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Presidential Goals for FY 2026–2027

To: Board of Trustees, Coastal Bend College
From: Dr. Zachary Z. Suarez, President
Date: Tuesday, October 20, 2026
Subject: Presidential Goals for Board Review and Approval (Approved at October 20, 2026 Regular Board Meeting)

The following presidential goals for FY 2026–2027 build upon the progress and lessons of the prior year and emphasize execution, measurable outcomes, student access and affordability, program quality, regional partnerships, institutional advancement, compliance, safety, and long-term stewardship. These goals are designed to provide clear expectations and measurable deliverables while supporting Coastal Bend College's continued growth and institutional excellence.

Presidential Goals

1. Student Affordability: Open Educational Resources (OER)
Goal: Accelerate OER adoption across instructional programs to substantially reduce student textbook costs while maintaining instructional quality.

- Increase OER adoption from approximately 30% following Summer 2026 to at least 90% by the end of Spring 2027
- Develop targeted implementation plans and provide faculty support for courses and programs that have not transitioned to OER
- Report estimated student cost savings each semester
- Establish a sustainability and quality-review process for OER by May 2027

2. Program Quality & Workforce Accreditation
Goal: Strengthen workforce program quality through external accreditation, industry-recognized standards, and consistent expectations across CBC campuses and dual credit partner sites.

- Complete an accreditation and quality-readiness assessment for select Workforce Education programs by May 2027, including applicable dual credit instructional sites
- Identify appropriate external accreditation, certification, and industry standards and establish minimum expectations for facilities, equipment, safety, curriculum, faculty qualifications, and instructional environments
- Complete reviews of applicable dual credit partner sites by May 2027 and develop corrective-action plans and timelines for identified deficiencies
- Initiate appropriate external accreditation processes for select Workforce Education programs by August 2027 where readiness requirements are satisfied

- Review additional workforce programs by August 2027 to identify opportunities for external accreditation or industry certification

3. Student Access & Service: CBC Call Center

Goal: Establish a centralized CBC Call Center to improve responsiveness, enrollment support, and student access to College services.

- Finalize the operating model, staffing structure, technology requirements, and service standards by December 2026
- Launch the CBC Call Center during Spring 2027
- Establish centralized assistance for admissions, registration, financial aid, enrollment, and general College inquiries
- Establish baseline measures for call volume, response time, abandonment rate, resolution rate, and student satisfaction, with an initial effectiveness report by Summer 2027

4. Career Development & Student Employment Outcomes

Goal: Fully establish the Career Development Office as CBC's institutional hub connecting students with career planning, employers, internships, and employment opportunities.

- Complete staffing and full implementation of career-development services during Fall 2026
- Establish partnerships with at least 20 regional employers by May 2027
- Conduct at least two major career or employer-engagement events during FY 2026–2027
- Establish an internship and work-based-learning tracking process by Spring 2027 and report baseline outcomes by Summer 2027

5. Regional Access & Expansion: First CBC Enrollment Center

Goal: Establish Coastal Bend College's first Enrollment Center to expand access to enrollment and College services within communities throughout the region.

- Complete evaluation of potential Enrollment Center opportunities, including Kenedy, Karnes County, Falfurrias, and Pleasanton
- Identify and recommend the location for CBC's first Enrollment Center by December 2026
- Complete necessary facility, partnership, technology, staffing, and operational arrangements and open the first CBC Enrollment Center during Spring 2027
- Establish baseline measures for utilization, inquiries, applications, enrollment activity, and services provided and develop a framework for evaluating future locations

6. Institutional Advancement, Fundraising & Resource Development

Goal: Expand CBC's financial capacity through philanthropic giving, fundraising, grants, and external partnerships.

- Establish measurable annual fundraising and external-resource development targets by December 2026
- Develop and implement a coordinated institutional fundraising and donor-engagement plan, including a prospective-donor pipeline and stewardship process
- Conduct at least two significant fundraising or donor-engagement initiatives during FY 2026–2027
- Separately track philanthropic giving, grants awarded, sponsorships, and other external commitments and provide an annual Institutional Advancement report by Summer 2027

7. Facilities, Capital Improvements & Space Optimization

Goal: Execute priority capital and space-utilization improvements that directly enhance the student experience, improve College facilities, and support long-term institutional growth.

- Maintain and begin implementation of the College's five-year Facilities and Capital Improvement Plan
- Complete the Beeville campus gymnasium remodel, including installation of new fitness and recreational equipment, during FY 2026–2027
- Complete an exterior refresh of campus student apartments by Summer 2027
- Complete a refresh of the Student Union Building, including priority furniture, gathering, study, and student-use spaces, during FY 2026–2027
- Develop a reuse and renovation plan for the current bookstore space by Spring 2027, including recommended use, estimated cost, and implementation timeline
- Complete College-wide identification and appropriate auction/disposition of surplus, obsolete, and no-longer-used property by Spring 2027 and track space reclaimed for productive use
- Incorporate facility and equipment needs identified through workforce program quality and accreditation reviews into capital priorities

8. Community, Education & Strategic Partnerships

Goal: Expand CBC's regional impact through partnerships that increase educational access, workforce alignment, transfer opportunities, economic development, and community engagement.

- Establish or significantly expand at least three strategic partnerships with municipalities, ISDs, universities, employers, economic-development organizations, workforce organizations, or community partners
- Establish at least two new or expanded university transfer or articulation partnerships
- Develop at least two partnerships directly supporting workforce education, internships, employment, or work-based learning
- Track measurable partnership outcomes, including students served, resources leveraged, programs supported, and community reach, and provide an annual regional-impact report

9. Mariachi Program Growth & Student Engagement

Goal: Grow the CBC Mariachi Program through dedicated leadership, increased student participation, recruitment, performances, and sustainable community support.

- Establish Fall 2026 student participation as the program baseline and increase participation by at least 25% by Fall 2027
- Conduct at least two public or community performances during FY 2026–2027
- Establish active recruitment relationships with at least five area middle school or high school music programs
- Identify at least two sponsorship, philanthropic, or external-funding opportunities and report annually on participation, recruitment, performances, expenditures, and program growth

10. Institutional Compliance & Accountability

Goal: Strengthen institutional accountability and reduce organizational risk through a comprehensive compliance review of every College department and major operational area.

- Establish a standardized departmental compliance-review framework by December 2026
- Complete compliance reviews of 100% of College departments and major operational units by May 2027

- Establish a corrective-action plan, responsible party, and completion date for 100% of material findings and implement centralized tracking of remediation
- Provide the Board with an institutional compliance summary by Summer 2027

11. Campus Safety & Emergency Preparedness

Goal: Strengthen campus safety by implementing the College's established emergency plans through comprehensive training, exercises, and documented preparedness.

- Finalize annual safety and emergency-preparedness training requirements by December 2026 based on employee roles and responsibilities
- Achieve 100% completion of required safety and emergency-preparedness training for full-time employees by May 2027 and establish appropriate requirements for part-time employees and adjunct faculty
- Conduct at least one emergency preparedness drill or exercise at each primary College location during FY 2026–2027
- Document participation, exercise results, identified deficiencies, and corrective actions and provide an annual preparedness report by Summer 2027

12. Innovation & Entrepreneurship: Jostes Innovation Center

Goal: Complete and activate the Jostes Business Incubator/Innovation Center as a regional resource for entrepreneurship, innovation, workforce development, and community partnerships.

- Complete remaining renovation, technology, furniture, equipment, and operational requirements by Spring 2027
- Establish the Center's operating model, intended programming, and partnership framework prior to opening
- Officially open and activate the Jostes Innovation Center by May 2027
- Conduct at least two entrepreneurship, innovation, business-development, or partnership activities during its initial operating period and establish baseline utilization measures

13. Enrollment, Retention & Student Success

Goal: Sustain CBC's enrollment momentum while increasing student persistence, completion, and successful progression toward educational and career goals.

- Establish FY 2026–2027 enrollment, persistence, retention, and completion targets using Fall 2026 institutional baselines
- Track enrollment and student-success measures throughout the academic year and identify populations or programs requiring targeted intervention
- Continue implementation and evaluation of the CBC Promise Program, including enrollment, persistence, and utilization outcomes
- Provide the Board with an annual enrollment and student-success outcomes report by Summer 2027

14. Student Experience: Implement and Evaluate Regional Dining Solutions

Goal: Implement and evaluate sustainable dining solutions that improve access to convenient, affordable, and reliable food options for students and employees at CBC's regional instructional sites.

- Launch the new fresh-food vending model at the Alice and Kingsville locations, including consumable grab-and-go options such as fresh sandwiches, during the 2026–2027 academic year

- Monitor utilization, product demand, pricing, food availability, restocking frequency, and overall vendor performance to determine the effectiveness and sustainability of the new service model
- Gather student and employee feedback regarding food selection, affordability, convenience, hours of availability, and additional dining needs at Alice and Kingsville
- Assess opportunities to enhance the model based on utilization and feedback, including expanded fresh-food selections, additional vending or micro-market options, and other appropriate grab-and-go services
- Evaluate dining needs and viable service models at other CBC regional instructional sites, using lessons learned from the Alice and Kingsville implementation
- Develop recommendations by Summer 2027 for the continuation, enhancement, or expansion of sustainable dining solutions across CBC's regional instructional sites

15. Academic Excellence: Explore NACEP Accreditation for Dual Credit Programs

Goal: Evaluate CBC's readiness to pursue National Alliance of Concurrent Enrollment Partnerships (NACEP) accreditation and develop a pathway for strengthening the quality, consistency, and continuous improvement of the College's dual credit programs.

- Conduct a comprehensive review of NACEP accreditation standards, eligibility requirements, evidence expectations, application timelines, and associated costs
- Complete a gap analysis comparing CBC's current dual credit policies, procedures, faculty qualifications, curriculum oversight, student services, assessment practices, and partnership processes with NACEP accreditation standards
- Engage Academic Affairs, Dual Credit, Institutional Effectiveness, participating faculty, and appropriate school district partners in evaluating accreditation readiness and identifying areas requiring improvement
- Identify policy, procedural, documentation, data-collection, and operational changes necessary to align CBC's dual credit program with NACEP standards
- Develop a preliminary accreditation readiness plan, including responsible departments, resource requirements, documentation needs, and anticipated timelines
- Present findings and a recommendation regarding CBC's pursuit of NACEP accreditation by Summer 2027
- If institutional readiness supports moving forward, establish a target timeline for completing identified improvements and beginning the formal NACEP accreditation process

Conclusion

These goals are designed to move Coastal Bend College from planning and evaluation toward execution, growth, quality, accountability, and measurable institutional impact. They balance student affordability and success with program quality, regional access, community partnership, resource development, safety, compliance, and long-term stewardship, positioning the College for continued sustainable growth and excellence.

Respectfully submitted,

Dr. Zachary Z. Suarez