adequate staffing is occurring in the TGE Instructional Unit. Changes were made to optimize course efficiency.
- It was realized the states model for success points and ATD-Pathways are built off of the same model for student success and high rates of success. CTE program curriculum sequencing did not reflect these models, so the programs were redesigned to correlate with success points and pathways. This new design should make advising more streamlined, student clarity realized and equate to a higher success of student completion.
- In 2019, the Department of Continuing Education did not provide any in-district courses that meet the qualifications to count as contact hours, based on the chart above. In 2019 (Q1-Q4) and 2020 (Q1, Q3-Q4), there were 130 sections and 46 different classes offered.
- Each allied health program worked diligently to graduate their students in a timely manner amidst the shutdown from a global pandemic. They were able to offer virtual labs and in person labs to achieve the learning outcomes and hours required for graduation.
- Admissions and registration staff have been working towards updating and making forms electronic to aid in streamlining processes for students. An Add/Drop Form, Transcript Request, Major Change Forms, and Meningitis Form have been created.
- Coastal Bend College-Kingsville hosted a total of 37 non-academic related activities throughout the fiscal year. Several external stakeholders would request to come to the campus and set up tables/booths, pass out giveaways and provide information to students and staff about the service they provide within the community.
- Through CBC's partnership with the Workforce Solutions of the Coastal Bend the Kingsville Center served as a host site for training opportunities and job fairs for newly opened businesses in Kingsville and the surrounding areas.
- CBC-KV worked in correlation with the local first responder entities and provided space for several of their classroom based trainings.
- CBC-KV staff aided the recruitment efforts for the federal TRIO Programs based at the local 4-year university. The primary purpose of that grant is to provide counseling and information to qualified adults (non-- traditional students) who want to enter a program of postsecondary education. In most cases these individuals identify CBC as their institution of choice, and a result, this arrangement serves benefit for both organizations.
- Cultural-educational based events were hosted at CBC-KV.
- Black History Month, National Hispanic Heritage Month, and other national, as well as, international holidays were celebrated across all locations.
- The Outreach Coordinator for the CBC-KV Center took part in 13 community outreach events with the school districts and local entities in the Kingsville service area.
- Coastal Bend College was represented at several college fair events by providing information and insight on the various programs and services provided.
- CBC-KV staff participated in annual Career Expo where several post-secondary entities were invited to dispense information and resources to students in the region to help support and achieve their career goals.
- Extensive deliberations regarding partnerships has taken place between the CBC-KV Site Director, local governing officials, industry leaders, and all educational entities in the Kingsville community.

- The Dual Credit unit hosted a counselor's workshop on October 22, 2019. One of the focus areas of the first workshop was degree plans and guided pathways. Each counselor completed a degree plan to include sequencing by high school grade level. Several activities were included emphasizing team building for best practices in communication, collaboration, partnership, and community outreach. Departmental presentations were provided. Evaluation of the success of our counselor's workshop included surveys and the demonstrated utilization of the new processes.
- Enforcing the requirement that new students enroll EDUC 1300 and targeted support by Dual Credit Specialists for degree planning / advising has resulted in an increase of 13% from 2018-19 to 2019-20. Within this, an increase of 25% for students that complete more than 15-29 credit hours and a 29% increase for students that completed more than 30 credit hours. Dual Credit Specialist conducted group and individual advising, and degree planning at each grade level. The focus on the high school grade level includes: juniors and seniors during the fall semester, freshmen and sophomores in the spring semester.
- Approximately 700 graduation applications were supported by the dual credit specialists.
- The Dual Credit unit is utilizing data from IE and external resources to improve outcomes by reviewing and applying solutions. Several reports and forms have been created such as the enrollment status report.
- Collaboration between units at CBC can resolve barriers by implementing automation of processes, further reducing errors and time spent focusing on data correction. The Dual Credit unit is implementing clear expectations of the stakeholder's role in the success of a smooth enrollment process. Communication efforts from ISD's and CBC via revision of MOU's for best practices is in progress.
- A partnership with TJSGA was established for Student Government. SGA has been reactivated and a faculty sponsor was named in January of 2020.
- The residential life team hosted a PJ Party event on January 30, 2020 with on-campus residents
- The CBC Student Life team hosted a Tie Dye event on February 11, 2020 where students had the chance to tie-dye a t-shirt. This event took place at CBC-BEE and the students enjoyed this fun activity.
- A partnership was established in February, 2020 with the National Deaf Center to provide students with hearing impairments with support.
- In February 2020, CBC renewed the partnership with the Catholic Newman Center and the Baptist Student Ministry. Both organizations provide free lunch to students and employees one day a week. CBC plans to partner with these two organizations for future support services for students.
- The Veteran's Center was relocated in the Student Success Center at CBC-BEE and it was decorated by Judd! Prior to Spring Break, the Navy recruiter stopped by to see the new location and he liked the new spot in the SSC.
- The CBC Student Life team hosted a Game Night for all CBC students on March 4, 2020.

- In March of 2020, the Student Services Division ensured that processes that are typically completed face-to-face were converted to a virtual format. Resources for students were posted to the Student Service website to support remote learning, health and wellbeing, and student engagement virtual activities. Also, several resources were added to the Disability Services to assist students and faculty to ensure students with disabilities were able to access additional resources and all ADA formatting was implemented with instruction.
- Katryna Rincon assisted her first student on PHP Live, an online chat system on March 27, 2020.
- The Dean of Student Services and Accessibility collaborated with the college legal counsel to ensure that the Service Animal policy was up-to-date since students began to request service and emotional support animals to stay in on-campus housing.
- Success Coach, Jessica Marie Cavazos, attended the Premont Collegiate HS Senior Signing Day on June 4, 2020 and welcomed several students who committed to attend CBC in the Fall.
- On June 16, 2020 student success coaches began seeing NEW Cougars for advising by appointment only and handing out swag bags to welcome them to CBC.
- Cosmetology Day was celebrated on June 25, 2020 and CSME students were provided goodies to show appreciation.
- 85% of Student Services forms were converted to online forms using Office 365 forms. The online forms have made the process more efficient for students and staff. Online forms include: Student Complaint form, Student Advising Request, Disability Services Accommodation Request, CARE Team referral (including COVID), Student Conduct Referral, Early Alert Referral and the Tutoring Request form.
- Regular virtual meetings using the TEAMS and LifeSize platforms were scheduled to ensure that Dining Services (Great Western) and CBC were meeting about student resident's meals during the pandemic.
- Student Services department websites were updated and maintained so the students had the current information using the CMS Ektron system.
- Student services staff received training on how to use Office 365 apps to serve students and Google Voice transfer when working remote because of the pandemic. The training also consisted of teaching staff how to use PHP Live to provide student support through the college's online chat platform.
- CBC renewed the partnership with Coastal Compass to assist coastal bend area students have access to high education opportunities. An MOU was signed by the college president.
- Partnerships with ISD and college readiness programs such as GEAR UP were improved and built upon and incoming CBC students participated in virtual presentations from student service staff.
- Partnerships with the Purple Door were improved and built upon to provide support students seeking assistance for anytime of abuse.
- The Director also spoke at all Cougar Day events at each campus, provided instructional session to all new faculty during new faculty training and to employees at Fall in-service.

- To continually promote library services, the new Director of Library Services used a three-pronged promotional strategy to inform community patrons, students, and faculty by establishing a public brown bag lunch series called *Listen, Learn, Ask, Try!* Beginning in September 2019 presentations/speakers on a variety of topics including travel, volunteer opportunities in your community and the world, science, art, employment, and medicine were scheduled. During Fall 2019 these were scheduled once a month at the Beeville campus then during Spring 2020 they were increased to two times per month due to the popularity of the events and speakers were scheduled at all four sites. Site Directors and all faculty were encouraged to suggest speakers or topics and Dean Secord presented information on The Birds and the Bees: Pollination and Threats to the Bee populations since the College is designated as a Bee Friendly campus. All events appeared on the College calendar. Then the computer issues and COVID-19 closed campus access to students until August 2020. One hundred and twenty students, staff, faculty, and public patrons attended these events between August and December 2019.
- Even with network technical difficulties starting late February 2020 and with the pandemic – the Testing Department was able to offer our students alternate testing methods. One was allowing students to take their TSIA remotely by creating vouchers that they used with the College Board approved secure proctoring service – Examity. Four hundred and eight vouchers for Examity were created by the Beeville Testing Department between April – August 2020. The second option was to allow our TSIA and BCIS 1305 test out examinees to test remotely with our CBC part-time proctors by using the video conferencing application – Microsoft Teams. From June –August 2020 the CBC proctors remotely administered fifteen BCIS 1305 test out exams and thirty-four TSIA exams.
- During the pandemic – April – August 2020 – the Beeville Testing Department was still able to process four hundred and forty-six payment transactions by phone to allow CBC students to pay for the BCIS 1305 Test out and TSIA exams.

2020-2021 Planned Improvement Plans/Recommendations

- The faculty evaluation process will be reviewed, revised and implemented in FY 2021.
- The faculty handbook will be updated.
- Instructional Policies, procedures and practices will be reviewed, revised and updated.
- The Provost will work with the HR Director to review and revise job descriptions where needed.
- The Provost will work with the Instructional Deans to review instructional program assessment processes, and work on a process to ensure that they are fully implemented effectively across all programs.
- The dual credit program will be reviewed and necessary changes identified to ensure students are efficiently and effectively onboarded, quality appropriate programming is provided, and the program is fully compliant with SACSCOC, THECB, Ed and AD code and the Dept. of ED.
- Onboarding committee will be established to identify onboarding challenges and improvement plans developed and implemented.
- Curriculum handbook containing processes, including approval processes will be developed and used by curriculum committee.
- Programs will resume program evaluation with a revised program evaluation template.

- Clear assessment of professional development needs for all the areas reporting to the Provost will be determined in fy 2021 and proposed for fy22.
- Hire master prepared faculty in the RN program and provide training in blackboard prior to teaching.
- Establish a mentoring program and maintain a mentor throughout the first semester of teaching in the RN and the LVN program.
- Provide training in teaching strategies and classroom management via conferences or online courses in the RN and the LVN program.
- Hire a clinical adjunct instructor for the Traditional RN program at a competitive wage.
- The radiography program and CBC will work together to develop a plan for the recruitment and retention of qualified faculty members. Due to the requirements of education and work experience needed for the positions within the program, the availability of qualified individuals is limited.

Business Office

2019-2020 Improvements

- Working on correcting tuition and fees in the Colleague system, resulting in accurate billing.
- Ensured that deferred revenue was posted in the correct fiscal year.
- New procedures in place to ensure that fixed assets are tagged and recorded on a timely basis.
- Set procedures and training to ensure that inventory is documented and in compliance with grant requirements.
- Time and effort procedures established to comply with grants.
- Ensured that Perkins audit is in compliance.
- Ensure that the THECB audit is in compliance.

2020-2021 Planned Improvement Plans/Recommendations

- Accuracy of data entry of fee collections into Colleague.
- Customer Satisfaction in all services (Students, Staff).
- Standardize Operation Procedures.

Public Safety/Chief of Police

2019-2020 Improvements

- Maintains a law enforcement presence on and around instructional sites, this remains a challenge, as the Department is comprised of only one FTE. Criminal Investigations, preventive patrol in and around CBC instructional sites, crime prevention strategies, and other related duties have been maintained at less than optimal levels due to understaffing.
- Collected and timely reported campus crime through the daily crime and fire log.
- Solicited, received, categorized, and disseminated CLERY Crime statistics (Part I Crimes) from all law enforcement agencies who have jurisdiction over CBC. Most provided crime and arrest information and statistics for the areas in and around each of our instructional sites as required by Federal law.
- Maintained and routinely tested mass notification system (Cougar Alert)

- Reviewed and updated each Site Specific Emergency Operations Plan with the cooperation and assistance of Site Directors.
- Prepared Annual Safety and Fire Report and published document within due date
- Conducted annual review and update of the CBC Multi-Hazard Emergency Operations and Disaster Mitigation Plan.
- Submitted required statistics annually through USDOE Campus Safety portal within due date.
- Investigated and cleared by arrest all crimes reported to the CBCPD in 2020, resulting in a 100% clearance rate.
- Conducted 6 hours of employee safety training on all instructional sites.
- Conducted evacuation drills on all instructional sites
- Assisted and provided input in the recovery efforts made by CBC during the Cyber-attack in March 2020; established contact with and acted as liaison between CBC and Texas Department of Information Resources (DIR); Texas Department of Public Safety, Texas Ranger Service, during the incident. Maintained close security of Beeville campus during much of this incident.
- Assisted in the design of CBC COVID 19 response structure; opened emergency operations center in March, 2020; complied COVID 19 protocols mirroring CDC suggested recommendations, authored COVID 19 legal addendums to CBC Facilities Rental Agreements; partnered with Student Services and HR in the documentation and effective management of COVID 19 control efforts at CBC.
- Conducted annual review, edit and update of the Department's General Orders Policy Manual.

2020-2021 Planned Improvement Plans/Recommendations

- Seek to hire an additional FTE police officer in order to provide more equitable security coverage to our other sites and to Beeville in the evening hours.
- Requests for Campus Crime Statistics from local law enforcement agencies should start in February of each year in order to provide more time between receipt and date required to file statistics with the USDOE. The Department should provide ample time to disseminate and properly categorize qualifying crimes and reportable student disciplinary actions made by CBC.
- Require all CBC personnel deemed by the Clery Act as Campus Security Authorities (CSAs) to complete the SafeColleges training on the role and responsibilities of being a CSA.
- Provide more crime prevention information and presentations during the fall and spring semesters targeting the CBC student population. Sponsor a Safety Night at CBC at least once per semester during evenings and provide food and drinks. Invite local law enforcement officers to attend and engage in positive interaction with the students. Disseminate literature and crime prevention items to students during meeting. (deferred to fall 21 due to pandemic)
- Train members of Cabinet and President's Advisory Council in Integrated Command Structure (ICS) promulgated by FEMA and DHS. Intended result is that they will form both familiarity of the structure we assume in an qualifying emergency and a deeper understanding of the emergency function of our Safety Plan and how it effects on specific instructional sites.
- Increase the department by one FTE police officer.
- Purchase a motor vehicle to support the mission of an additional officer
- Conduct annual Emergency Management scenario-based training at each instructional site.

- In order to better prepare for both natural and man-made emergencies that may affect CBC, Chief should obtain more FEMA training and certifications in the area of Emergency Management and Incident Command structure, with special emphasis on any safety and EM training specific to IHEs.
- Train Administrative Assistant to the Chief of Police in CLERY Reporting to the level of attaining certification as a Clery Compliance Officer.

Foundation

2019-2020 Improvements

- Due to the Covid-19 Pandemic, adaptations to the friend and fundraising plans were implemented. A shift to virtual methods kept the Foundation in touch with potential donors and friends of the college. For instance, an electronic mailing was sent to donors to raise money for a student impact fund and calls were made to raise \$30,000 towards the bus initiative.
- Raising funds, the last half of the fiscal was severely impacted by the multiple college and community business closures. Additionally, the Coastal Bend area was impacted negatively by the drop in oil prices and production worldwide. Yet, the Foundation awarded \$52,000 in scholarships to students.
- As of August 2020 new Foundation Board Officers and members were nominated and in September elected by existing the Board members. The Foundation has a new Board President: Reagan Florence and 4 new Board members: Edward Garza, Prosperity Bank Kingsville, Michelle Myers, Coastal Bend Publishing, Mary Aman, Wicker Basket, and Alan Pilgrim, Kicker 107 Beeville. The 21 Foundation Board members are located in each of the 4 communities the college serves.
- Wells Fargo met with the Finance and Governance Committee to provide updated information on the Foundation's investments. These are the Foundation's funds which are permanently restricted. The volatility of the market created an unprecedented challenge to donors as well as the Foundation's investment portfolio.

2020-2021 Planned Improvement Plans/Recommendations

- The multi-channel moves management method of raising friends and funds is a successful approach to increasing funds but it was impacted severely by the global pandemic and the drop in oil prices and production. A continuation of the strategy to use the multi-channel moves management method is recommended.

Human Resources

2019-2020 Improvements

- An indirect accomplishment occurred in Payroll that allows for automation when preparing for the CBM008 report each semester. Payroll enters the course number on the stipend screen of Colleague which directly links to pay for the semester end CBM report.
- HR staff developed onboarding timeline that continues to improve and develop over time. This timeline includes a First day (Friday) training, 30-day review, 60-day check in and a Buddy Program.

- Payroll (& reporting components w/in Colleague) completes reconciliation, improved smoothness/manual process of reporting for TRS. Staff developed FMLA procedural check-list to prevent potential errors with leave. Benefits continues to strive to improve upon the reduction in benefit errors in Colleague and ERS by using the ERS daily and monthly reports to ensure benefits and payroll are accurate each pay period. Measurement in place: A 75% reduction in errors for benefits, FMLA compliance, and leave tracking/reporting.

2020-2021 Planned Improvement Plans/Recommendations

- As a result of the first goal, the DHR, staff and other CBC administrators, scheduled TASB as a third-party expert consultant to conduct a comprehensive, thorough study of the entire college salary scale and to provide recommendations by February 2021 that would be presented to the Board for consideration and approval for the next fiscal year.
- HR and the Instructional Units may not be 100% ready to develop Colleague for the purposes of load reporting for payroll; however, other items were discovered within Colleague that make reporting (for CBM008) an automated process. This was found on the stipend screen for paying loads. Payroll enters the course information which directly links to pay for the semester CBM report.
- HR staff and the Programming Department continues to improve Colleague to allow for a smoother process with TRS reporting.
- HR staff utilizes daily and monthly reports generated by ERS to ensure benefits and payroll deductions are 100% accurate each month.
- The HR staff continues to develop and improve the onboarding process. We utilize training surveys and collaborate with current CBC Faculty and Staff to gauge interests for professional development and continuous improvement.

Physical Plant

2019-2020 Improvements

- Currently, the PP&F department unit activities are functioning efficiently, and productive at this time. Due to the current covid-19 pandemic, we have a much different atmosphere, work duties and safety processes are much more enhanced. Typically, we are very active with daily operational duties, the college community, and college events. We are not experiencing a normal workload since February 2020, due to a cyber-security issues, covid-19 pandemic, and are responding to operations with a new age response that has enhanced safety priorities throughout the college community.
- The following listed projects were completed throughout the 2014-2020 FY's.

Alice Site

- Student Success Center: In addition we integrated Library Services with SSC and eliminated the need for additional staff.
- Parking Lot restriped and sealed (2016-2017).
- Student Commons: student recreational area.
- Distance Learning Classrooms: installations of required screens and equipment.

- HVAC: Installation of new unit for large room in back of building (Cougar Den). This is a new unit that was not previously available.
- Nursing Classroom: New doorway entry points from room 113 into room 210.
- Interior: Repainting of doors/doorways throughout building.
- Foyer: Replaced tile with stained cement.
- Restrooms: Renovations completed in 3 of 3 restrooms (2018).
- Roof: Complete replacement of roof (2015-2016).
- HVAC: 7 units replaced with roof replacement (2015-2016).
- Signage: Building had new dual-screen digital sign installed (2015-2016).
- Cougar Center (one-stop-shop), rededicated office space and is now fully used by admissions, registrar, and financial aid (2015-2016) to serve all student needs.

Kingsville Site

- Parking Lot - restriped and sealed 2016-2017.
- Parking Lot East Side – repaired with 3 inch overlay and restriped.
- Distance Learning Classrooms: installations of required screens and equipment.
- Building painted with new colors blue/white.
- HVAC: Replacement of two (2) units (18 years of service; 2015-2016).
- HVAC: Replacement of four (4) units (18 years of service; November 2017).
- HVAC: Replacement of two (2) units (19 years of service; 2018-2019) with new ducting system.
- Exterior: Outdoor lighting around building. This was installed due to safety concerns for our college community and has improved evening visibility.
- Nursing Classrooms expanded to meet student demands and now seat forty (40) students.
- Computer Labs: expanded to meet student demands in nursing programs and now seat forty (40) students.
- Signage: Signage: Building had new dual-screen digital sign installed (2015-2016).
- Cougar Center (one-stop-shop), rededicated office space and is now fully used by admissions, registrar, and financial aid (2015-2016) to serve all student needs.
- Restroom renovations: created a unisex lavatory with ADA accommodations (2017-2018).
- Rededicated old offices into student spaces (6) and is now fully used by student body (2017-2018).
- 2019 - 2020 an architectural roof assessment was completed for Kingsville site. We have that report, currently in- progress with the re-roofing project.

Pleasanton Site

- Distance Learning Classrooms: installations of required screens and equipment.
- Fire Alarm & Sprinkler System: Installed new system in welding shop/classroom.
- Cosmetology classroom: Installed new student work stations and tables expanding the size of classroom due to increase of program student enrollment.
- Created 3 new office spaces.
- Nursing Classrooms expanded to meet student demands and now seat forty (40) students.

- Created a new hallway which isolated the CBC-IT server room and the TWS-IT server room for security concerns. These spaces (office spaces and hallway) were created using existing under-utilized space in an existing computer lab. This was due to Texas Work Force Solutions moving in at our site. This was the last site to have them move into our building.
- Signage: Signage: Building had new dual-screen digital sign installed (2015-2016).
- Computer Labs: expanded to meet student demands in nursing programs and now seat forty (40) students.
- Cougar Center (one-stop-shop), rededicated office space and is now fully used by admissions, registrar, and financial aid (2017-2018) to serve all student needs.

Beeville Campus

- Development of PP & F procedures.
- HVAC: District wide inspection and evaluation of systems.
- Deferred maintenance list: Updated and revised annually.
- Student Union Building:
 - New glass wall to isolate and distinguish food court services.
 - Renovations for dining room seating area.
 - Repurpose of closet/office space for student lounge (in-process 2018-2019).
- Contractors: Work in conjunction with contractors to verify current status of college facilities and mechanical equipment. This plays a big role in developing pricing for maintenance, repairs, and replacement of infrastructure needs.
- Distance Learning Classrooms: installations of required screens and equipment which improved these learning environments.
- Submittal of Physical Plant Reporting: Tier II, EPA, Water Plant Treatment, etc.
- Cougar Center (one-stop-shop), rededicated office space and is now fully used by admissions, registrar, and financial aid (2014-2015) to serve all student needs.
- Joe Hunter Field: Windscreen installation for playing field.
- Joe Hunter Field: 22-Tons Sand, 44,000 lbs. of infill rubber pellets, leveling of right field.
- CBC Development Center: Windscreen, signage, playground equipment repairs and installation.
- Signage: Curbside/parking lot digital sign installed.
- Nursing Classrooms expanded to meet student demands and now seat forty (40) students.
- Computer Labs: expanded to meet student demands in nursing programs and now seat forty (40) students.
- Electrical Engineering Assessment at BV Campus. This gave the college a huge advantage in updating current electrical capacities at all facilities. Completed 2018 and will be a great asset for future repairs.
- Electrical Transformer Ownership transferred to AEP Texas. This is a great external source to have in place for electrical repairs on the campus main electrical feed line.

High priority HVAC items replaced:

F.J. Jostes Visual Arts Bldg.

- RTU in room 111 – gas/heat package unit 7 ½ ton
- RTU #1 room 124 – gas/heat package unit 7 ½ ton

J.R. Dougherty Dental Hygiene Bldg.

- Unit # 6: front offices - 3 ton split system – heat pump unit:

Apartments - Units C1, C2, D1 and D4

- 3 ton split system - electric heat unit:

R.W. Dirks Bldg.

- HVAC – Climate Controls Systems. Building has poor zone dampers and climate control systems
- Chiller System -Cost savings throughout all priority projects has permitted us to replace this chiller system at this building. This allowed us to remove a high cost HVAC item that was on our deferred maintenance list for fiscal year 2016-2017.

Central Plant

- Tunnel Pipe Support Rack Systems
- Support racks
- Pipe Hangers Systems
- Three Way Valve
- Replaced, reinsulated and Hydro Tested new three-way valve
- Replaced two (2) condensate pump motors – Cooling Tower
- Physical Plant - Electrical Transformer Replacement (2016-2017).
- Replaced pump concrete foundation, heat water pump (1), & isolation valve.

Cooling Tower Platform

- Purchased scissor lift to perform needed maintenance services on tower. This serves all tower needs and will have multi-purpose uses throughout all campuses.

Hughes Building Bldg.

- Replaced 6 split system heat pumps.

R.J. Beasley Jr. Bldg.

- Replaced AHU #11
- Removal of wall for new entry access point, asbestos removal, air monitoring, and removal of core.

Industrial Trades/Criminology Bldg.

- Replaced 4 electric heaters.

P.S. Maraceck Gymnasium:

- HVAC: Replaced 2 of 4 AHU. These AHU's were located inside the basketball gym ceiling and have been relocated to exterior of building with a new efficient unit.
- Piping replaced in same section of gym ceiling (all new chill/hot water lines).
- New Climate Controls (Metasys) installed for new AHU's now located at exterior of facility.

2020-2021 Planned Improvement Plans/Recommendations

- Complete pending projects - electrical upgrades, roof repairs, identified items from our maintenance rotation listing.
- Procure new functional equipment for our physical plant & facility departments.
- Parking Lots: Plans to resurface parking lots (BV) are in process and making arrangements for repairs/replacement potentially in 2021-2022.
- FEMA: Damages from Hurricane Harvey are assessed and FEMA & TDEM are assisting with the repairs.
- Sidewalk Addition: approximately 1,800 ft.
- Roof Replacement: Kingsville Site 2019 - 2020 an architectural roof assessment was completed for Kingsville site. We have that report, currently in-progress with the re-roofing project.

Expected Outcomes for 2020-2021:

President

- Evaluate and provide an “institutional scorecard” on previous/current strategic plan
- Develop Strategic Plan to carry the institution into 2025.
- Grow the institutions competency and efficacy through professional development in the following areas:
 - Online instruction and corresponding distant student support
 - Effective institutional assessment procedures
 - Procurement and business office procedures
 - Maximize student success through revised and improved Pathways.
- Align operational procedures such as business, programming, professional services, third party contracting/procurement to maximize institutional resource allocation.
- Develop and refine current GL codes for more accurate reporting and financial responsibility.
- Leverage marketing and public relations through consistent messaging accurately detailing Coastal Bend College and the possibilities the College offers.
- Develop and implement retention plans on the programmatic level.
- Develop an institution wide Recruiting Plan.
- Update policies, procedures, and processes.
- Review planning units for FY 21 to ensure accuracy and strategic plan alignment.
- Develop and strengthen cyber security.
- Review, revise, and emphasize the roles the CBC sites.
- Conduct a salary and staffing study to maximize resources.
- Review and update Facilities Master Plan.

Provost

- There will be 10% of Full-time faculty in the fall who will be introduced to Quality Matters. (5-6 faculty).
- Another 10% will be introduced to Quality Matters in spring 2021. (5-6 faculty).
- Coastal Bend College will become a member of NC Sara in Fall 2020.

- Online admission's process will be strengthened for online students.
- Online student support services will be strengthened for online students.
- Both the enrollment unit and support unit of Student Services will have reviewed their area for support and ease of procedure for online student and will revamp procedures to improve support of online students.
- Process map the admission application process and identify bottlenecks experienced by students in order to remove those barriers.
- Build out a more cohesive understanding of what CE is and how CE works amongst CBC employees.
- Create a catalog of CE courses offered to provide additional information for community members and CBC employees.
- Develop additional workforce partnerships with local companies/industries to provide customized training.
- Implement a successful planning, assessment and evaluation system in CTE.
- Increase the number of new and renewed articulation agreements for Transfer and General Education with partnering institutions.
- Dental Hygiene will assess current equipment and materials to determine current age, expected lifespan, working condition, and if purchased with grant money.
- Dental Hygiene will request bids from companies to purchase needed equipment, materials. The Director will review CODA Standards and all other governing bodies to ensure we comply will all rules and regulations concerning new equipment and registrations.
- A schedule for Dental Hygiene equipment so that old equipment can be removed and disposed of properly before new equipment is installed and all proper documentation concerning disposal of equipment and calibration of new equipment to report to CODA and other governing bodies will be secured.
- Dental Hygiene will schedule training to educate staff and students on new equipment and proper usage and maintenance.
- Students in the nursing programs will utilize critical thinking skills to master required nursing courses.
- Students in the nursing programs will utilize personal responsibility that display integrity and respect their patients in the clinical setting.
- Faculty in the nursing program will role model professionalism as a resource to students.
- Increase completion rates in Dual Enrollment by 2% by using term to term completion data as benchmarks.
- Ensure that no student accrues debt due to overpayment of Title IV aid during any semester
- The Kingsville Site Director will work to increase Fall '20 on-site dual enrollment, workforce, and traditional student numbers with surrounding school districts (10 students) in FY 21.
- Hire additional part-time proctor for the Kingsville Site. February 2020 – The Kingsville lab 104 which can accommodate 20 examinees at a time to meet the demand of students testing at this site was used initially to meet student testing needs. Due to the limited availability of the part time staff, students requested more options. Also, an additional proctor will be needed when accommodation examinees need proctoring at this location.
- The Title IX department will create an online Title IX training program for students to have seamless access to.

- Learning Resource Center/The LRC will provide space within the CBC facilities for a Writing Resources Center to support learning in a variety of disciplines. Faculty will be provided a space within the CBC Library facilities to meet with and guide/tutor students utilizing existing and requested LRC resources. The collaborative partners will study similar Centers located at peer institutions and include best practices from those colleges deemed most successful at engaging students, increasing academic success, and improving retention rates. The LRC in Beeville already has a Teaching Excellence Collection which faculty can consult for national teaching trends, pedagogical studies, pedagogical guidelines, and emerging techniques to support student success and engagement.
- Student services will assist with the development of student's knowledge and awareness of healthy behaviors through student activities and enrichment workshops.
- Student services will coordinate with community partners to develop an alcohol and drug education prevention program or ongoing activities.
- Hire additional part-time proctor for the Beeville site.
- Automate TSI score upload to Colleague.

Human Resources

- In FY 2021, create an equitable salary scale for college faculty and staff that is aligned with TASB standards and equitable to similar Community Colleges in Texas.
- Process new adjunct instructors in a timely manner.

Physical Plant

- Use existing engineering assessments for infrastructure improvements and repairs. (Roof repair KV)
- Acquire a mechanical & architectural engineering assessment for HVAC, building and roof improvements/repairs (all locations). Begin with Beeville Campus.

Institutional Effectiveness and Research/Programming

- Facilitate the development and implementation of a new Strategic Plan for CBC.
- 100 percent of decision makers will be able to access Coastal Bend College data from a web-based dashboard/reports.

Information Technology

- Purchase & install 15 student-facing computers in Beeville Elam 154 to serve our gaming program in addition to serving as an open lab for all students; 25 computers in Alice Room 171; 25 computers in Beeville Dirks 121; 25 computers for the CIT program by August 2021. The budget allocated for this is 25X2000 + 25X1500 + 25X1000 for the 3 components.
- Replace 25% of network switches by August 2021.

Foundation

- 2% increase in productivity from corporate and foundation grants by end of FY21.
- Increase number of Planned Giving receptions/luncheons from 6 to 8 completed by end of FY 21 for purpose of donations.

- Enhance the stewardship plan to realize a 3% increase in donor engagement and continued giving completed by end of FY 21.
- Design and implement new communication materials to better inform donors/potential donors about the college programs and students completed by end of FY 21.

Public Safety/Chief of Police

- To support and maintain the safety and security of the Coastal Bend College community through proactive measures calculated to provide pertinent knowledge and information about crime and personal safety. This initiative supports Unit Goal #2.

Athletics

- Implement a successful planning and assessment and evaluation system.