

# Executive Summary from President Hernandez

Reflecting on our recent strategic progress, we are proud to highlight the impactful work of our faculty and staff in expanding opportunity and access for our students. Key achievements include the enhancement of academic support services and the introduction of targeted student success initiatives designed to improve retention, persistence, and overall student outcomes.

Our faculty have driven meaningful academic growth through the development of new programs in business and health sciences, the launch of the Ed.D. in Educational Leadership, and continued expansion of doctoral-level offerings. In addition, the establishment of the Meadows Research Institute for West Texas Water reflects our commitment to addressing critical regional challenges through research and innovation. These efforts strengthen interdisciplinary collaboration and reinforce Sul Ross State University's position as a leading value in Texas higher education.

The collective work of the Sul Ross community has created strong momentum for continued growth. We remain focused on fostering an environment that supports student creativity, critical thinking, and applied research while deepening our impact across the Big Bend region, the state of Texas, and beyond.



# Who we are

Sul Ross State University is a small, diverse community that values personal interactions while providing life-changing opportunities for students through quality undergraduate and graduate education, in-person and online.

## Mission Statement

Sul Ross State University offers life-changing opportunities by delivering quality undergraduate and graduate education. We foster critical thinking, creativity, diversity, and research, empowering our students to excel beyond the frontiers of what is possible. We are a Hispanic serving public institution for the residents of the U.S./Mexico borderlands, Southwest Texas region, and beyond.

## Vision

We aspire to be the best value in Texas higher education and expand access to higher education for the underserved populations of the State. We will accomplish this by providing high quality, innovative, and flexible academic programs within a culturally inclusive environment, where students learn to develop creativity, foster critical thinking, enhance diversity, and engage in research to serve our region, state, and nation as impactful members of an educated society.

## Values

Student Access and Success  
Ethics and Integrity  
Academic Excellence  
Mutual Respect and Collaboration

## Strategic plan goals

1. Promote Student Opportunity and Success
2. Recruit, Empower, and Retain High-Quality Faculty and Staff
3. Improve Resources Available to Support Faculty Teaching and Research and Student Success
4. Streamline and Enhance Campus Business Processes
5. Implement the Texas State University System Goal of Transforming Rio Grande College into a Branch Campus Prior to the Transformation into an Independent, Four-Year University in Eagle Pass, Texas

# Contents

SECTION	PAGE
<b>Reports for Strategies Addressed in 2022-2023 &amp; 2023-2024</b>	
Goal 1: Promote Student Opportunity and Success	<a href="#">4</a>
Goal 2: Recruit, Empower, and Retain High-Quality Faculty and Staff	<a href="#">10</a>
Goal 3: Improve Resources Available to Support Faculty Teaching and Research and Student Success	<a href="#">13</a>
Goal 4: Streamline and Enhance Campus Business Processes	<a href="#">18</a>
Goal 5: Implement the TSUS Goal of Transforming Rio Grande College into a Branch Campus Prior to the Transformation into an Independent, Four-Year University in Eagle Pass, Texas	<a href="#">20</a>

## How to read this report

There are five **Goals** in the Strategic Plan 2022-2027: Our Student-Centric Focus. Each Goal has a number of **Outcomes** within the Goal. These are written in numeric order and correspond to the Goal they are listed. Each Outcome has a number of **Strategies** that outline strategies or plans to achieve the desired Outcomes. These Strategies follow the same pattern in the numeric ordering of the Outcomes.

**Implementation Strategies** are provided for some of the Outcome – Strategies. These Implementation Strategies offer faculty, staff, and administrators’ ideas on how they, too, might contribute to the successful implementation of the particular Outcome – Strategy.

# Strategies Addressed in 2024-25

## GOAL 1: Promote Student Opportunity and Success

SRSU is a Hispanic Serving Institution with a diverse student body at each of the four campuses: Alpine, Del Rio, Eagle Pass, and Uvalde. Our current student enrollment is 2,325 (Texas State University System, 2022). Through Goal 1, we will provide academic support services for the entire student life cycle, from pre-enrollment through retention and student engagement and then on to graduation and beyond. Our student-centric culture will encourage all students to excel. Peer-to-peer, student-faculty, and student-staff relationships are the foundation of student success in college, and we seek to promote the primacy of those personal relationships that support retention and persistence (Felten & Lambert, 2020).

The current student enrollment for Fall 2025 is 2,295.

**Outcome 1.1:** Continue to enhance a student-centered, student-first culture throughout the university.

**Strategy 1.1.1:** Define and communicate the meaning of being a student-centered and student-first university. *[student-centered and student-first university]*

The university has an Enrollment Steering Committee, which is comprised of university deans, Enrollment Management staff, Records and Registration staff, vice presidents and the President. This committee is continuously looking for ways to eliminate barriers to registration, increase enrollment by communicating to students via email, text and through the EMP system, all with a focus for increased enrollment.

**Contributor:** President's Office

### Implementation Strategy:

On a personal level, review your job description and renew with your supervisor during the performance evaluation season. Determine what aspects of your job would allow you to think about the students and how you can best help them. For departments, we recommend that you review your department or division's mission, vision, or purpose statements. Find where your department or division can recenter students into the mission or create a student-first mentality through the purpose statement.

**Strategy 1.1.2:** Create a culture of personalized support for students. *[personalized support]*

During the 25-26 school year, the office of Student Life remains committed to Strategy 1.1.2 creating a personalized support for students. This is evidenced by the continued emphasis on student centered discipline and support. The office of both the Dean of Students and VP of Student Affairs remain open to students who need assistance and the student body is aware of this practice through informal conversations and personal invitations.

We have not only established, but maintained a twice monthly meeting with all student life personnel that allows our departments to work together to prioritize student support systems campus wide. This community has built connections that allow for seamless support of students as soon as we are alerted to a need.

**Contributor:** The Office of Student Life

**Implementation Strategy:**

Consider ways to personalize your experience with students and other staff, faculty, or administrators. How can you add a personal touch to your work? How can you personalize the help that you provide to the students? How can you make the experience memorable and, above all, helpful?

**Strategy 1.1.3:** Host various events each academic year to promote the student focus among the campus community. *[student focused events]*

During the past 3 years, the Office of Student Affairs has been heavily involved in welcome week, family day, homecoming, and midnight breakfast to name a few. These programs all focus on the building of community through highlighting our student body and providing situations to focus on their value to the community and build connection.

**Contributor:** The Office of Student Life – Campus Activities

**Strategy 1.1.4:** Promote and sustain university programs that enhance the student experience on campus. *[university programs and student experience]*

During the 24-25 school year, Campus Activities worked independently and with other offices and programs across the University to host 52 individual programs for students on campus. Attendance at these programs varied, but the yearly total was 13,416 program attendees.

**Contributor:** The Office of Student Life – Campus Activities

**Outcome 1.2:** Promote enrollment through innovative marketing, new market-driven academic programs, and partnerships with high schools and community colleges.

**Strategy 1.2.1:** Develop and implement a long-term marketing plan to increase SRSU brand awareness and recruitment efforts. *[long-term marketing]*

Due to budget constraints, the marketing plan has been put on hold at this time, though we continue to use social media and free publicity platforms to market our programs and successes.

**Contributor:** University Communications

**Implementation Strategy:**

All SRSU faculty, staff, and students can access updated logos and branding guidelines here: <https://srinfo.sulross.edu/branding/>

**Strategy 1.2.2:** Develop and implement a focused marketing plan for online graduate programs. *[online graduate program marketing]*

The university is no longer working with A4.

**Contributor:** University Communications and College of Graduate Studies

**Strategy 1.2.3:** Create new academic programs that meet significant regional needs and high market demand based on the Hanover Research Report. *[new academic programs]*

Academic Affairs created new programs in the 2024-2025 academic year to meet regional needs, based on the Hanover Research Report. Academic Affairs created the following programs: finance, marketing, health care administration, information science, cybersecurity, logistics and supply chain management, and entrepreneurship.

**Contributor:** Office of Academic Affairs

**Strategy 1.2.4:** Host annual workshops for high school guidance counselors. *[high school guidance counselor workshops]*

2024-2026 Enrollment Management- Undergraduate Admissions and Recruitment has successfully coordinated workshops with high school dual credit and transfer partners, and surrounding areas. Dual Credit Coordinators and University Recruiters attend multiple scheduled school visits, ApplyTexas workshops, class presentations, and career/transfer fairs to provide services and next steps for enrollment at all campuses for various student types.

**Contributor:** Enrollment Management

**Strategy 1.2.5:** Invite community college advisors to workshops. *[community college advisor workshops]*

Please view strategy 1.2.4.

**Contributor:** Enrollment Management

**Outcome 1.3:** Prepare students for success with active learning and personalized engagement opportunities that inspire student creativity, motivate student persistence, and create a desire for life-long learning.

**Strategy 1.3.1:** Provide excellent academic advising and tutoring services for students. *[academic advising and tutoring]*

Lobo Den was able to achieve 88.6% of students were able to register through the Lobo Den Tutoring and Advising Center (Freshmen, TSI affected, undeclared), who attended the Registration Rally events.

Peer tutors (student employees) scored an average of 90% in tutee surveys collected. All tutees surveyed were first-year students in English 1301 - Composition I and Math 1314 College Algebra.

**Contributor:** Lobo Den: Advising and Tutoring Center

**Strategy 1.3.2:** Promote the academic success of student-athletes. *[student-athletes academic success]*

Since 2022, the Athletics Department has promoted student-athlete stories through the SRSU Media services. The Office of Athletics has implemented grade checks that happen bi-weekly to ensure student compliance with Division II grade requirements. Athletic coaches also have study halls for athletes that encourage students to utilize the Lobo Den Advising and Tutoring Center and tutor.com. The coaches have also implemented bi-weekly grade checks and study hall requirements to help students stay on top of their academic progress. Since the migration to Division II, the Athletics Department has seen an increase in overall student-athlete GPA's.

**Contributor:** Athletics

**Strategy 1.3.3:** Establish a Center for Teaching and Learning to provide development for faculty through innovative and engaging teaching strategies. *[center for teaching and learning]*

While we have not established a formal Center for Teaching and Learning due to financial constraints, we have intentionally developed and sustained meaningful teaching and learning initiatives across the university. For example, we launched AI Thursdays, a faculty-focused series addressing timely and relevant issues related to artificial intelligence in teaching and learning. We have also co-funded and supported the Connecting with Students for Success retention program, reinforcing our commitment to student achievement and persistence. Additionally, Academic Affairs continues to provide strong support for the Assistant Dean for Online and Distance Education and our Quality Matters coordinators, ensuring the continued quality and effectiveness of our online programs.

**Contributor:** Office of Academic Affairs

**Strategy 1.3.4:** Establish new and improved high impact student experiences. *[high impact student experiences]*

The Connecting Students for Success Initiative continued its success as a high-impact student experience in 2024-25. Seventy-seven percent of students surveyed said the program helped them to be successful in their course, and 88 percent said they would return to Sul Ross for the 2025-26 academic year.

We have partnered with Quanta Services and our Career Center to expand and promote meaningful internship opportunities for our students, strengthening workforce pathways and experiential learning.

We also continue to support the Student Symposium, which provides a forum for students to present their original research and creative works, enhancing the intellectual environment of our campus.

In addition, we support study abroad programs whenever feasible, recognizing the transformative impact of global engagement on student learning and personal growth.

**Contributor:** Office of Academic Affairs

**Outcome 1.4:** Provide innovative programs and resources that promote the health, well-being, and safety of students and the learning environment.

**Strategy 1.4.1:** Develop students' physical and mental health and wellness knowledge, awareness, and behaviors by providing programming related to the Wellness Wheel The Theoretical model. *[wellness wheel programming]*

Nothing to report on this Strategy.

**Contributor:** Office of Student Life – Counseling and Accessibilities Services

**Strategy 1.4.2:** Sustain a well-resourced mental health counseling program that is easily accessible to all students. *[mental health counseling program]*

"Between September 2025 and February 2026, the Counseling office counseling 304 sessions. Regarding the target matrix we feel we have met our goal of being available within a timely fashion, defined as within 24 hours especially when student presents as in crisis. We have a system of triage in place where our Admin Assistant is trained to help assess if a student needs support sooner than later. We feel confident that we are able to address the needs of our students in a timely fashion and within 24 hours of their initial contact with our office. We are working on new ways of documenting student wait times moving forward.

Timely Care, the online counseling service, shows 29 services provided; 25 of which were scheduled counseling sessions, and 4 Talk Now immediate care. The average wait time for both services are less than one minute with 62% provided after hours or on weekends."

**Contributor:** Counseling and Accessibilities Services

**Outcome 1.5:** Support the transition from college to career by developing marketable skills in students and providing access to employment opportunities.

**Strategy 1.5.1:** Coordinate a Career Fair twice a year on the Alpine and RGC campuses. *[career fair]*

The Career Services and Testing Center successfully hosted Fall and Spring Career Fairs on the Alpine campus, further strengthening employer partnerships and increasing student engagement with career-readiness opportunities. These events provided students with access to internships, full-time employment opportunities, and professional networking, while reinforcing career fairs as a core component of student career preparation.

Based on participation trends, logistical considerations, and resource alignment, Career Services will not be hosting career fairs at the International (RGC) Campus moving forward. The department's primary focus will remain on the Alpine campus, where student demand, employer participation, and institutional capacity allow for greater impact and sustainability. Career Services will continue to support students at other campuses through alternative career readiness programming, virtual resources, and individualized advising.

In addition to hosting the fairs, Career Services integrated preparatory programming, including resume reviews, application support, and career advising, to ensure students were well-prepared for employer engagement.

**Contributor:** Career Services and Testing

**Strategy 1.5.2:** Partner with deans and department chairs to incorporate more integration of Career Services support in their academic programs focusing on junior/senior courses, projects, or capstones. *[integrated career services for upper-level]*

The Career Services and Testing Center significantly expanded its reach and impact through increased academic integration, program growth, and strengthened collaboration across campus. Career Services partnered with First Year Seminar courses to deliver in-class presentations, providing early exposure to career planning, assessments, and available resources, while reinforcing career readiness as an ongoing component of the student experience. Career assessment reports continued to be distributed to faculty across campus, supporting classroom instruction, advising conversations, and student engagement.

The department also broadened access to multiple career platforms and resources, including expanded financial literacy programming available to students, staff, and faculty. These initiatives enhanced campus-wide awareness of career readiness tools and supported holistic professional development beyond traditional student services. Career fair engagement increased through improved outreach and stronger collaboration with academic departments, resulting in greater student participation and employer involvement.

In parallel, the Testing Center experienced continued growth in services and testing volume, supported by increased collaboration and trust with academic departments. Through consistent communication, compliance, and reliable service delivery, the Testing Center strengthened departmental partnerships and reinforced its role as a critical academic support unit.

We have partnered with Quanta Services and our Career Center to expand and promote meaningful internship opportunities for our students, strengthening workforce pathways and experiential learning.

Quanta's support has allowed us to implement new career readiness platforms, including Quincia Resume AI, Indeed Job Search Academy, and Sqwire Financial Literacy. These resources have strengthened our ability to provide students with practical tools related to resume development, job search preparation, and financial literacy as they prepare for life after graduation.

The partnership has also made it possible for us to provide students with meaningful professional development experiences outside the classroom. In Fall 2024, we were able to take 25 students to Arlington, Texas, where they attended a Business Professionals Panel and engaged directly with industry speakers through networking and resume sharing opportunities. In Fall 2025, we supported five students attending the Midland Oil & Gas Career Expo, allowing them to gain industry exposure and connect with potential employers.

This spring semester (2026), we are excited to continue strengthening this partnership with Quanta Services, specifically Summit Line Construction, will be attending our Spring Career Fair and hosting on-site interviews with our students. Opportunities like this create direct pathways between education and employment and reinforce the importance of strong industry partnerships on our campus.

We are currently engaged in the Chancellor's U.S. Capitol Internship Program for the Texas State University System Institutions.

Each fall and spring semester, this program will provide students (up to 5 from each participating institution within the Texas State University System) the unique opportunity to serve as legislative interns at the U.S. Capitol. Interns will engage with and develop a greater understanding of the policy making and legislative processes as well as gain invaluable professional skills, practical government work experience, and a more robust professional network.

**Contributor:** Career Services and Testing, Office of Academic Affairs

## GOAL 2: Recruit, Empower, and Retain High-Quality Faculty and Staff

In Goal 2, we seek to enhance the working environment for all faculty and staff through diverse hiring practices; and to provide necessary resources within a supportive environment to achieve academic and administrative goals.

**Outcome 2.1:** Implement a plan that attracts a qualified and diverse pool of faculty and staff.

**Strategy 2.1.1:** Expand and diversify the advertisement of job postings to attract a wide range of candidates. *[external job postings]*

Partnerships with HigherEdJobs, Hispanic Outlook, the Registry and Academic Career & Executive Search firm, and LinkedIn have been successful. The hiring department can advertise in professional publications by using M&O budgets. FY2024-2025 records indicate increased applications from outside of the Alpine, Marfa, Forst Davis, & Presidio area and the Del Rio, Uvalde, Eagle Pass, & D'Hanis area. Applicant counts are as follows:

Staff – 130 applicants, 64 outside of area (49%)

Faculty – 388 applicants, 374 outside of area (96%)

**Contributor:** Human Resources

### Implementation Strategy:

Does your department share job postings elsewhere? Let Human Resources know at [humanresources@sulross.edu](mailto:humanresources@sulross.edu) to increase institutional knowledge and avoid duplication of efforts.

**Strategy 2.1.2:** Provide training on best practices in hiring, from crafting better job descriptions to running more successful search committees. *[hiring and interview training]*

HR held two trainings by request. HR will create and pilot trainings for writing job descriptions, creating personnel requisition forms, developing search committees, and managing applicant tracking system.

**Contributor:** Human Resources

### Implementation Strategy:

The performance evaluation timeframe is a good time to reflect on your current responsibilities and what has been added that will continue in the next year. Any employee may update their job description with HR after receiving approval from their supervisor.

**Outcome 2.2:** Support faculty and staff with necessary resources to succeed across all campuses.

**Strategy 2.2.1:** Increase total research expenditure as reported annually by offering workshops and trainings to help members of the university community improve their proposal development skills. *[research expenditure and proposal development]*

Since 2023, the Office of the Provost at Sul Ross State University launched several initiative focused on enhancing research productivity on campus. Initial efforts centered around 2 Research Forums (Science and Humanities) focused on bringing awareness to the research expertise and programs across campus and to encourage broad discussion that will enhance and expand collaborative research at Sul Ross State University. One of the outputs of the Research Forums was

to develop 2 seminar series (Science Seminar Series, Humanities Seminar Series) to highlight the research expertise that is available across campus, to inspire students to pursue careers in the sciences or humanities, and encourage interdepartmental collaboration in research. Further, through a third party vendor (Ellucian Grant Services), SRSU has created “office hours” for faculty to work with our contractor to develop and submit research proposals from various fields.

**Contributor:** Office of Sponsored Programs

**Strategy 2.2.2:** Increase academic and administrative operating budgets as reported annually. *[annual operating budgets]*

Nothing to report on this Strategy.

**Contributor:** Office of Budget and Finance

**Outcome 2.3:** Provide faculty and staff with a positive and support work environment that includes opportunities for career advancement, access to professional development, and pathways to upper career mobility.

**Strategy 2.3.1:** Create and apply a standard policy on how merit-based faculty and staff advancements are going to be implemented by the year 2025. *[merit-based advancements policy]*

The University Pay Plan has included Merit Pay Guidelines for years.

**Contributor:** Human Resources

**Strategy 2.3.2:** Maintain an office of professional development to coordinate and host professional development sessions. *[professional development]*

The Pack First Professional Development program began in January 2021 to provide professional development opportunities for staff and faculty. Grant funding for the Pack First resources ended September 31, 2025, however the calendar continues to provide free training resources to faculty, staff, and administrators.

In June 2024, the [Administrative Procedure and Policy Manual \(APM\) 5.14](#) was revised to require 12 hours of professional development training hours or credits for supervisors, managers, and other executives (administrators) and 8 hours for non-supervisory staff. Hours are self-reported by faculty and staff who can access reports for evaluations as needed.

**Contributor:** Office of Institutional Effectiveness

### **Implementation Strategy:**

If you are a staff member or administrator, don't forget to submit your professional development training hours each year through your SRSU Directory page.

**Strategy 2.3.3:** Increase the base pay for all faculty and staff, contingent on enrollment and legislative appropriations. *[base pay increases]*

Nothing to report on this Strategy.

**Contributor:** Office of Budget and Finance

**Strategy 2.3.4:** Increase faculty and staff salaries by the inflation rate plus 1% every year, contingent on enrollment and legislative appropriations. *[faculty and staff raises]*

Nothing to report on this Strategy.

**Contributor:** Office of Budget and Finance

## GOAL 3: Improve Resources Available to Support Faculty Teaching and Research and Student Success

Goal 3 promotes enhancing the conditions of the University infrastructure ranging from technology to the library to facilities to finance to better equip the university to support our students and our faculty teaching. It calls for collaboration to support upgrades across all campuses.

**Outcome 3.1:** Provide technology that supports the needs of faculty, staff, and students on all campuses.

**Strategy 3.1.1:** Maintain a technology inventory of purchase dates with a 5-year refresh rotation. *[technology inventory]*

Approximately 60% of our software meets that criterion. Approximately 40% of our network switches meet that threshold, and roughly 54% of wireless devices do. We need more equipment and team members to get the building equipment replaced in a timely manner.

**Contributor:** Office of Information Technology

### Implementation Strategy:

If you have specific departmental software that will be going through an upgrade soon or whose funding is precarious, please reach out to OIT to make sure that it is on their radar.

**Strategy 3.1.2:** Track and analyze ratings on satisfaction surveys for Lobo Technology Assistance Center (LTAC) Help Desk services with the intention of continuing to improve technology support service to the campus. *[LTAC satisfaction ratings]*

From all indications that I have during my tenure as CIO, I have seen nothing but praise from and for the OIT service desk.

**Contributor:** Office of Information Technology

### Implementation Strategy:

Don't forget to complete the satisfaction surveys after each LTAC ticket request is closed to help OIT report on this goal.

**Outcome 3.2:** Assure campus WIFI covers the relevant campus areas, and campus internet access is capable of handling growing bandwidth "speed" needs for both wireless and wired connections.

**Strategy 3.2.1:** Conduct data tracking of bandwidth usage and capacity to support efficient university business. *[internet bandwidth]*

Nothing to report on this Strategy.

**Contributor:** Office of Information Technology

**Outcome 3.3:** Ensure distance and online education is supported across all campuses.

**Strategy 3.3.1:** Provide distance education training and faculty certification through Sam Houston's Online Faculty Course Redesign & Faculty Certification, Quality Matters training, and with our instructional designers' and technologists' support. *[faculty professional development]*

We continue to maintain a strong and expanding online presence. Currently, 57% of all our courses are delivered online, and 95% of our graduate students are enrolled exclusively in online programs. This compares favorably with our peer institutions, where only 56% of their graduate students are exclusively online.

Our recent growth in dual credit has also been fueled by online delivery, with most dual credit courses offered in an online format, expanding access to students across our service region.

We sustain the quality of these efforts through intentional leadership and governance. The Online and Distance Education University Council remains active and engaged, with broad faculty and staff representation. The Council addresses critical university-wide issues related to quality assurance, course delivery, policy development, and the continuous improvement of online instruction.

Additionally, our Assistant Dean for Online and Distance Education and Teaching and Learning serves as our Quality Matters Manager, leading institutional efforts to ensure that our online courses meet the highest standards of design, rigor, and student engagement.

Currently sixty-eight faculty are Quality Matters certified. One hundred eighty-six faculty participated in Blackboard training.

**Contributor:** Office of Academic Affairs

**Strategy 3.3.2:** Increase the number and quality of fully online programs offered. *[online programs]*

Twenty-one new fully online programs were created during the 2024-2025 academic year. These programs included bachelors, masters, certificates, and micro-credentials. The majority of these new programs were created in the Rio Grande College of Business and the College of Education.

**Contributor:** Office of Academic Affairs

**Strategy 3.3.3:** Maintain technology support and instructional design staff and up-to-date equipment to maximize the distance education experience for students and faculty. *[distance education equipment]*

Nothing to report on this Strategy.

**Contributor:** Office of Information Technology and Instructional Design

**Outcome 3.4:** Provide relevant and easy access to necessary print and digital resources to facilitate active engagement and scholarship.

**Strategy 3.4.1:** Conduct data tracking to show increase in access to required online professional journals. *[online professional journals]*

The Library and Archives continues to work with Deans, Department Chairs, and now Program Coordinators on annual collections chats as started in Fall 2023. In 2025, staff met with ten faculty representing six departments to discuss existing and needed resources. A total of eight journal

titles were canceled in print format as a result of these conversations. The cost-savings were used toward electronic books and other digital library services.

Additionally EBSCO's usage stats software is still being utilized to further analyze independent journal usage alongside the usage of larger content databases.

Across all electronic database and journal content that is measurable, FY23 usage was 19,789 and FY25 usage was 23,535 showing an increase of 18.9% over two fiscal years.

**Contributor:** Wildenthal Memorial Library

**Strategy 3.4.2:** Catalogue all University-owned books and journals in the Integrated Library System (ILS) and keep the ILS updated. *[catalog and ILS updates]*

While it has not been deemed feasible to incorporate all University-owned books and journals into the ILS, Library and Archives staff have worked in 2024 and 2025 to clean up records in the ILS, finding that in prior decades collections from the Fine Arts Building, the Range Animal Science Building, and Warnock Science Building had been previously cataloged in addition to some of the holdings of the Center for Big Bend Studies in Ferguson Hall.

The Library and Archives continues to add listings highlighting the University's various repositories and holdings to its Databases A-Z listing and cross-referencing/cross-promoting resources wherever possible.

In Fall 2026 the Library and Archives will host the Border Region Archives Bazaar. At that time all university repositories will be invited to participate in promoting their collections.

**Contributor:** Wildenthal Memorial Library

**Outcome 3.5:** Enhance the conditions and reliability of the university infrastructures, including construction of new facilities and maintenance and renovations of existing facilities.

**Strategy 3.5.1:** Create a timeline for new scheduled construction and remodeling. *[new construction]*

Nothing to report on this Strategy.

**Contributor:** Physical Plant

**Strategy 3.5.2:** Ensure every room and digital space meets the standards for the Americans with Disabilities Act Standards for Accessible Design ("2010 ADA Standards," 2012). *[ADA compliance]*

Nothing to report on this Strategy.

**Contributor:** Office of Information Technology and Physical Plant

**Strategy 3.5.3:** Conduct an inventory of student study locations to determine adequacy. *[study locations]*

Nothing to report on this Strategy.

**Contributor:** Physical Plant

**Strategy 3.5.4:** Develop and implement a maintenance schedule for all buildings. *[maintenance schedule]*

Nothing to report on this Strategy.

**Contributor:** Physical Plant

**Implementation Strategy:**

Report maintenance, grounds, or custodial requests in the Sproket system. This allows Physical Plant to stay informed on small to large issues happening around campus and maintain effective project management.

**Strategy 3.5.5:** Update and add signage on all campuses. *[campus signage]*

Nothing to report on this Strategy.

**Contributor:** Physical Plant, Title V: Frontier Student Experience, and University Communications

**Outcome 3.6:** Assess the university master plan to ensure that it addresses all the campuses' needs.

**Strategy 3.6.1:** Complete an analysis of staff needed and create a plan to increase staff to meet needs. *[physical plant staff analysis]*

Nothing to report on this Strategy.

**Contributor:** Physical Plant

**Outcome 3.7:** Maintain a modern vehicle fleet available for university purposes, including academic field trips, sport events, etc.

**Strategy 3.7.1:** Inventory ages of each vehicle in the fleet and allow for vehicle disposals and purchases in each budget year. *[fleet inventory]*

Nothing to report on this Strategy.

**Contributor:** Physical Plant

**Strategy 3.7.2:** Purchase an assortment of modern vehicles, including fuel-efficient or hybrid vehicles and high clearance vehicles to allow for field trips and field research in rugged areas. *[fleet inventory increase]*

Nothing to report on this Strategy.

**Contributor:** Physical Plant

**Outcome 3.8:** Ensure there is a budget process in place with input from offices and departments.

**Strategy 3.8.1:** Hold and record meetings with budget managers. *[budget manager meetings]*

Nothing to report on this Strategy.

**Contributor:** Office of Budget and Finance

**Strategy 3.8.2:** Finalize all budgets in July. *[annual operating budgets]*

Nothing to report on this Strategy.

**Contributor:** Office of Budget and Finance

**Strategy 3.8.3:** Analyze the Annual Financial Report to show revenue and expenditures for each budget cycle. [*annual financial report*]

Nothing to report on this Strategy.

**Contributor:** Office of Budget and Finance

**Strategy 3.8.4:** Report to institutional stakeholders on the annual financial state of the university. [*financial updates*]

**Contributor:** Office of Budget and Finance

## GOAL 4: Streamline and Enhance Campus Business Processes

Goal 4 was crafted to promote effective communication and office practices. Key strategies include best practices for internal and external communications across all four campuses, maintaining organizational charts, and keeping the administrative policies and procedures manual current.

**Outcome 4.1:** Provide internal and external communication and branding for Sul Ross State University across all campuses by the University Communications Department.

**Strategy 4.1.1:** Maintain and communicate branding plan and communication procedures to faculty, staff, and students. *[branding plan]*

Members of the department continue to meet with faculty and staff on a regular basis, both formally and informally, in order to make certain that the most current branding and guidelines are utilized.

**Contributor:** University Communications

### Implementation Strategy:

To request assistance in branding your materials to match other SRSU materials, please reach out to Betse Esparza at [betse.esparza@sulross.edu](mailto:betse.esparza@sulross.edu).

**Strategy 4.1.2:** Promote the SRSU presence on social media, television, billboards, radio, and beyond. *[SRSU promotions]*

Communications sent out a monthly report to the university community and campus leadership and the community were able to learn more about our social media strategy and our engagement methods. For the spring semester, we participated in professional development to update our social media strategy. We exceed the goal of 10 posts and doubled it. Communications worked with program directors, chairs and deans to update the academic pages of our website. We consistently disseminate several press releases weekly on at least one faculty member/department, one staff member/department, one current student and one alum/month through press releases.

**Contributor:** University Communications

**Outcome 4.2:** Leverage currently licensed technologies to streamline, simplify, and enhance practices and communication.

**Strategy 4.2.1:** Develop and implement a university-wide technology support plan for training to enhance employees' abilities to achieve overall goals. *[technology support]*

Nothing to report on this Strategy.

**Contributor:** Office of Information Technology

**Strategy 4.2.2:** Promote employee participation in the training for new and existing services related to technology. *[technology training]*

There is nothing to report at this time. The Office of Information Technology (OIT) does not provide training on specific software or services purchased by departments. OIT can assist departments in asking for training resources from vendors during or before the implementation of services.

**Contributor:** Office of Information Technology

**Implementation Strategy:**

If you are looking for training on a new or existing service try to see what the vendor has already provided or review what other institutions have posted to see if it helps. This is not a solution that would apply to everything, but it is a good place to start.

**Outcome 4.3:** Continue to develop and revise policies and processes to ensure a university community that promotes a friendly and helpful environment.

**Strategy 4.3.1:** Coordinate with responsible departments to maintain and oversee the Administrative Policies and Procedures Manual (APM) updates. *[APM updates]*

Executive Cabinet has systematically been updating policies for the past year and will continue to do so. The structure is in alignment with the university's SACSCOC requirements and will ensure that the institution maintains compliance with the APM each year.

**Contributor:** President's Office and Office of Institutional Effectiveness

**Strategy 4.3.2:** Update job descriptions a minimum of every five years and when an opening occurs. *[job descriptions]*

Through audit action, HR reviewed all postings between 08/01/2024 and 02/28/2025 to remove DEI language (SB 17) and insert actual tasks and duties for each position.

**Contributor:** Human Resources

**Strategy 4.3.3:** Maintain administrative, departmental, and office level organizational charts annually. *[organizational charts]*

Organizational charts were last updated in September 2025. New organizational charts will be updated in the spring 2026 semester.

**Contributor:** President's Office

**Implementation Strategy:**

To assist the President's Office in maintaining these updates, departments may wish to keep track of their own departmental organizational charts and share them with the President's Office when major changes occur.

## GOAL 5: Implement the Texas State University System Goal of Transforming Rio Grande College into a Branch Campus Prior to the Transformation into an Independent, Four-Year University in Eagle Pass, Texas.

On September 29, 2022, the Regents of Texas State University System announced in Eagle Pass, Texas that Rio Grande College will start the process of transitioning to a branch campus with the goal of becoming a comprehensive four-year university (“TSUS Announces,” 2022). The branch campus will offer both lower and upper-level undergraduate courses and graduate degrees. Rio Grande College will also be relocated to a new campus in Eagle Pass that is owned by the University. The timeline presented indicated that Rio Grande College be accredited as a Branch Campus as part of the 2028 SACSCOC Accreditation for Sul Ross State University (“The Texas State University System and Sul Ross,” 2022). The Rio Grande College Strategic Plan is based on the goals that the Regents of the Texas State University System announced for Rio Grande College in the Eagle Pass Announcement.

The Middle Rio Grande region has a population of 173,000 in a 14,000 square mile area (“Middle Rio Grande Development,” 2022). It has long been underserved with only limited opportunities for higher education in the region, with no local facilities prior to 1946. In 1946 leaders in the region acquired surplus military facilities at Garner Field in Uvalde Texas to create a community college, Southwest Texas State Junior College (SWTJC) to serve the needs of the Middle Rio Grande Region (“The History of Southwest Texas Junior College,” 2022). Today, SWTJC serves 11 counties with six locations, the largest region of any community college in Texas (“About SWTJC,” 2022). In 1975, Sul Ross State University in Alpine established the Sul Ross State University Study Center in Uvalde Texas at SWTJC as an off campus instructional location. This was then renamed the Uvalde Center after adding sites in Del Rio, Texas and Eagle Pass, Texas (“Historical Background,” 2020). In 1995, the Texas State Legislature united the three locations as the Rio Grande College, authorizing it to offer upper division and graduate programs to the region (“Education Code Title 3,” 2022). Lacking local educational opportunities has resulted in students that graduate high school becoming used to leaving the region to pursue a college degree, often never to return, with the result that the percentage of the population with a college education in the region is one of the lowest in the nation. In Maverick County, which has been selected as the location of the branch campus, only 61.5% of the population above age 25 have a high school diploma or equivalent while only 15.7% have a college degree, far below the national averages of 88.5% and 32.9% respectively according to the United States Census Bureau (“Profile for Maverick County,” 2022). The lack of individuals with college degrees, or even high school diplomas, has hampered efforts to attract industry and economic development to the Middle Rio Grande Region.

There are numerous challenges to providing higher education to the Middle Rio Grande region including the large service area, economic trends, and post-pandemic trends in education. The large service area for the new branch campus will require it to be designed with distance education strategies to support and supplement the physical campus facilities. This is especially important as students look for online options in the post-pandemic world (Smalley, 2021). Other challenges include an acceleration in the decline in college enrollments. There was a 4.7 percent decline between spring 2021 and spring 2022 with an overall decline of 9.4 since the onset of the COVID pandemic (National Student Clearinghouse, 2022). Many high school students are also avoiding or delaying college to enter the work force (Nadworny, 2022). For those that consider the viability of higher education, proximity and affordability are strong considerations. Though national college enrollment trends show a decline, the Rio Grande College branch campus will provide students of the Middle Rio Grande region with a local

alternative via blended instructional formats (Smalley, 2021). The economy will also be a challenge as budgets for education are cut. However, the strong commitment to the new branch campus should counter this by providing the funding needed. The national economy will also benefit the new branch campus as students that would normally leave the region are more likely to be attracted by a local university.

**Outcome 5.1:** Transform Rio Grande College into a comprehensive university by creating, developing, and offering lower-level (freshmen and sophomore) coursework in addition to the existing upper level and graduate coursework.

**Strategy 5.1.1:** Provide 4-year programs that are cohesive and innovative. *[INTL program innovation]*

RGCOB added two new tracks to the BBA: global management and marketing. Micro-credentials in strategic leadership and innovation, strategic business analytics and reporting, advanced financial strategy and control, business challenges and cyber risk management, change leadership and communication, digital fraud and risk management, and marketing dynamics and economic decision-making were embedded in the BBA. SRSU INT added a BS in psychology. Case College re-imagined general studies to create a BA and a BS in Interdisciplinary Studies with three concentrations and an integrated, comprehensive capstone project.

**Contributor:** Office of Academic Affairs

**Strategy 5.1.2:** Expand the RGC course inventory to include the freshman and sophomore level courses needed to satisfy the Texas Core Requirements. *[INTL course inventory]*

Academic Affairs completed the downward expansion of all core curriculum to the INT campuses.

**Contributor:** Office of Academic Affairs

**Strategy 5.1.3:** Prepare existing degree programs to become four-year, independent programs. *[INTL program expansion]*

"Academic Affairs continued to work with departments and colleges to expand 4-year programs to the INT campuses.

Creating the College of Health Sciences, creating the Department of Biomedical Sciences, and hiring a new dean, Dr. Dean Culpepper, will allow for the expansion of nursing, kinesiology, biomedical sciences, and more programs. This includes the expansion of electives to become minors or graduate programs and the introduction of concentrations within the existing programs. This is one example of the steps SRSU is taking to achieve this strategy. "

**Contributor:** Office of Academic Affairs

**Strategy 5.1.4:** Open all bachelor's degree programs to freshmen and sophomores for comprehensive on-site offerings in the Fall 2024 semester. *[INTL undergraduate expansion]*

All bachelor's degree programs at the INT campuses have been opened to freshmen and sophomores for comprehensive on-site offerings for the fall 2026 semester.

**Contributor:** Office of Academic Affairs

**Outcome 5.2:** Have degree programs specific to the Middle Rio Grande region.

**Strategy 5.2.1:** Expand and enhance the quality of existing programs to serve the diverse educational needs of the Middle Rio Grande region. *[INTL specific programs]*

**Contributor:** Office of Academic Affairs

**Strategy 5.2.2:** Conduct a comprehensive review and revision of RGC degree programs to better serve the educational needs of the Middle Rio Grande region while establishing the appropriate Student Learning Outcomes and assessment measures needed to prepare for Branch Campus accreditation by SACSCOC. *[INTL academic assessment]*

The Deans of Humanities and Sciences and the Rio Grande College of Business have been conducting a comprehensive review of existing programs. Each new program establishes SLOs upon proposal.

See strategy 5.1.2, 5.1.3, and 5.1.4.

Academic Affairs is conducting an ongoing review of all courses in the catalog to ensure they meet the needs of students, including SLOs.

**Contributor:** Office of Academic Affairs and Office of Institutional Effectiveness

**Strategy 5.2.3:** Create developmental courses and offer support to prepare students for the college experience. *[INTL developmental courses]*

Work is still being done on this project. The overhaul of the First-Year Seminar course at Alpine has been completed, and the First-Year Seminar has been created at the INT campuses. The faculty mentoring program continues. See Strategy 1.3.4 for more details on the Connecting Students for Success Initiative. College Connect courses were created and implemented for ENG 1301 Composition I and MATH 1314 College Algebra.

**Contributor:** Office of Academic Affairs

**Strategy 5.2.4:** Develop new bachelor's degrees in accordance with the findings of the Hanover research report. *[INTL Hanover program design]*

See Strategy 1.2.3, 3.3.2, and 5.1.1.

**Contributor:** Office of Academic Affairs

**Outcome 5.3:** Develop and implement faculty recruitment procedures for expanding and retaining a diverse faculty.

**Strategy 5.3.1:** Reduce the loss of existing faculty and staff by increasing salaries to counter the impact of inflation and adjust to that of similar institutions. *[INTL salary increases]*

See Strategies 2.3.3 and 2.3.4, which address the salary increases for faculty and staff that applied to Alpine and INT employees.

**Contributor:** Vice President and Chief Operating Officer and Office of Budget and Finance

**Strategy 5.3.2:** Attract new faculty and staff by providing compensation competitive with similar institutions and by offering professional development opportunities external to the university. *[INTL ompetitive salaries]*

The Provost, in collaboration with the Vice President and Chief Operating Officer, continues to strategically focus on recruiting qualified faculty and staff by offering competitive salaries designed to attract top-tier candidates. This targeted approach ensures the institution secures the best talent, enhancing academic and operational excellence.

**Contributor:** Vice President and Chief Operating Officer and Office of Academic Affairs

**Strategy 5.3.3:** Ensure Rio Grande College has a sufficient number of full-time highly qualified faculty necessary for the new campuses and all course offerings. *[INTL faculty]*

Work is being done toward this Strategy. In academic year 2024-25, the Office of Academic Affairs worked to support academic departments in filling in vacant positions and expanded where necessary and as new program development dictates. In academic year 2024-25, the Office of Academic Affairs has hired thirteen new faculty members at the INT campuses.

**Contributor:** Office of Academic Affairs

**Outcome 5.4:** Elevate the status of Rio Grande College to the level of a branch campus in preparation for full university status.

**Strategy 5.4.1:** Create a purpose-built academic campus in Eagle Pass, Texas. *[Eagle Pass construction]*

Nothing to report on this Strategy.

**Contributor:** Vice President and Chief Operating Officer and Physical Plant

**Strategy 5.4.2:** Provide laboratories, study spaces, a library, patient treatment nursing lab, bookstore, childcare, and other physical facilities required to serve the expanded course and program inventory. *[Eagle Pass equipment and physical facilities]*

Program development and physical space are closely interconnected, particularly in STEM disciplines. The university has been intentional and strategic in aligning facilities planning with academic growth.

In Alpine, we purchased two buildings in the downtown area to support program expansion. One is a 30,000-square-foot former grocery store that is being refurbished to house our entire Performing Arts program, creating a centralized and purpose-designed space for instruction and performance. We also acquired a former bank building, which now houses the College of Health. The Nursing program continues to operate in its dedicated space, which has been renovated to meet Texas Board of Nursing requirements.

At our international campus, we purchased our first permanent facility, which has been refurbished to accommodate new faculty in the College of Business and the College of Humanities and Sciences. We are currently completing a second building that will include laboratory space for our Biology and Nursing programs, significantly enhancing our instructional and research capacity.

At our Del Rio campus, located in Del Rio, we purchased an existing building that will be renovated to house administrative offices and expanded classroom space, further strengthening our regional presence and student support infrastructure.

At the end of 2025, 148 physical items made up the collection in Building D-129, Library Services for SRSU-International and in FY25, 17 items were sent via Direct Mail.

The Title V DHS DTM grant funded a book drop that was placed outside the Amy Street building in Eagle Pass. It is being heavily utilized by faculty who office in that location.

**Contributor:** Wildenthal Memorial Library, Office of Information Technology, Sponsored Programs, and the Office of Academic Affairs

**Strategy 5.4.3:** Conduct research on highly rated equipment and installations that represent models of best practices in higher education (e.g., biology, physics, forensics, chemistry, and health science). *[INTL research equipment]*

Academic research in the sciences requires sustained investment in equipment, laboratories, and specialized installations. We have been conscientious and strategic in our use of grant funding to prioritize these long-term research needs and strengthen infrastructure that supports both faculty scholarship and student engagement.

For example, in nursing we purchased a High-fidelity birthing mannequin (Cost: \$93,868.41) and a high-fidelity pediatric mannequin (cost: \$ 55,661.81). A high-fidelity birthing mannequin and pediatric mannequin have been purchased to support student learning through simulation.

Our Anthropology program purchased a LIBS microscope using laser-induced breakdown spectroscopy to measure elemental composition of small particles on the surfaces of artifacts. They also purchased a FTIR (Fourier-transform infrared spectroscopy) to assess the infrared spectrum of a sample, or the infrared light absorbed and emitted. And they purchased the Bruker S1 TITAN X-Ray Fluorescence Spectrometer as the ideal choice for analyzing and sorting incoming material, finished goods and in-process production parts with the non-destructive XRF spectrometry.

**Contributor:** Office of Academic Affairs

**Strategy 5.4.4:** Find and catalogue all Rio Grande College library resources and subscribe to appropriate databases for electronic access to scholarly works. *[INTL library resources]*

The Library of Things (referenced in Year 1-2 report) was launched in 2025, offering another opportunity to promote the Library space in Eagle Pass.

Staff in Eagle Pass continue to make themed book displays to promote the growing physical collection as well as the growing electronic collection available to all SRSU-affiliates.

The Library and Archives collected data in its second Satisfaction Survey in December 2025. Analysis of the past two surveys is pending.

**Contributor:** Wildenthal Memorial Library

**Outcome 5.5:** Prepare appropriate policies and procedures for full university status.

**Strategy 5.5.1:** Conduct a comprehensive review and revision of Rio Grande College Policies and Procedures in preparation for Branch Campus accreditation by SACSCOC. *[INTL policies for branch campus]*

The process to become a branch campus has not yet been initiated, as INT has not met system metrics. Policies for the university are under review with EC; currently 65% of all policies have been updated and all will be by Fall 2026.

**Contributor:** Vice President and Chief Operating Officer, President's Office, and Office of Institutional Effectiveness

**Strategy 5.5.2:** Prepare policies and procedures for full, four-year university accreditation by SACSCOC. *[INTL policies for university status]*

Before a four-year university can be established in Eagle Pass, the SACSCOC status of *INTL* must change from an instructional site to a branch campus. Though often referred to as campuses, the instructional sites are not full campuses because they do not have independent leadership and do not offer more than 50% of overall instruction for these students. The institution is working on putting these practices in place so that in the future, this Strategy will be achievable.

**Contributor:** Vice President and Chief Operating Officer, President's Office, and Office of Institutional Effectiveness

**Outcome 5.6:** Develop a tailored, experienced, and qualified workforce with the appropriate new administrative positions.

**Strategy 5.6.1:** Review and revise the organizational structure of Rio Grande College in preparation for Branch Campus accreditation by SACSCOC. *[INTL organizational structure]*

There no longer is an Assistant Vice President of Operations in Eagle Pass. Sul Ross State International, instead, hired one new dean, Dr. Sumantra Sengupta, to oversee the new Rio Grande College of Business in 2024. The campus also promoted Dr. Sarah Roche as dean of the new College of Humanities and Sciences in the same year. The shift of the Small Business Development Center to Sul Ross State International has aided with economic and academic development within the community. All of these changes have assisted with the organizational structure of Sul Ross State International.

**Contributor:** President's Office and Vice President and Chief Operating Officer

**Strategy 5.6.2:** Re-organize Rio Grande College administration to prepare for independent university status. *[INTL reorganization]*

Please see Strategy 5.6.1 for details.

**Contributor:** President's Office and Vice President and Chief Operating Officer

**Strategy 5.6.3:** Review staff needs and begin hiring with the intention of fully staffing an independent, four-year university. *[INTL hiring updates]*

This is an on-going process, as Sul Ross International campuses continue to hire new faculty and staff in preparation of the unified operational structure.

**Contributor:** President's Office and Vice President and Chief Operating Officer

**Strategy 5.6.4:** Establish a Rio Grande College Department of Student Services with a full-time director with qualifications sufficient to provide student support services such as are required by Americans with Disabilities Act for an increasing student body. *[INTL student services]*

Previously, Cynthia Sifuentes served as the student services liaison. Sul Ross State International has a Department of Student Services under the Title V Culture of Care umbrella. Alejandra Valdez is the director with the assistance of Cynthia Sifuentes, Title V Culture of Care Project Director.

**Contributor:** President's Office and Vice President and Chief Operating Officer

**Outcome 5.7:** Achieve the TSUS milestones required for branch campus status.

**Strategy 5.7.1:** Implement a recruitment plan to ensure the enrollment of a solid and diverse student body. *[INTL recruitment strategy]*

The Vice President and Chief Operating Officer, in collaboration with Enrollment Management, have consistently held strategic planning meetings focused on defining objectives and refining marketing strategies to strengthen outreach and recruitment efforts.

Additionally, Admissions International has actively participated in recruitment fairs throughout the year to promote SRSU International, increasing global visibility and engagement with prospective students.

Recruitment has successfully merged admission operations, recruitment, and services across campuses. This plan is focused on servicing students in university wide perspective. This ensures that students are being serviced regardless of their assigned campus.

**Contributor:** Vice President and Chief Operating Officer and Enrollment Management

**Strategy 5.7.2:** Establish a Rio Grande College Office for Recruitment and Enrollment with a full-time Director of Recruitment and Enrollment reporting to the chief executive officers of Rio Grande College. *[INTL office for recruitment and enrollment]*

The Vice President and Chief Operating Officer, and the Office of Enrollment have strategically expanded the recruitment team, including the addition of dual credit coordinators. This growth has strengthened outreach efforts and directly contributed to the development of new dual credit partnerships with school districts across the region. Executive Director for Enrollment Management, Natalie Sandoval, Director of Admissions, Aryel Ramirez, Assistant Director of Admissions- Dual Credit, Aurora Gonzalez, and Assistant Director of Admissions, Operations, Dafne Westerlink to solidify university operations campus wide, outreach and recruitment, and continue collaboration with other partners, Please reference strategy 5.7.1.

**Contributor:** Vice President and Chief Operating Officer and Enrollment Management

**Strategy 5.7.3:** Hire recruitment and enrollment staff in numbers and with qualifications sufficient to carry out the marketing plan and enroll an increasing number of students. *[INTL hiring enrollment staff]*

The Vice President and Chief Operating Officer, in conjunction with Enrollment Management, have continued to advance their strategic staffing plan by expanding the team to include additional recruiters and dedicated Dual Credit personnel.

Enrollment Management leadership oversees the hiring of new Admissions staff, on-boarding and training processes. Since then, EM has hired 2 Dual Credit Coordinators, Ashley Martinez and Yadira Perales, 2 Additional University Recruiters, Ashley Castillon and Celeste De La Rosa, and lastly, 1 Assistant Director of Admissions- Operations, Dafne Westerlink. EM hopes to continue to add to the team to further services incoming and attending students.

**Contributor:** Vice President and Chief Operating Officer and Enrollment Management

**Strategy 5.7.4:** Establish a recruitment plan that encompasses stages for specific geographical areas and targeted population in accordance with the findings of the Hanover research report. [*INTL geographical recruitment strategy*]

The Vice President and Chief Operating Officer, in partnership with the Executive Director for Enrollment Management, have continued to execute a focused, data-informed recruitment strategy centered on intentional engagement within key geographic regions. Sul Ross State University INTL has hosted several recruitment and community events where most, if not all, departments participate, highlighting the programs and services available to prospective students and their families. In addition, Sul Ross State University INTL has remained active at community events, supporting outreach efforts and sharing information about admissions and student support services.

Director of Admissions has assigned territories within the state of Texas to each University Recruiter. This allows for previously issued initiatives (Year 1-2 update) to continue to provide branding awareness, admission and enrollment support, and service students as well as their families.

**Contributor:** Vice President and Chief Operating Officer and Enrollment Management

**Strategy 5.7.5:** Increase recruitment efforts in Piedras Negras, Acuña, Morelos, and Allende with fully bilingual professional recruiters. [*INTL international recruitment*]

We have invested time in expanding our recruitment in Mexico by creating new partnerships of dual degrees and co-enrollment with universities in Mexico. For instance, we have MOU's with

- Universidad Politécnica de Piedras Negras,
- Centro Interdisciplinario de Investigación para el Desarrollo Integral Regional (CIIDIR) Unidad Durango,
- Universidad Autónoma Agraria Antonio Narro,
- Universidad Autónoma de Chihuahua

All these agreements are designed to create meaningful, reciprocal academic opportunities between the institutions. They include provisions for credit transfer and formal articulation pathways, allowing students from Mexico to continue their undergraduate or graduate studies at Sul Ross State University, and vice versa.

The agreements also provide opportunities to share specialized installations and facilities, maximizing academic and research resources across institutions.

In addition, they establish pathways for student and staff exchanges, joint and collaborative research initiatives, participation in shared short-term study abroad programs, and reciprocal

internship opportunities. Collectively, these partnerships strengthen academic mobility, international engagement, and cross-border collaboration.

The Vice President and Chief Operating Officer, Provost, and Dean of the College of Business have continued to strengthen and expand strategic partnerships with Mexican educational institutions. Through sustained relationship-building efforts, they have formalized collaborations by executing institutional agreements that establish clear expectations, ensure compliance with shared guidelines, and support ongoing academic cooperation and student engagement initiatives.

**Contributor:** Vice President and Chief Operating Officer and Academic Affairs and Enrollment Management

**Strategy 5.7.6:** Achieve an enrollment of 2500 students by 2027. *[INTL enrollment numbers]*

We are continuing to implement and expand this strategy. The Provost, Vice President and Chief Operating Officer, and individual deans remain actively engaged with high schools in the surrounding areas to promote dual credit opportunities and help students establish a clear educational pathway prior to graduation. Since last year, additional agreements have been signed with more districts in neighboring communities, further strengthening these partnerships and broadening access.

In addition, diverse educational academies have been introduced for high school students, expanding program offerings and creating more structured pathways aligned with students' academic and career interests.

Enrollment Management with collaboration from offices of the Provost, VP and Chief Operations Officer, Advancement, Academic Affairs, OIT, Blackboard support, Communications, and Registrar, dual credit services and internal process of significantly improved for 2025-2026. Dual Credit has increased by 40%, increasing its partners to 15 in total. As Fall 2026 approaches, EM hopes to transition these freshmen enrollment services to SRSU International with the hope of increasing enrollment. Also, increasing dual credit partners by an additional 2 schools.

**Contributor:** Vice President and Chief Operating Officer and Enrollment Management

**Strategy 5.7.7:** Create dual credit programs with high schools in the Middle Rio Grande region to provide a seamless transition to Rio Grande College. *[INTL dual credit programs]*

The Vice President and Chief Operating Officer, Academic Affairs, and Enrollment Management have worked collaboratively to expand the program, resulting in the addition of five new partnerships. Additionally, four academies connected to the dual credit initiative have been established to further strengthen student pathways and access.

SRSU added Brackett ISD, Carrizo Springs ISD, Comstock ISD, and Crystal City ISD to the dual credit program. Additional partnerships are under consideration.

Enrollment Management with collaboration from offices of the Provost, VP and Chief Operations Officer, Advancement, Academic Affairs, OIT, Blackboard support, Communications, and Registrar, dual credit services and internal process of significantly improved for 2025-2026. Dual Credit has increased by 40%, increasing its partners to 15 in total. As Fall 2026 approaches, EM-Dual Credit

hopes to transition these services to SRSU International with the hope of increasing dual credit partners by additional 2 schools.

**Contributor:** Office of Academic Affairs, Vice President and Chief Operating Officer, and Enrollment Management

**Strategy 5.7.8:** Create a 2-year early-entrance college academy in Eagle Pass. *[Eagle Pass college academy]*

The Vice President and Chief Operating Officer, and Office of Academic Affairs continue to work closely with our dual credit partners to establish and strengthen partnerships that provide students with access to the academies we have established.

While we did not establish a two-year early entrance college academy in Eagle Pass, emerging opportunities led us to pursue a more impactful strategy. Instead, we developed a comprehensive dual credit partnership with the existing high schools in Eagle Pass. This initiative has grown rapidly and now serves more than 500 students. Our efforts and resources have been intentionally focused on strengthening and expanding this high-impact opportunity.

We have also prioritized downward expansion at Sul Ross State University International. Although this effort was delayed by one academic year due to legislative considerations, it has now been approved. For the first time in its history, Sul Ross International will enroll freshmen and sophomore students, marking a significant milestone in the campus's development.

In addition, we are building structured dual credit pathways in Education, Business, and Healthcare to provide students with clear, workforce-aligned academic trajectories and seamless transitions into degree programs.

**Contributor:** Office of Academic Affairs and Vice President and Chief Operating Officer

**Strategy 5.7.9:** Create a program that will enable individuals without a high school diploma to take the GED and be admitted to Rio Grande College. *[INTL GED programming]*

Nothing to report on this Strategy.

**Contributor:** Vice President and Chief Operating Officer and Office of Academic Affairs

**Outcome 5.8:** Enhance the image and visibility of Rio Grande College as an emerging university.

**Strategy 5.8.1:** Develop new and strengthen existing partnerships with surrounding schools and colleges. *[INTL external partnerships]*

The institution has continued to expand and strengthen partnerships with surrounding schools and colleges through consistent collaboration with district administrators, counselors, and campus leaders. Newly established dual credit, dual degree, and military base access agreements have broadened opportunities for students to engage in college-level coursework, while existing partnerships have been enhanced through intentional planning, specialized academies, and targeted academic pathways. Collectively, these initiatives have increased student participation, supported enrollment growth, and improved college readiness.

**Contributor:** Vice President and Chief Operating Officer

**Strategy 5.8.2:** Participate in local school and college orientations. *[INTL school orientations]*

The Vice President and Chief Operating Officer, alongside other institutional departments, successfully hosted the first orientation session for incoming students in January 2026, marking an important milestone in supporting student onboarding and engagement.

**Contributor:** Vice President and Chief Operating Officer

**Strategy 5.8.3:** Meet regularly with surrounding school district personnel and participate in college and career days. *[INTL career days]*

The Vice President and Chief Operating Officer maintains regular meetings with superintendents, principals, and counselors to review academic programs, dual credit and dual degree offerings, and strategies that facilitate seamless student transitions to college. In collaboration with faculty, staff, and other departments, we actively participate in college and career days throughout the region, engaging directly with students and families to showcase our programs and support services while demonstrating our ongoing commitment to access, collaboration, and student success.

**Contributor:** Vice President and Chief Operating Officer

**Strategy 5.8.4:** Host and promote Open-Campus days to meet faculty, staff, and students. *[INTL open-campus days]*

We have established a partnership with the City of Eagle Pass to formally introduce our faculty, strengthen community engagement, and foster collaborative opportunities that support workforce and educational initiatives.

**Contributor:** Vice President and Chief Operating Officer

**Outcome 5.9:** Broaden community engagement and public service opportunities among the surrounding communities of the region.

**Strategy 5.9.1:** Offer community service, experiential learning and service-learning opportunities for faculty, staff, and students. *[INTL community service and other opportunities]*

Nothing to report on this Strategy.

**Contributor:** Vice President and Chief Operating Officer

**Strategy 5.9.2:** Collaborate with community professionals to target professional development for faculty, staff, and students. *[INTL professional development]*

Nothing to report on this Strategy.

**Contributor:** Vice President and Chief Operating Officer

**Strategy 5.9.3:** Collaborate with community leaders to develop student internship opportunities. *[INTL student internships]*

The Vice President and Chief Operating Officer, along with the Dean of the College of Business, are continuing this strategy by collaborating with various local businesses and community agencies to expand student internship opportunities across multiple programs. These partnerships provide

students with valuable hands-on experience, foster industry connections, and enhance career readiness by immersing them in real-world professional environments.

**Contributor:** Vice President and Chief Operating Officer

**Outcome 5.10:** Develop a marketing approach that effectively highlights Rio Grande College's role as a regional leader in higher education.

**Strategy 5.10.1:** Develop a comprehensive marketing plan to advertise expanding programs and downward expansion throughout the Middle Rio Grande region. *[INTL program marketing plan]*

The Vice President and Chief Operating Officer, and the Office of Communications are collaborating strategically to recruit and enroll the inaugural freshman cohort for Sul Ross State University International, implementing targeted outreach and marketing efforts to build strong initial enrollment. We are currently working on a campaign to recruit FTIC students to the International campus due to authorization for downward expansion.

**Contributor:** Vice President and Chief Operating Officer and University Communications

**Strategy 5.10.2:** Enhance communication to publicize academic success of faculty and student achievement (newspaper, calendar of events, Rio Grande College publication, brochures). *[INTL student achievement]*

The Publicist continues to collaborate with local and regional newspapers to highlight faculty achievements and maintains ongoing promotion of Sul Ross State University International through social media, flyers, calendar invites, and recruitment-focused brochures for community and outreach events.

**Contributor:** Vice President and Chief Operating Officer and University Communications

**Strategy 5.10.3:** Increase social media networking outreach by hiring public relations personnel with relevant expertise. *[INTL public relations]*

Our Publicist continues to actively promote all programs and activities, leveraging social media to increase engagement, visibility, and community participation.

**Contributor:** Vice President and Chief Operating Officer and University Communications

**Strategy 5.10.4:** Create and maintain a Rio Grande College website. *[INTL website]*

We do not have a website specifically for International, though it is fully represented at sulross.edu. The Office of the Vice President continues to collaborate with the webmaster to enhance and optimize the university website, improving user experience and accessibility. We have been discussing the purchase of a couple of url's so they can be utilized at least for marketing.

**Contributor:** Vice President and Chief Operating Officer and University Communications

**Strategy 5.10.5:** Impart a common identity that connects students, faculty, and staff of all Rio Grande College campuses, including branded merchandise. *[INTL identity and brand]*

The Vice President and Chief Operating Officer has continuously promoted a unified identity across all "Rio Grande College" campuses by encouraging staff, faculty, students, and the surrounding community to embrace the new institutional name of Sul Ross State University International, which

took effect on January 2025. Efforts have included the consistent use of branded materials, communications, and merchandise to reinforce this shared identity, fostering a sense of pride, connection, and cohesion among students, faculty, and staff across all campuses.

**Contributor:** Vice President and Chief Operating Officer

**Strategy 5.10.6:** Develop advertisements that target specific geographic areas and age groups. *[INTL advertisements]*

Isis Cardenas, the publicist, working with the Admissions and Enrollment teams, as well as Student Services, to implement high value publicity for the International campus.

She continues to develop and implement targeted advertising campaigns across social media, city-wide platforms, and traditional media to promote university programs and opportunities. Efforts include campaigns, tailored messaging for high school students and adult learners, and engagement through events such as school fairs and job expos to strengthen community outreach and recruitment. She is also working on the development of a paid campaign to recruit FTIC students. Social Media engagement with the International campus platforms has seen remarkable increases.

**Contributor:** Vice President and Chief Operating Officer and University Communications