



The Board's Role in Positioning Prison Education Programs for Success

Central Texas College | Growth, Access & Sustainability

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Central Texas College | Prison Education Program



1967

CTC Opens

2,068 students in the first fall semester

1976

Gatesville instruction begins

Correctional education becomes part of local expansion

Today: Rebuilding capacity across four facilities

Lane Murray • Crain • O'Daniel • Hughes

Our mission has remained. Our capacity is being rebuilt.

Following pandemic-related disruption, staffing changes, and evolving correctional operations, CTC is restoring and strengthening its prison education program.

Trustee Lens

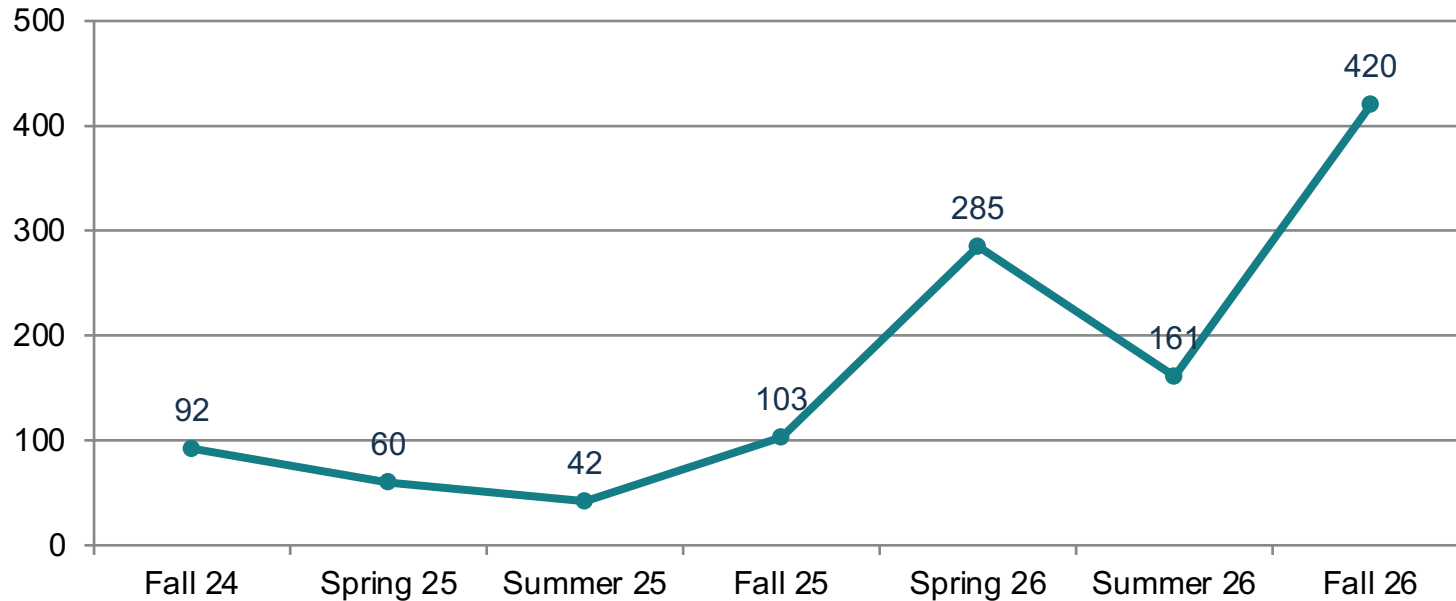
How does an institution preserve a longstanding mission when the capacity to deliver it must be rebuilt?

Key Takeaway

A program's history does not guarantee its sustainability. Continued leadership, resources, and partnerships are necessary to maintain access.



Growth through commitment



92 → 420

Course enrollments
Approximately 357% growth

12 → 25

Scheduled sections
Fall 2024 to Fall 2026

Trustee Lens

As access expands, are we building the institutional capacity needed to sustain it?

Key Takeaway

Enrollment growth is evidence of expanding access—not, by itself, proof of sustainability.

Fall 2026: ~420 course enrollments across 25 sections. Three sections begin later in September and have no enrollments yet.



What it takes to sustain the growth



Prison education is an institutional commitment,
not the responsibility of one department.

Academic delivery

- Qualified faculty
- Academic oversight
- Instructional materials

Student support

- Advising & registration
- Records and compliance
- Progression planning

Operational capacity

- Technology & classrooms
- Security coordination
- Schedules and access

Trustee Lens

Are we investing in the capacity required to sustain the access we are expanding?

Key Takeaway

A prison education program may operate behind prison walls, but its infrastructure exists across the entire college.



Recruitment is only the beginning.
Sustainable delivery requires ongoing support.

Recruit & prepare

- Qualified faculty willing to teach in correctional settings
- Security onboarding and preparation
- Scheduling and travel realities

Support & retain

- Dedicated PEP faculty leadership
- Ongoing academic oversight
- Faculty support and engagement
- Compensation considerations

CTC's rebuilding approach

Establishing dedicated faculty leadership to coordinate instruction, support faculty, and strengthen academic oversight.

Trustee Lens

Are we providing faculty with the preparation, resources, and ongoing support necessary to succeed in this environment?

Key Takeaway

Faculty capacity is not simply the number of instructors available—it is the institution's ability to prepare, support, and retain them.



Partnerships & Funding Make Access Possible



Growing enrollment requires a delivery model that can be sustained.

\$246,430

FY2025–2026

Tuition & fees billed

\$195,045

Fall 2026

Estimated to date



External investment in sustainability

\$750,000 Trellis Foundation grant
— three-year investment
supporting CTC's prison education
expansion.



Partnerships enable delivery

- Correctional access
- Facilities & scheduling
- Student coordination
- Educational pathways



Funding sustains the infrastructure

- Faculty & staffing
- Student support
- Technology
- Travel & Logistics
- Compliance

Trustee Lens

Are we using tuition, grants, and other resources to build a sustainable educational program—not simply fund a collection of classes?

Key Takeaway

Sustainable funding requires reliable instructional revenue and strategic investment in the people, infrastructure, and partnerships that make access possible.

Billing figures are not a reconciled profit-and-loss statement. Fall 2026 is an in-progress estimate.



What Our Growth Has Taught Us



Three lessons from rebuilding CTC's Prison Education Program

1. Governance

Plan for capacity alongside growth.

Evaluate access, progression, and outcomes.

2. Faculty

Recruit intentionally.

Prepare, support, and retain the people who deliver instruction.

3. Partnerships

Align resources & responsibilities.

Build funding models that support the full pathway.

Trustee Lens

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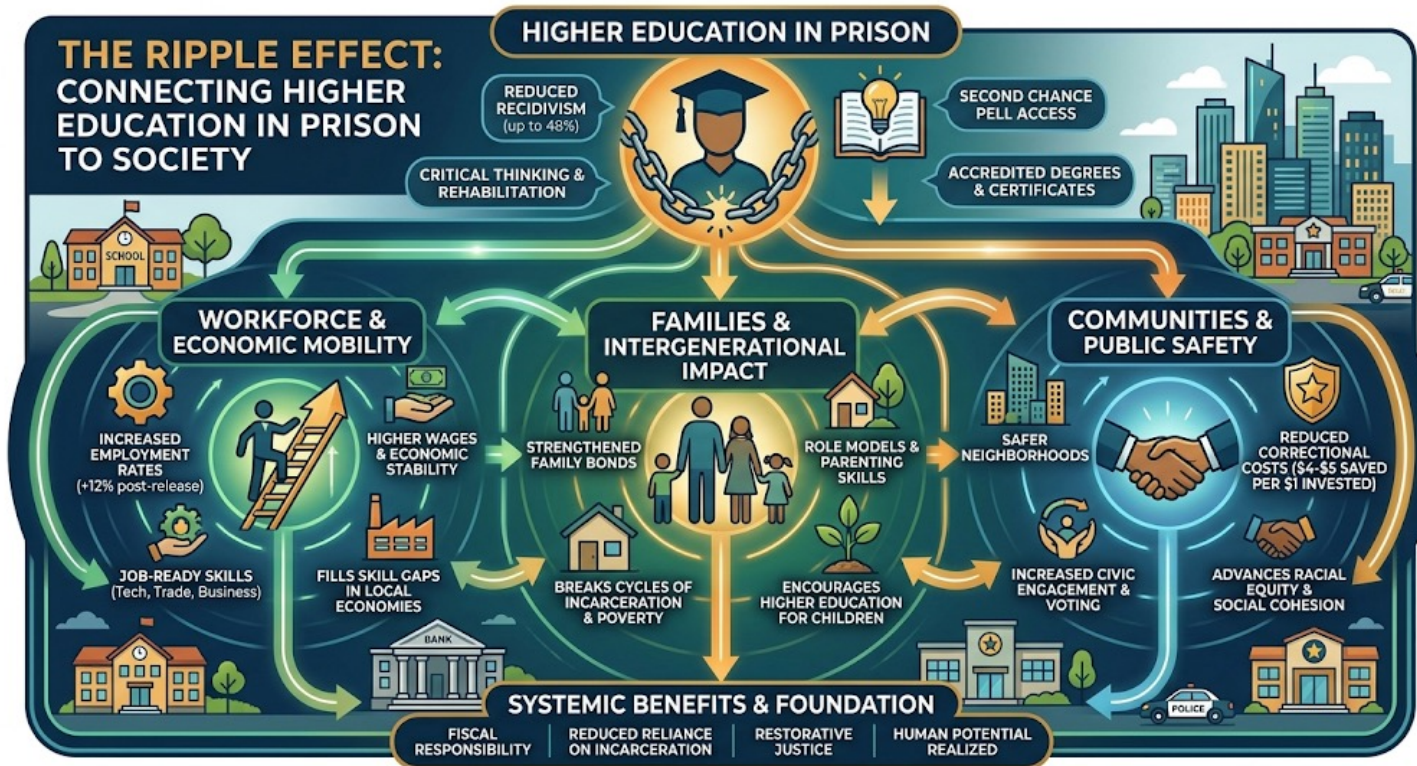
Two colleges. Two perspectives. One commitment to sustainable prison education.



Sustainable Success: Building and Sustaining Higher Education in Prison

Why Prison Education Matters

Prison education aligns directly with the mission of higher education institutions



- Access
- Opportunity
- Workforce
- Community
- Commitment to the same educational quality and student success expected across the institution

Transforming Lives Through Higher Edu.

Higher education creates opportunities that transform lives and communities.



- 9 units served (8 male / 1 female)
- AAS Degrees:
 - Business Management, Culinary Arts, Microcomputer Applications, HVAC, Horticulture, Automotive Technician, Welding, and Cabinet Making
- Truck Driving – Certificate only
- Students served
- Program history / growth
- Key partnerships: TDCJ, Sam Houston, TWC, various business industries

Education provides a pathway that extends beyond incarceration.

The Foundation of Sustainable Success

Sustainability requires an intentional institutional strategy.



The Power of Partnerships

Collaboration is the foundation of program success.



Faculty Make the Difference



Beyond the Statistics

Every statistic represents a student with hopes, goals, and potential.



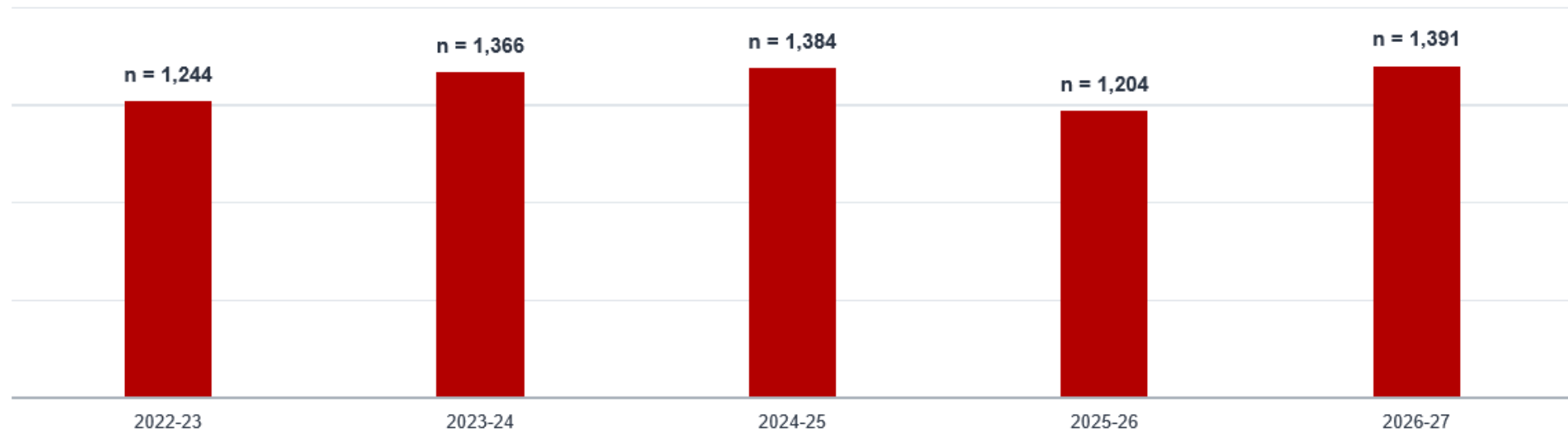
- Amber Galvan
 - Started in Summer 2022
 - Released in 2023
 - Reenrolled at Lee College Main Campus 2024
 - Graduated in Summer 2025 with Logistics/Supply Chain Tech
 - Working with Logistics in the Aviation field



Growth Through Commitment

Sustainable investment produces measurable growth.

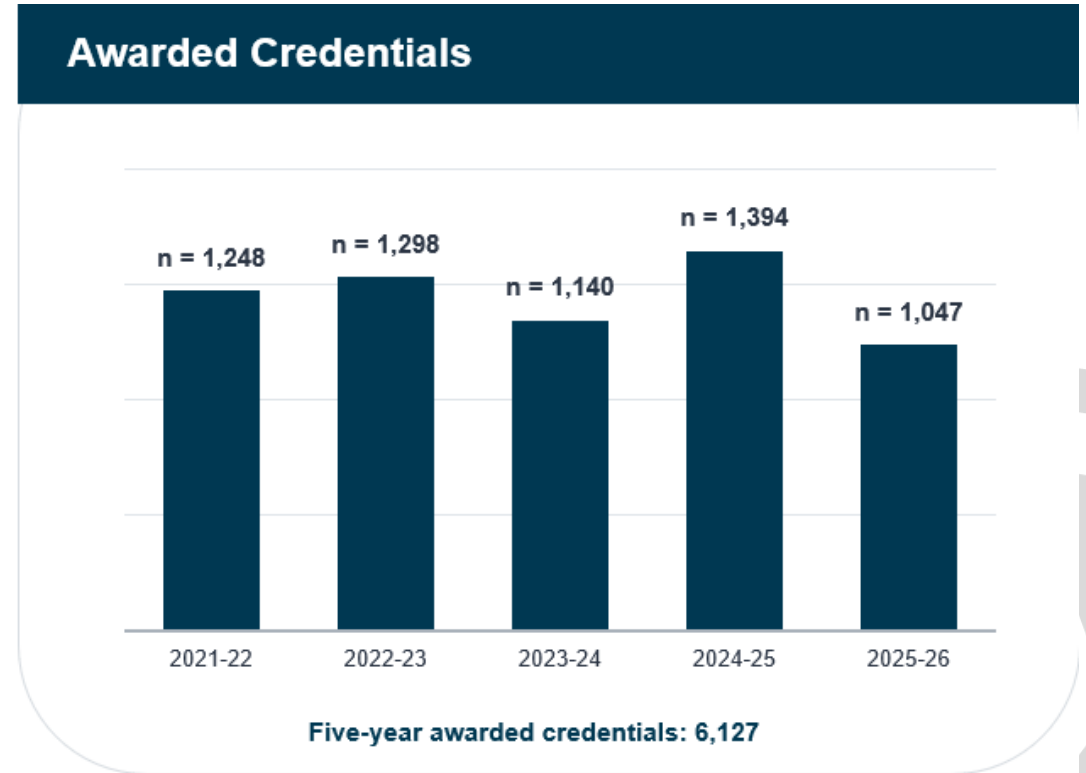
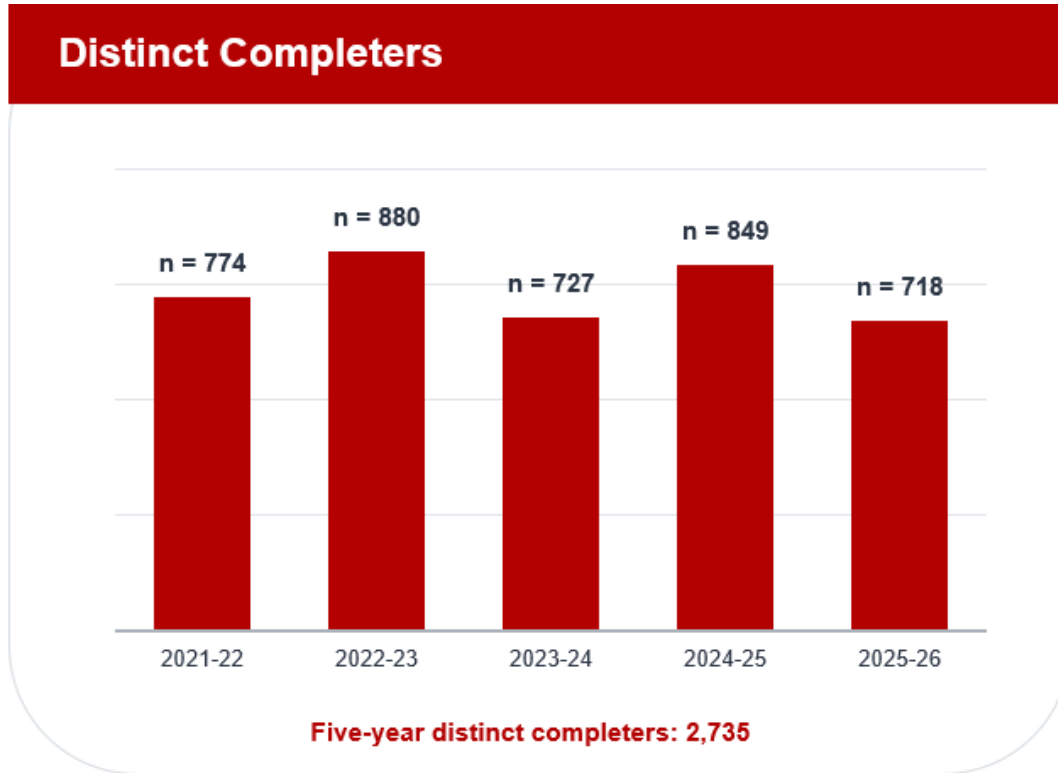
Overall Fall Enrollment



Fall enrollment is an unduplicated student count within each Fall term. 2026-27 reflects the current Fall 2026 snapshot.

Measuring What Matters

Success should be measured using meaningful outcomes.



Completers are distinct students; awards are official credentials. 2025-26 reflects data available as of September 2, 2026; Summer credential posting may continue.

Overcoming Barriers

Challenges are real but manageable.



Overcoming barriers: the resilient path of higher education in prison

Why Board Leadership Matters

Trustees play a critical role in program sustainability.



Looking Ahead

The future depends on continued commitment.



- *“Through self-discipline and setting goals, I have worked hard to become the best student I can be. I have created integrity and respect for myself, and have raised my self-esteem. I have not felt these things in my life for a long time. College has made a definite impact in my life. This is something I did not allow myself to do on the outside, because I was walking blindly down the wrong path.”*

Discussion Questions for the Audience

- What role can trustees play in advancing prison education?
- How can institutions strengthen support for these programs?
- What partnerships could be leveraged to increase sustainability?
- How should boards measure success and impact?

Donna Zuniga

Executive Director of Lee College Huntsville Center

