

### Major Goals for Office of the Chancellor– FY17

Board, Chancellor, Legal, IA, Ethics, and Inst Adv. major goals for 2016-2017 advance progress on the Strategic Plan's three areas: Student Success, Principle-Centered Leadership, and Performance Excellence that are directly aligned to the Board's Charge and 6 Strategic Priorities of AlamoINSTITUTES, AlamoADVISE, AlamoENROLL, Dual Credit (including ECHS and Academies), Student Completion (4DX WIG), and Quality.

*Listed below are some of the objectives and action plans that have been identified by the Chancellor in support of the colleges 2016-17 goals. The objectives and action plans that support any of the six Alamo Colleges Strategic Priorities are annotated with an “ \* “.*

#### Student Success:

**1. DEVELOP A SYSTEM OF METRICS THAT CAN DETERMINE “INTENT” WHICH CAN LEAD TO A MORE RIGOROUS DISAGGREGATION OF DATA WITH THE EXPECTATION THAT THE SYSTEM WILL MORE ACCURATELY QUANTIFY STUDENT SUCCESSES THAT ARE ACHIEVED WITH THE ALAMO COLLEGES:**

- Based on a student's declared intent, advisors, faculty mentors and services staff engage students on a personal level through intrusive advising, interventions and strategies throughout the student's journey
- As student success data is collected and analyzed, aggregate characteristics and nuances within each “intent type” and institute will be evaluated in order to respond, intervene and promote retention, completion, transfer and employment for each student
- Intent touchpoints implemented:
  - ApplyTexas Application now captures the student's reason for attending the Alamo Colleges
  - ApplyTexas now requires the student to declare the appropriate AlamoINSTITUTE
  - Registration Splash page – at registration, students designate their primary reason for attending the college of choice
  - Transcript request – student stipulates whether transcript is for college or employment
- Advising: First semester through 15 hours:
  - Student affirms Institute and goal, including pre-major, and reviews degree plan in Alamo/GPS software
  - Student and advisor develop Personal Mission Statement to clarify student's personal mission and purpose
  - An Individual Success Plan (ISP) is completed outlining the course sequence through graduation. Approved and locked
- Advising: 16 - 30 hours:

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- Confirm AlamoINSTITUTE, pre-major/major and career goal;
- Select transfer institution, review course requirements, connect with the university
- Review ISP and adjust as needed
- Monitor progress through AlamoGPS degree plan
- Advising: 31 - 45 hours:
  - Solidify AlamoINSTITUTE, pre-major and career goal
  - Confirm transfer institution and pursue transfer requirements
  - Review ISP and adjust as needed
  - Monitor progress toward completion through AlamoGPS
- Advising: 46hrs. - Completion:
  - Students complete course of study and transfer/employment activities
  - Identify students completing degree and award
  - Students transfer or enter employment

### 2. **CONTINUE TO ADDRESS THE EXPECTATION OF THE MAYOR, COUNTY JUDGE AND SA-TEC BOARD IN CO-LEADING WITH THE CHAMBER OF COMMERCE THE EFFORT TO DEVELOP A VISION AND PLAN TO ADDRESS THE WORKFORCE NEEDS OF OUR CITY AND COUNTY:**

- Dr. Federico Zaragoza and I proposed this concept to Mayor Castro several years ago. Mayor Taylor, while acting Mayor, approached me and the result has been the establishment this year by both Mayor Taylor and Judge Wolff, of SA-TEC, now called SA Works. Federico and I have been very involved in the development of the model, which has morphed some during this past year as everyone became more thoughtful of the purpose and organizational design that would have the greatest impact. SA Works will have an important impact on our work to design career and academic pipelines and reinforce the importance of secondary, post-secondary, employer and elected official collaboration. Also, it will help us respond to the Aspen Institute's recommendations about measuring high wage incomes of our graduates
- We've taken advantage of SA Works to initiate two additional regional student success collaborations:
  - **The Alamo Regional Access and Completion Consortium**, led by the Alamo Colleges, kicked-off last fall with the engagement of elected officials, superintendents, college presidents, community-based organizations and employers to develop a regional advising system based on AlamoADVISE
  - **The San Antonio/Austin Regional Transfer Pathways Collaborative**, initially with the support of Complete College America but now under the auspices of the AACC Pathways project, was established to extend pathways through the baccalaureate and to enhance transfer credit acceptance at our partner universities. We have engaged 9 area public and private universities, along with

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Austin Community College, to create the academic pathways from 9th grade, through community college, through university baccalaureate to employment. Our initial retreat held last February was very successful. A second meeting was held in May, and we are planning an MOU Signing in September 2016.

### **3. UTILIZE 4DX TO PROMOTE AND ENHANCE THE ACHIEVEMENTS GARNERED IN GRADUATION AND COMPLETION:**

- 4DX has had a major beneficial impact on the Alamo Colleges, our students and faculty as is evidenced by our substantial increase in degree/certificate awards
- 4DX positively impacted our receipt of this year's TAPE Award, it has literally enhanced our culture and taught us all about the value of discipline, focus and dashboards
- We now have over 400 4DX teams across the Alamo Colleges. The direct impact is profound but the many indirect impacts have been thrilling for all involved, such as our Compensation Teams' achievement of the CUPA Innovation of the Year award with a \$5,000 scholarship to the Foundation. This would never have happened without 4DX. Even more importantly, the entire organization, including all academic departments, are working toward the same WIG. This unity and cohesion is why this method has proven so powerful
- We have asked Franklin Covey to develop a 4DX certification model for students to add to their transcripts along with the 7 Habits of Highly Effective People. The certification has made our students more marketable for employment.

#### **Principle-Centered Leadership:**

### **1. EXPAND THE ALAMO ENGAGE MODEL TO INCLUDE FACULTY DEVELOPMENT AND INCLUSION IN DECISION-MAKING:**

- Our 4DX model, in addition to PDCA, has had a substantive impact on engaging faculty in the student success strategies as is reflected in the substantial increase in degrees/certificates awarded. Faculty have always been involved in our action strategies, both at the college and district, but with the addition of Project Management, we have become more diligent in organizing and defining the problem, explaining "The Why" and formalizing the project and communications.

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- We initiated several faculty-centric projects including:
  - A Faculty Mentoring program design as an expansion of AlamoADVISE. We expect to have the Decision-Making Design Team complete by fall 2016
  - AlamoINSTITUTES and course guides are now directly tied to the AACC Pathways project
  - A board of community entrepreneurs and faculty is developing Entrepreneurship and Human Design Thinking programs. We expect to have the two initiatives in place by fall 2016

### **Performance Excellence:**

#### **1. CONTINUE TO EXPAND PROJECT MANAGEMENT**

- The next level of our performance strategy has been the development of a Project Management methodology to provide more formal development, communications and execution of our strategies, thereby further enhancing engagement. We've learned over the years that our traditional academic approach to execution has much need for improvement, especially in our large, complex system where communication and engagement are always a challenge to manage and deploy.
- We began two years ago by training our administrators in Covey's version of project management so that we had a broad understanding of the concept before designing a more formal operations model. This led to the development and implementation of a model Diane Snyder has been leading.
- We are employing several Project Facilitators and a Communications Specialist who will be assigned to Project Teams, supporting the Project Champions, usually a Vice Chancellor and President, paired to lead the initiative. The Project Facilitator will design the project using a well-established Project Management methodology and tools. A new web site is being developed that will contain every project and its details, in addition to a data dashboard where information and updates on all projects will be made accessible to everyone.
- These innovations should limit future complaints that some have consistently voiced that they don't have enough information about our strategic initiatives.

#### **2. STRUCTURE AND RECOMMEND A GENERAL OBLIGATIONS BOND FOR CONSIDERATION FOR THE 2016-17 TIMEFRAME:**

- We have initiated a full project management approach under Diane Snyder. This is our new approach to all projects, including the GO Bond, and provides an excellent opportunity to utilize this process as a pilot in order to learn how the approach will work for all other projects in the future

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- We have taken previous analysis of each college's described needs and begun to revisit them in order to establish the framework for our "Centers of Excellence" approach and prioritize in order to fit the most critical projects within the budget
- We have begun investigating land purchases in order to prepare for the anticipated continued growth of the region by approximately 1 million people by 2040. But we must act now to secure available land
- We are further exploring the technology needs as this is an increasingly more important and complex infrastructure need
- We plan to hold a Board Retreat this summer to finalize the project list/priorities and seek Board approval to proceed with a May 2017 election.

### 3. CONTINUE TO REDUCE THE COST OF EDUCATIONAL MATERIALS:

- Faculty at each of our colleges have made deliberate progress to utilize Open Educational Resources (OER) materials
- We have submitted an Achieving the Dream grant proposal with Austin, El Paso and San Jacinto community colleges to provide an associate degree using only OERs; We will pursue this approach even if not funded
- Several disciplines, especially Math and Accounting as well as specific programs including I-BEST, use OERs almost exclusively
- We have worked closely with Follett to make OERs and electronic books available to students. Follett reports year ending last July 15 showed \$300,000 less spent on instructional materials
- SAC and SPC have implemented, primarily in Math, because electronic materials are now fully at scale, no student registration in those classes until electronic material access has been established. Courses in Biology, Chemistry and Engineering are now coming on-line. PAC and NLC are currently exploring this approach but have not yet implemented. They will need a "nudge"
- The colleges all now have one set of instructional materials at that college for each course
- We will soon implement labels in our course catalog so students can identify those sections using OERs to increase awareness of its use
- We have modified our contract with UPS to provide printing stations at each college for students who wish to obtain a printed copy of electronic materials
- We have expanded our Wi-Fi "pipeline", including increasing speed to provide quicker download capacity and expand coverage beyond immediate buildings
- OER materials are expanding. Last year, PAC had 17 faculty using OER in 35 sections serving 809 students saving an average of \$100 per course
- We established an OER taskforce to establish guidelines for OER use. We anticipate recommendations from this team by the end of this semester

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- We are developing guidelines for ACOL that will establish that only OER materials will be used for distance education

#### **4. PURSUE AND BRING RECOMMENDATIONS TO THE BOARD REGARDING THE DIRECTION OF THE ONLINE POTENTIAL FOR PROGRAMMING AND REVENUE. OF INTEREST TO THE BOARD IS THE DEVELOPMENT OF AN ONLINE CAMPUS MODEL SIMILAR TO THAT IMPLEMENTED BY ARIZONA'S MARICOPA SYSTEM:**

- A new Executive Director of Alamo Colleges Online (ACOL) was hired in Academic Success. She is collaborating with Dr. Craig Follins who is on special assignment to analyze best practices and prepare a business plan for Board consideration
- The outline of the model has been developed and the business plan is being prepared for a summer presentation to me
- I anticipate bringing the proposal to the PVC in summer and a formal proposal to the board in August

**Summary of Accomplishments for 2015-2016**

**Student Success:**

**1. "ADVANCING OUR STUDENT SUCCESS AGENDA"**

- Last year's budget theme was "Advancing our Student Success Agenda" and, as a result, we achieved the greatest level of degrees/certificates awarded in the history of the Alamo Colleges, becoming the second largest community college producer of degrees and certificates in Texas. Of course, we had a host of successes across our district from the expanding implementation of our AlamoADVISE model to the design and implementation of the AlamoINSTITUTES. This year though, we deliberately focused on "Expanding AlamoENGAGE"

**Principle-Centered Leadership:**

**1. ALAMO ENGAGE**

- At the end of 2014, a team of faculty, several administrators and I visited Valencia College where we were introduced to their system of employee engagement. They have spent fifteen years designing and improving their model, which includes several components:
  - A well-designed, five-year long faculty development program for all new faculty that includes learning about the tools of engagement, teaching and learning, classroom management and several other skills faculty rarely learn in graduate school. Upon successful completion of the five-year program, faculty go from one- year to three-year contracts
  - A systems design that deliberately structures engagement as a major component of their decision-making and implementation strategy
  - An innovative "Design Thinking" program and facility that serves both the community and employee teams engaged in designing projects that address operational improvements with the support of a trained design and facilitation team
- I have indicated to our Faculty Super Senate that I support this model and have encouraged them to help replicate and improve upon it at the Alamo Colleges

**2. DECISION-MAKING DESIGN TEAM**

- In December I proposed to the Faculty Super Senate a variation of the Valencia model, suggesting that it was time we collectively redesigned our "meet and confer" approach, which had proven to be unproductive over generations. We recognized that in order to design our own model we required a facilitator. Thus, Pat Sanaghan was employed, and we sought out time with Valencia representatives in order for them to share their approach as a guide to what is possible. After some months of deliberation and upon

inviting the Board to “sponsor” a retreat to initiate the design process, the faculty leaders agreed and we held our Decision-Making Design Retreat in the fall of 2015.

- A design team was appointed, co-chaired by Dr. Mike Flores and Lisa Black, Chair of our Faculty Super Senate, with representatives from faculty, administration and staff. Their proposed design, with my endorsement, was presented last week to the Board for your approval
- This design will be further refined and expanded to include larger engagement with staff, and community stakeholders - including ISDs, universities and employers - over the next year or so.
- This initiative grew from the Board’s AlamoENGAGE charge. That charge, in turn, emerged from an increasing awareness that we have thoughtful, engaged and proactive faculty and staff who, for too long, have been stymied by a small group of negative voices. We realized that we needed to become deliberate about giving our employees a greater voice in order to achieve the multiple improvements necessary to fulfill our mission and reach the potential of our Principle Centered Leadership model/policy. We also needed to engage our community stakeholders in our design processes so that we more effectively meet their needs. One of the very positive consequences of our process has been the increased awareness by faculty that the chokehold in the college senates, the root cause of the conflicts that so often surface publically, had to change. Thus, the Faculty Senates themselves are being redesigned as a consequence of the AlamoENGAGE process.

### **Performance Excellence:**

#### **1. TEXAS AWARD FOR PERFORMANCE EXCELLENCE**

- The District’s prestigious recognition as the only Texas institution to earn the 2016 Texas Award for Performance Excellence (TAPE) is acknowledgement of the amazing progress we have made as an organization toward achieving our vision to become the best district in the nation in student success and performance excellence. It has affirmed our “Good to Great” strategy through The Alamo Way policies of the Board. It also affirms that the negative voices have been given too much attention over the years and that our multiple strategies have been producing much better student success outcomes than our national peers – all within an organization that has achieved high levels of performance and efficiencies! We will be invited to submit an application to the National Baldrige Award, the only community college district ever to receive this invitation. And, we will submit as the entire Alamo Colleges, not solely as the District Support Operations (DSO).

### 2. MULTIPLE STRATEGIES

- Our “multiple strategies” have been based on our strategic plan and Charges to the Chancellor, which over the years have become increasingly more refined and effective. We have been blessed to have a great team of dedicated employees throughout our system, bolstered by our “Leader in Every Chair” philosophy. Our Alamo Way continuous improvement model is effective, and the implementation of Plan, Do, Check, Act (PDCA) has encouraged teams across the district to “own” their operation and design continuous improvement strategies that have increased efficiencies, systems operations and reduced costs while expanding employee engagement. The addition of 4DX has brought the faculty into the performance model, increasing their engagement, ownership and accountability to contribute formally to our WIG, resulting in the greatest increase in degree/certificate awards in Texas. Thus, PDCA and 4DX were deliberate AlamoENGAGE strategies implemented to increase employee performance, which has dramatically changed our culture. It is thrilling for all of us to have trustees, faculty and staff, even student leaders, upon returning from state or national meetings, exclaim how much more advanced we are than most of our colleague institutions. Our inclusion as one of only 30 colleges in the AACCC Pathways project, as well as a host of other initiatives, is another indication of our national leadership.