

SUMMARY OF SACS' STRATEGIC PLANNING EFFORTS FOR 2014-15

4DX Strategy Advances 2014-15 Plan Success

Highlights of the 2014-15 planning year include the full implementation of the Covey 4DX principles across the college. This approach to quality improvement encourages each department or program to identify 2 or 3 wildly important goals (WIGs) throughout the planning year and then to develop intensely focused, measurable action plans (leads) to address the goal.

To roll-out the 4DX year, 2014-15 began with the District and College identifying two overarching WIGs that were intended to establish a strategic direction for WIG developed at the division, department, program and discipline level throughout the college. **For 2014-15, San Antonio Colleges original WIGs were as follows:**

- 1.) *Increase degrees and certificates earned by students from 2,495 to 2,741 by August 2015*
- 2.) *Increase full-time Fall to Fall Persistence rate for FTIC students from 55% to 67% by August, 2015.*

The results for WIG #1 for 2014-15 were actually quite remarkable. The college achieved a 24% increase* in graduation rates over the 2013-14 rate. A chart depicting the number of graduates/certificates earned over recent years is included below.

<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15 (projected/not finalized*)</u>
1870	2533	2495	3036	4,000+

The results from WIG #2 for the college which deals with persistence rates from one Fall term to the next Fall term are not yet available for Fall 2014 to Fall 2015 as the registrations possibilities for Fall 2015 has not been completed.

With the 4DX approach, what makes the college WIG so attainable is that every organizational unit across the college identifies their unit level WIG that in most cases directly aligns with the college WIG. Some examples of particularly successful department or discipline level WIGs that emerged from the 2014-15 planning cycle include:

- **CIS Department** – The Fall 2014 WIG was to increase departments' overall PGR's. The "lead measure" (measurable objective) was for each faculty member to spend 2 office hours each week tutoring students in a lab or classroom. **Results were to increase overall PGR's from 69.9% to 73.3%.** The Spring 2015 WIG was to increase the number of degrees and certificates awarded and the measurable objective (lead measure) for doing this was for each faculty member to discuss degree/certificate options with at least one student each week. **The results were to increase from 66 awards in May of 2014 to 152 awards in May of 2015 (an increase of 57%).**

[2014-15 Goal 2-Success/Completion: Obj. 3-PGR and Obj. 5-graduation]

Mortuary Science Department – Focused on a WIG to increase PGRs. By meeting regularly one-on-one with students to provide individualized assistance, the department **was able to increase previous PGRs of 78.7% to 80.7% by May of 2015.** *[2014-15 Goal 2-Success/Completion: Obj. 3-PGR]*

- **Psychology** – Was another academic department that focused on PGRs as their primary WIG for 2014-15. As a result of this focus and the work done within the department, the department saw marked increases in PGRs. Although the department did not meet its WIG goal of 80% **PGRs increased from 75% in Fall 2013 to 78% in Fall 2014 and from 66% in Spring 2014 to 78.6% in Spring 2015.** The department is planning to extend this WIG into 2015-16 with their defined target moving to 81%. *[2014-15 Goal 2-Success/Completion: Obj. 3-PGR]*
- **Allied Health Department** – Also focused on PGR's for their 4DX WIG and as a result of multiple initiatives within the department including increasing face-to-face engagement with students and maximizing use of the "Early Alert" system, they were **able to increase PGR's during the 2014-15 AY by 4% (from 90% to 94%).** *[2014-15 Goal 2-Success/Completion: Obj. 3-PGR]*

Other 2014-15 Strategic Planning Successes

In addition to the significant progress made across the college related to the colleges WIGs, there were many noteworthy accomplishments college-wide emerging during the 2014-15 Strategic Planning Cycle. These successes demonstrate the hard work, dedication and focus of academic, administrative and student success units at the college and in many cases showcase the collaborative efforts that bridge multiple departments and divisions to achieve success with a variety of goals and objectives. Some of the successes outlined in the 2014-15 Strategic Plan are highlighted below:

- Many academic departments noted success with **their identification of student learning outcomes (SLOs)** to measure attainment of course level outcomes and in **mapping their course learning outcomes to program level.** *[2014-15 Goal 2-Success/Completion: Obj. 18-Student Learning Outcomes]*
- Student Success and College Services worked collaboratively to open **one brand new facility (the Tino and Millie Duran Welcome Center)** *[2014-15 Goal 1-Access: Obj. 20 Enrollment]* and **one completely re-modeled facility (the Transfer Center) to better serve students.** *[2014-15 Goal 3-Pathways to Success: Obj. 8 and Obj. 9]*
- **Phase I Implementation** of a new model for student advisement, which is known as **AlamoAdvise** and is based on a one-to-one approach, was completed at the 2014-15 funding level (full implementation has been targeted for completion with FY 2015-16 funding). *[2014-15 Goal 2-Success/Completion and Goal 3-Pathways: Obj. 10-advising]*

- The **opening of the Scobee Challenger Center and Eco Centro** during the 2014-15 AY also represent the accomplishment of goals that had been established several years earlier and were attained during this planning cycle. The mission for these two centers are community focused. The Centers use professional talent and knowledge from within the college to benefit the community in new and profound ways.
[Goal 4–Performance Excellence: Obj. 11-College Initiatives]
- The second full year of utilizing, and improving, **QLess as a strategy to reduce the wait time for students** seeking registration and related assistance from Enrollment Services **produced marked decreases in wait times**. The wait time was **reduced from an average 46.8 minutes in March 2014 to an average 4.35 minutes in March 2015**. The wait times during the 2014-15 AY ranged from a high of 6.07 minutes in January to a low of 4.02 minutes in February.
[Goal 2–Success/Completion: Obj. 4-In-course Retention and Obj. 5-graduation]
- The ***Division of Integrated Planning and Performance Excellence was added to the college structure during the 2014-15 planning cycle***. Planning and assessment had previously been addressed under other college structures, but the time and focus needed in this area was determined to warrant a separate structure. This division was created for a number of reasons including the need to advance the progress of the college’s assessment journey and to more fully integrate a conceptual framework of continuous improvement into all aspects of the college’s operation. During the 2015-16 planning cycle this approach will be evaluated and decisions made for next-steps.
[Goal 4-Performance Excellence: Obj. 11-College Initiatives and Goal 5-Org Comm: Obj. 18]
- ***Objective Number 12 [Classroom Technology], under Goal 4 [Performance Excellence] of the college strategic plan will be retired for 2015-16 because the goal was attained in full***. The objective was that 100% of San Antonio classrooms will be configured for technology.
- 2014-15 was also a year in which mandatory completion of a face-to-face ***New Student Orientation went into place at the college***. Early indicators are that this approach was quite successful and ***student surveys show an extremely positive response to this***. Additionally, staff focused-group debriefs of NSOs have led to actions plans for 2015-16 which will focus on addressing OFI’s and further improving NSO effectiveness.
[Goal 2-Success/Completion: Obj. 4-Course Retention, Objs. 6 & 7-Persistence]
- ***The college’s reaffirmation process for SACS-COC was paramount during this planning cycle***. Goals were set around the deadline dates for submission of the initial Compliance Report and later for the Focused Report. Although this process is not yet complete, the feedback from the off-site review team identified only six areas of concern with four of those being related to outcomes assessment.
[Goal 4-Performance Excellence: Obj. 11-College Initiatives]
- After struggling with lower-than-desirable NCLEX scores during 2013-14, the ***Nursing Program*** increased student interventions and tutoring opportunities and also

introduced iPad instruction into their teaching approaches. These ***action plans have resulted in increasing the average annual NCLEX scores from 70% in 2013-2014 to an annual average of 81.19% thus far or 2014-15 (with scores in from 3 out of 4 quarters).*** *[Goal 2-Success/Completion: Obj. 19-PTE Graduates Employment Rate]*

- ***In Protective Services there was a 200% increase in female firefighters*** during the 2014-15 planning cycle. This year saw the highest enrollment of female firefighter recruits in the history of the Fire Academy. *[Goal 1-Access: Obj. 1-Gender Demographics]*

External Recognition and Indicators of Success

College successes for the 2014-15 Strategic Planning year were also evidenced by the external awards or recognition that were bestowed upon the college, or in most cases upon a specific department or initiative within the college. The list of major recognitions for 2014-15 include:

- 2014 THECB Star Award for GED to College Transition Program [SWANS/Empowerment Center]
- Designated “Military Friendly” for the 6th year in a row [VA Office]
- Designated “purple Heart Institution” [VA Office]
- Sorenson Interpreter Education Program Award of Excellence & Innovation in Interpreter Education [ASL/IT]
- Re-designated a “National Center of Academic Excellence in Cyber Defense for two Year Education/CAE2Y” (through 2020) [CIS]

Challenges and Opportunities for Improvement (OFIs) for 2015-16

With all of the accomplishments and progress made toward a number of important goals the college had identified for the year, the 2014-15 planning year was certainly not without it’s challenges and opportunities for improvements. These have been analyzed and considered and have been integrated into the 2015-16 College Strategic Plan. Some of these challenges are highlighted below:

Decreasing Enrollment – With the shifting of the San Antonio population away from the central-city area, increased competition resulting from a number of new higher education institutions added in San Antonio, and a stable economy, the college has seen a trending toward consistently decreasing enrollments over recent years. This will be a focus for the college in 2015-16.

Learning Outcomes Assessment – Although great strides were made in 2014-15 both in the infrastructure to support Learning Outcomes Assessment at the College (full implementation of eLumen and the addition of IPPE to the college structure) and in the progress made within

the individual academic departments, there is still work to be done in this arena. There is a clear action plan in place for 2015-16, but it will require all academic departments and disciplines pulling together toward this end.

Expansion of Pathways Approach – As the framework for transfer education within the Alamo Colleges shifts to an expanded Pathways approach, there will be much work that needs to be accomplished in 2015-16 by academic departments in regard to outlining those pathways and by advisors and others across the college in communicating this approach to students. Processes and procedures will also need to be changed to support this.