



FUTURE SEARCH PHASES I-IV

INITIAL FOCUS PRESENTATION

Division of Academic Success

Mr. George Johnson, Interim Vice President

CAPTURED TRENDS/ISSUES

CAPTURED TRENDS/ISSUES

- **Hiring Fulltime (FT) Faculty (Budget Flex)**
- **Faculty Workload**
- **Pathways from CE to Credit**
- **Align HSP positions to DC population**
- **Alignment Planning Budget and Assessment**
- **Open Educational Resources (OER's)**
- **Promote DEI**

EVIDENCE SUPPORTING TRENDS/ISSUES

- **Position Control by Division (J. Flores); Deviation from Policy 50/50 ratio**
- **Deviation from Policy 50/50 ratio; The % of faculty with triple overload has increased over 3-year trend**
- **DSO initiative toward micro-credentials, CE requests for credit pathway, higher education articles on upskilling/reskilling**
- **HSP DC student enrollment trends; HSP partnerships, HSP student enrollment counts, Employee SMART Goals**
- **Improve SPC budget and planning cycle; College Scorecard, PGR, Retention, Persistence**
- **OER to reduce the costs of educational materials; DSO report to BOT "Digital and Open Educational Resources"**
- **Develop equitable educational outcomes for all students with a focus on limited-income students; Review annually retention, engagement, graduation, transfer, and job placement rates**

TREND INVENTORY WITH STEEP-V

TREND	URGENT OR EXPLANATORY	SHORT TREND EXPLANATION	STEEP-V ASSIGNED
New FT Faculty Hires/Faculty Workload	Urgent	Faculty workload has a negative impact on quality of instruction. Insufficient faculty increases faculty workload, faculty burnout and reduces student learning experience. Our IPRE data shows a trend of increasing triple overload. Policy dictates that faculty triple overload is reviewed every two (2) year to determine if additional faculty are needed.	Social, Political
Quality of instruction decreases with overloaded faculty	Urgent	Our IPRE data shows a trend of increasing triple overload. Policy dictates that faculty triple overload is reviewed every two (2) year to determine if additional faculty are needed.	Political, Economic
Align HSP positions to DC population	Urgent	To ensure SPC meets the coordination and advisory needs for our DC students, a ratio of 450:1 student to site coordinator/advisor should avail HSP office of position need(s).	Economic, Social, Political
Length of time it takes to create new programs and establish effective pathways between CE and Credit	Urgent	Upskilling and reskilling individuals to enter the workforce is ever-present in the media. Connected to this is creating pathways between continuing education to credit. Organizational initiatives are already in progress to address the workforce demands and needs. Chancellor's charge to workforce needs of service area align toward addressing this trend.	Technological, Social, Political, Economic
Diversity, Equity and Inclusion	Urgent	Develop an SPC dashboard focused on quantifying student barriers and successes and develop interventions/strategies to increase success (RNL SEM).	Political, Social, Economic

TREND INVENTORY, STEEP-V, TIME HORIZON & GAP/IMPACT ANALYSIS

TREND	URGENT OR EXPLANATORY	STEEP-V ASSIGNED	TIME HORIZON PLACEMENT	PROBABLE, POSSIBLE, PLAUSIBLE	GAP/IMPACT DISCOVERED	DIVISION/DEPT IMPACTED
New FT Faculty Hires/ Faculty Workload	Urgent	Political, Social, Environmental, Technological	Short-Term	Probable	IMPACT Exists Quality of instruction decreases with overloaded faculty	ACADEMIC SUCCESS, ENROLLMENT, COLLEGE SERVICES
Align HSP positions to DC population	Urgent	Political, Social, Environmental, Technological	Short-Term	Probable	GAP Exists in alignment	ACADEMIC SUCCESS, STUDENT SUCCESS DISTRICT SUPPORT OFFICES
OER	Urgent	Political, Social, Environmental, Technological	Short-Term	Probable	GAP Develop and aggressive plan to move faculty to explore OER options for all courses, where possible.	ACADEMIC SUCCESS, ENROLLMENT, DSO, COLLEGE SERVICES
Diversity, Equity and Inclusion	Urgent	Economic, Social, Political	Short-Term	Probable	GAP Develop an SPC dashboard focused on quantifying student barriers and successes and develop interventions/ strategies to increase success	ACADEMIC SUCCESS, ENROLLMENT, COLLEGE SERVICES

IF TRENDS & TIME HORIZON NOT MET, WHAT IS THE IMPACT?

TREND	URGENT OR EXPLANATORY	TIME HORIZON PLACEMENT	AREAS OF GREATEST IMPACT ACROSS CAMPUS	IMPACT TO CAMPUS IF TREND & TIME HORIZON NOT MET
New FT Faculty Hires/ Faculty Workload	Urgent	Political, Social, Environmental, Technological	Short-Term, Medium-Term, Long-Term	Impact affects ability to accept students and to keep accreditations. Students will not have sufficient courses at times needed/desired in modalities desired. Loss of credit hours.
OER	Urgent	Political, Social, Environmental, Technological	Short-Term, Medium-Term	May not meet Chancellor's charge to develop OER across District. May impact affordability of instructional items for students. May affect reputation of institution.
Align HSP positions to DC population	Urgent	Political, Social, Environmental, Technological	Short-Term to Medium-Term	Impact is that we do not meet accreditation standards. These services are listed in both SACSCOC and professional accreditation guidelines. Sanctions can occur. High School Partners not served in timely manner.
Diversity, Equity and Inclusion	Urgent	Political, Social, Economic	Short-Term, Medium-Term, Long-Term	Reputation as a campus suffers. Students may vote with their feet to attend other colleges or ACD campuses.



FUTURE SEARCH PHASES I-IV

INITIAL FOCUS PRESENTATION

Division of Arts and Sciences

Dr. Michael Grillo, Interim Dean

CAPTURED TRENDS/ISSUES

CAPTURED TRENDS/ISSUES

- Need for more fulltime faculty
- Need for more staff in HSP Office
- Increased mental health concerns among students, faculty, and staff.
- Open Access Educational Resources (OER)
- Career readiness (practical application & soft skills)

EVIDENCE SUPPORTING TRENDS/ISSUES

- Enrollment and faculty teaching load trends
- Staff workload trends
- Faculty experiences with students and observations of faculty and staff
- District mandates and state politics
- Professional organizations and national news

TREND INVENTORY WITH STEEP-V

TREND	URGENT OR EXPLANATORY	SHORT TREND EXPLANATION	STEEP-V ASSIGNED
FT Faculty	Urgent	Some departments are relying on excessive numbers of FT temps, others have faculty doing triple and quadruple overloads, others rely heavily on adjuncts. Some departments are concerned about large class sizes.	Economic, Social,
HSP Office	Urgent	HSP Office is understaffed and overextended	Economic, Social
Mental Health	Urgent	Students, faculty, and staff alike are dealing with mental health challenges. As society acknowledges mental health issues, more people are opening up about their own struggles.	Social, Economic
OER	Explanatory	District had mandated increase in OER use, the State Legislature also endorses it, yet there is lack of clarity on how to apply it and little examination of the costs, benefits and challenges of OER.	Economic, Political
Student Skills	Explanatory	Many employers note that graduates lack soft skills and the ability to practically apply what they learned in college.	Economic, Social and Political

TREND INVENTORY, STEEP-V, TIME HORIZON & GAP/IMPACT ANALYSIS

TREND	URGENT OR EXPLANATORY	STEEP-V ASSIGNED	TIME HORIZON PLACEMENT	PROBABLE, POSSIBLE, PLAUSIBLE	GAP/IMPACT DISCOVERED	DIVISION/DEPT IMPACTED
FT Faculty	Urgent	Economic, Social,	6 mos to 3 yrs	Possible	Some departments are relying on excessive numbers of FT temps, others have faculty doing triple and quadruple overloads, others rely heavily on adjuncts.	A&S, Academic Success, and Student Success
HSP Office	Urgent	Economic, Social	6 mos to 3 yrs	Possible	HSP Office is understaffed and overworked	A&S, Academic Success, and Student Success
Mental Health	Urgent	Social	6 mos to 3 yrs	Possible	Students, faculty, and staff alike are dealing with mental health challenges.	A&S, Academic Success, and Student Success
OER	Explanatory	Economic, Political	3 yrs to 5 yrs	Possible	District has mandated increase in OER use, the State Legislature also endorses it, yet there is lack of clarity on how to apply it and little examination of the costs, benefits and challenges of OER.	A&S, Academic Success, and Student Success
Student Skills	Explanatory	Economic, Social and Political	3 yrs to 5 yrs	Possible	Many employers note that graduates lack soft skills and the ability to practically apply what they learned in college.	A&S, Academic Success, and Student Success

IF TRENDS & TIME HORIZON NOT MET, WHAT IS THE IMPACT?

TREND	URGENT OR EXPLANATORY	TIME HORIZON PLACEMENT	AREAS OF GREATEST IMPACT ACROSS CAMPUS	IMPACT TO CAMPUS IF TREND & TIME HORIZON NOT MET
FT Faculty	Urgent	6 mos to 3 yrs	A&S, Academic Success, and Student Success	Not being able to meet course demands impact contact hours. If faculty are over extended, the quality of instruction suffers, which then negatively impacts students and effects PGR, retention, persistence, and graduation.
HSP Office	Urgent	6 mos to 3 yrs	A&S, Academic Success, and Student Success	If the HSP Office is overextended, it can hinder their ability to serve DC/ECHS/P-TECH students, negatively impact relationships with HS/ISD partners, and hinder the ability to create new partnerships.
Mental Health	Urgent	6 mos to 3 yrs	A&S, Academic Success, and Student Success	Untreated mental health issues can negatively impact student, faculty, and staff performance.
OER	Explanatory	3 yrs to 5 yrs	A&S, Academic Success, and Student Success	OER can create opportunities and obstacles for faculty and students. Implementation without training and careful consideration can negatively impact teaching effectiveness and student learning.
Student Skills	Explanatory	3 yrs to 5 yrs	A&S, Academic Success, and Student Success	If students do not believe they are learning the skills they need at SPC, they will go elsewhere. This will have a negative effect on SPC's reputation, which impacts enrollment



FUTURE SEARCH PHASES I-IV

INITIAL FOCUS PRESENTATION

Division of Applied Science & Technology – MLK

Ms. Edith Orozco, Dean

CAPTURED TRENDS/ISSUES

CAPTURED TRENDS/ISSUES

- Economic Recovery
- Post Pandemic outlook for San Antonio Hospitality Industry
- New Technologies, High wage/High Demand
 - Electric Hybrid Vehicles
 - Cybersecurity
- Partnership Opportunities
- Workforce Reskilling and retraining
- Resources required; faculty, supporting staff and space

EVIDENCE SUPPORTING TRENDS/ISSUES

- COSA Economic Recovery Plans
- COSA Office of Sustainability
- Department of Energy
- Environmental Protection Agency
- General Motors
- Bureau of Labor Statistic
- Texas Higher Education Coordinating Board
- Too many initiatives on faculty; DC, grants, new program creation, DSO, program designations

TREND INVENTORY WITH STEEP-V

TREND	URGENT OR EXPLANATORY	SHORT TREND EXPLANATION	STEEP-V ASSIGNED
Hospitality	Urgent	Pandemic shutdown, increasing consumer demand	Social, Economic
New Technologies	Urgent	Job market growth, updating faculty skills, laws regulations and safety	Technological, Economic, Environmental
Partnership Opportunities	Urgent	Program growth, completion rate, jobs available to students	Social, Economic
Workforce Reskilling	Urgent	Address unemployment, improve quality of life, increase spending	Economic, Social
Resources Required	Urgent	Currently all three departments have 100% of all faculty at double or triple overloads, new initiatives will need supporting staff, automotive space is fully utilized no room for growth	Social, Economic

TREND INVENTORY, STEEP-V, TIME HORIZON & GAP/IMPACT ANALYSIS

TREND	URGENT OR EXPLANATORY	STEEP-V ASSIGNED	TIME HORIZON PLACEMENT	PROBABLE, POSSIBLE, PLAUSIBLE	GAP/IMPACT DISCOVERED	DIVISION/DEPT IMPACTED
Hospitality Post Pandemic	Urgent	Social, Economic	Short Term	Probably	Gap and Impact	Academic Success, AST-MLK, THCA, Enrollment, College services
New Technologies	Urgent	Technological, Economic, Environmental	Short Term	Probably	Gap and Impact	Academic Success, AST-MLK, Auto & BIS, Enrollment, College services
Partnership Opportunities	Urgent	Social, Economic	Short Term	Plausible	Gap and Impact	All SPC
Workforce Reskilling	Urgent	Economic, Social	Short Term	Probably	Gap and Impact	All SPC
Resources Required	Urgent	Economic, Social	Short Term	Plausible	Gap and Impact	AST-MLK

IF TRENDS & TIME HORIZON NOT MET, WHAT IS THE IMPACT?

TREND	URGENT OR EXPLANATORY	TIME HORIZON PLACEMENT	AREAS OF GREATEST IMPACT ACROSS CAMPUS	IMPACT TO CAMPUS IF TREND & TIME HORIZON NOT MET
Hospitality Post Pandemic	Urgent	Short Term	THCA	Program closures
New Technologies	Urgent	Short Term	Automotive, BIS, Student Success	SPC will be left behind, students will seek other education opportunities
Partnership Opportunities	Urgent	Short Term	Enrollment, student success, community engagement	Loss of donors, not enough internship sites, loss of status and visibility in the community
Workforce Reskilling	Urgent	Short Term	Applied Science & Technology, Health Sciences	Student will seek other education opportunities
Resources Required	Urgent	Short Term	Enrollment, AST&MLK Departments	Students will seek other education opportunities



FUTURE SEARCH PHASES I-IV

INITIAL FOCUS PRESENTATION

Applied Science & Technology – SWC

Mr. Christopher Beardsall, Dean

CAPTURED TRENDS/ISSUES

CAPTURED TRENDS/ISSUES

- PTECH's
- Technician Needs in San Antonio
- Artificial Intelligence (AI), Technology
- Sanitation
- Employer COOP

EVIDENCE SUPPORTING TRENDS/ISSUES

- Texas Education Agency (TEA)
- Workforce Solutions Alamo (WSA)
- Texas Workforce Commission (TWC)
- World Health Organization (WHO)
- Center for Disease Control (CDC)
- IPRE
- Department of Labor Statistics

TREND INVENTORY WITH STEEP-V

TREND	URGENT OR EXPLANATORY	SHORT TREND EXPLANATION	STEEP-V ASSIGNED
PTECH	URGENT	With a national emphasis on PTECH's, coupled with the need for skilled technicians in CTE areas, there will be and increasing demand for PTECH's at SPC/SWC, thus putting and increasing financial and capacity burden on the College.	Economic, Political.
Employment in SA (need for Technicians)	URGENT	With the growth of San Antonio, and the COVID19 pandemic, state and local workforce entities have published a need for skilled and upskilling of technicians, that will impact SPC/SWC.	Economic, Social, Political
Artificial Intelligence	EXPLORATORY	Keeping up with the ever-changing Technology and AI, will allow our students to the most up to date training and will be more marketable for employment.	Technology
Sanitation	URGENT	CDC/WHO guidelines for safety and sanitation has allowed us to develop new habits in sanitation and safety at the college and in our labs, however, this comes at an institutional and programmatic budgetary expense.	Political, Social, Economic
COOP with employers	EXPLORATORY	Nationally there is funding and a trend toward Apprenticeship/Sponsorship (earn while you learn) programs, modeling much like TXFAME, that has 97% persistence and placement rate.	Economic, Social

TREND INVENTORY, STEEP-V, TIME HORIZON & GAP/IMPACT ANALYSIS

TREND	URGENT OR EXPLANATORY	STEEP-V ASSIGNED	TIME HORIZON PLACEMENT	PROBABLE, POSSIBLE, PLAUSIBLE	GAP/IMPACT DISCOVERED	DIVISION/DEPT IMPACTED
PTECH	URGENT	Economic, Political.	SHORT THROUGH LONG TERM	PROBABLE	GAP AND IMPACT	ACADEMIC SUCCESS, STUDENT SUCCESS (ENROLLMENT) COLLEGE SERVICES (BUDGET OFFICE)
Employment in SA (need for Technicians)	URGENT	Economic, Social, Political	SHORT THROUGH LONG TERM	PROBABLE	GAP AND IMPACT	ACADEMIC SUCCESS., STUDENT SUCCESS, COLLEGE SERVICES
Artificial Intelligence	EXPLORATORY	Technology	Long Term	PROBABLE	GAP AND IMPACT	ACADEMIC SUCCESS, COLLEGE SERVICES
Sanitation	URGENT	Political, Social, Economic	Long Term	POBABLE	IMPACT	ACADEMIC SUCCESS, COLLEGE SERVICES
COOP with employers	EXPLORATORY	Economic, Social	Long Term	POSSIBLE	GAP AND IMPACT	ACADEMIC SUCCESS, STUDENT SUCCESS

IF TRENDS & TIME HORIZON NOT MET, WHAT IS THE IMPACT?

TREND	URGENT OR EXPLANATORY	TIME HORIZON PLACEMENT	AREAS OF GREATEST IMPACT ACROSS CAMPUS	IMPACT TO CAMPUS IF TREND & TIME HORIZON NOT MET
PTECH	URGENT	SHORT THROUGH LONG TERM	Health Sciences, AST – MLK/SWC, Enrollment, Completion, Budget	Lost opportunity to increase, enrollment, contact hours, and completion. Counter impact if we meet capacity, loss of revenue due to DC not paying traditional tuition and fees.
Employment in SA (need for Technicians)	URGENT	SHORT THROUGH LONG TERM	Health Sciences, AST – MLK/SWC, Enrollment, Completion, Budget	Lost opportunity to increase, enrollment, contact hours, and completion.
Artificial Intelligence	EXPLORATORY	Long Term	AST – SWC, IT, Budget	Student Attrition, and decrease in employment rate post completion
Sanitation	URGENT	Long Term	EVERY AREA OF THE COLLEGE	Exposure to future illness and pandemics
COOP with employers	EXPLORATORY	Long Term	AST – SWC, Enrollment, Completion, Budget	Decreased employer role with SPC to include placement rates post completion.



FUTURE SEARCH PHASES I-IV

INITIAL FOCUS PRESENTATION

Division of Health Sciences

Mrs. Jessica Cooper, Dean

CAPTURED TRENDS/ISSUES

CAPTURED TRENDS/ISSUES

- Program enrollment
- New program development
- Faculty attrition/unfilled needs
- New technology and innovations

EVIDENCE SUPPORTING TRENDS/ISSUES

- IPRE data
- Internal division data
- Advisory committee feedback
- Accrediting body standards and guidelines
- Chancellor's charges
- Regulatory bodies

TREND INVENTORY WITH STEEP-V

TREND	URGENT OR EXPLANATORY	SHORT TREND EXPLANATION	STEEP-V ASSIGNED
Advances in Medicine & Technology	Urgent	Medicine and technology is rapidly changes and requires us to meet industry standards. Upgrading keeps our programs in demand. Chancellors Charges emphasize workforce focus.	Technological, Economic, Political
Program Enrollment	Urgent	Cohort sizes have not reached max capacity.This negatively impacts persistence and graduation numbers. SPC places both measures as priorities of the institution.	Economic, Political
New Program development	Urgent	Healthcare is an in demand career field. Responsive to employers needs is vital. Agility in new degree/cert offerings is critical. DSO initiatives & Chancellor's Charges emphasize.	Economic, Political
Faculty Workload	Urgent	New degrees/cert offering requires additional faculty in specialty areas. Increasing overloads among current faculty. Difficult finding replacements. Policy dictates review overload.	Economic, Political

TREND INVENTORY, STEEP-V, TIME HORIZON & GAP/IMPACT ANALYSIS

TREND	URGENT OR EXPLANATORY	STEEP-V ASSIGNED	TIME HORIZON PLACEMENT	PROBABLE, POSSIBLE, PLAUSIBLE	GAP/IMPACT DISCOVERED	DIVISION/DEPT IMPACTED
Advances in Medicine & Technology	Urgent	Technological, Economic, Political	Medium Term	Probable	Impact meets industry needs	Health Sciences, College Services
Program Enrollment	Urgent	Economic, Political	Short Term	Probable	Gap is not meeting college targets for persistence & graduation	Health Sciences, College Services, Student Success
New Program Devel.	Urgent	Economic, Political	Short Term	Plausible	Gap is loss of enrollment to other institutions	Health Sciences, College Services, Student Services
Faculty Workload	Urgent	Economic, Political	Short Term	Probable	Gap is loss of talent	Health Sciences, Human Resources

IF TRENDS & TIME HORIZON NOT MET, WHAT IS THE IMPACT?

TREND	URGENT OR EXPLANATORY	TIME HORIZON PLACEMENT	AREAS OF GREATEST IMPACT ACROSS CAMPUS	IMPACT TO CAMPUS IF TREND & TIME HORIZON NOT MET
Advances in Medicine & Technology	Urgent	Medium Term	Health Sciences	Student attrition, Employer attrition
Program Enrollment	Urgent	Short Term	Health Sciences, Arts & Sciences, College Services, Student Success	Low performing programs, Decrease student achievement measures
New Program Devel.	Urgent	Short Term	Health Sciences, Arts & Sciences, College Services, Student Success	Decrease enrollment, Employer attrition
Faculty Workload	Urgent	Short Term	Health Sciences & Human Resources	Loss of talent



FUTURE SEARCH PHASES I-IV

INITIAL FOCUS PRESENTATION

Division of Academic Services

Dr. Diana Gavin, Interim Dean

CAPTURED TRENDS/ISSUES

CAPTURED TRENDS/ISSUES

- **New guidelines and expectations for physical facilities at Child Development Center**
- **Need for additional childcare staff to meet increased guidelines and expectations**
- **Archival social media engagement and diversification of archival collections based on demand for online archival materials and patrons' changing needs for data**
- **OER**
- **Streaming Media**
- **Extended Reality/Makerspaces**
- **Learning Commons Spaces over Stacks**
- **Increased Library Programming post-pandemic**
- **Developing sustained online course review and sustained online faculty certification**
- **Increase in High School Programs (HSP)**

EVIDENCE SUPPORTING TRENDS/ISSUES

- **Texas Rising Star requirements, NAEYC standards, CDC guidelines, professional development requirements**
- **Rise in archival patrons via social media. Requests for archival information not only academic research.**
- **OER is a Chancellor's charge**
- **Streaming media must be expanded to support faculty in building OER materials per Chancellor's charge**
- **Extended reality at SPC is part of a District grant in the works for VR/AR Labs at MLK and SWC. Intent is to expand labs into Makerspaces with 3D scanners**
- **Nationwide, libraries shifting to open, student-centered buildings and makerspaces. Collections stored off-site to open space for more study. Patrons' needs are changing.**
- **Post-pandemic, Library programming will be requested and will need collaboration with departments beyond the Library to include a time and budget commitment for new programs**
- **SACSCOC Section 6 require a follow up online course review and sustained faculty certification for online instruction**
- **Increase in HSP puts additional strain on Library team – more staff needed to accommodate influx of HSP**

TREND INVENTORY WITH STEEP-V

TREND	URGENT OR EXPLANATORY	SHORT TREND EXPLANATION	STEEP-V ASSIGNED
Physical facilities review of CDC	Urgent	New, increased guidelines from accreditation require greater oversight of physical facilities for children	Political, Social, Environmental, Technological
OER	Urgent	Chancellor's charge from Board. Library needs to be able to assist faculty develop OER	Political, Environmental, Technological
Need for Increased Staffing	Urgent	In Library, increased staffing needed to meet needs for daily activities, expectations for helping faculty with OER, increased expectations for having Extended Reality/Makerspaces for courses; in CDC, to meet TRS' or institutional expectation for including infant care; in IIC/CDL to meet the need for covering growing needs for instructional design/training, student support, office maintenance.	Political, Social, Technological
Rise of Extended Reality/Makerspaces	Urgent	Library has District grant in the works for VR/AR Labs at MLK and SWC – want to extend the labs to Makerspaces with 3D scanners and printers with lab time available to all faculty and students as needed	Technological, Social, Political
Rise of High School Partners (HSP)	Urgent	Increases in HS Programs in the next 3-5 years creates the need for a full time Librarian and IIC/CDL team to handle the outreach to these programs and students each semester.	Political, Social

TREND INVENTORY, STEEP-V, TIME HORIZON & GAP/IMPACT ANALYSIS

TREND	URGENT OR EXPLANATORY	STEEP-V ASSIGNED	TIME HORIZON PLACEMENT	PROBABLE, POSSIBLE, PLAUSIBLE	GAP/IMPACT DISCOVERED	DIVISION/DEPT IMPACTED
Physical facilities review of CDC	Urgent	Political, Social, Environmental, Technological	Short-Term	Probable	Ensuring funds are available for physical facilities/repairs. Impact affects ability to accept students and to keep accreditations.	Academic Success, Student Success
OER	Urgent	Political, Environmental, Technological	Short-Term	Probable	Without a new librarian position to focus only on OER and an expanded budget to include cost of streaming media, meeting Chancellor's charge is difficult	Academic Success
Need for Increased Staffing in CDC, IIC, Library	Urgent	Political, Social, Environmental, Technological	Short-Term to Medium-Term	Probable	District-wide initiatives, Chancellor's charges, and accreditation concerns create gaps. Impact is that we do not meet accreditation standards.	Academic Success, Student Success
Purchase of new/ improved technology for Extended Reality, OER, Archives, and IIC	Urgent	Political, Social, Environmental, Technological	Short-Term to Medium-Term	Probable	Technology advances require continued updating to meet District-wide initiatives, Chancellor's charges, changes in patron's interests and needs, and accreditation expectations. Impact is that we do not meet expectations from District, the Chancellor, external constituents, and accreditors.	Academic Success, Student Success

IF TRENDS & TIME HORIZON NOT MET, WHAT IS THE IMPACT?

TREND	URGENT OR EXPLANATORY	TIME HORIZON PLACEMENT	AREAS OF GREATEST IMPACT ACROSS CAMPUS	IMPACT TO CAMPUS IF TREND & TIME HORIZON NOT MET
Physical facilities review of CDC	Urgent	Political, Social, Environmental, Technological	Short-Term, Medium-Term, Long-Term	Impact affects ability to accept students and to keep accreditations. Students who do not have childcare may not be able to attend classes. Sanctions can occur.
OER	Urgent	Political, Social, Environmental, Technological	Short-Term, Medium-Term	May not meet Chancellor's charge to develop OER across District. May impact affordability of instructional items for students. May affect reputation of institution.
Need for Increased Staffing in CDC, IIC, Library	Urgent	Political, Social, Environmental, Technological	Short-Term to Medium-Term	Impact is that we do not meet accreditation standards. These services are listed in both SACSCOC and professional accreditation guidelines. Sanctions can occur. High School Partners not served in timely manner.
Purchase of new/improved technology for Extended Reality, OER, Archives, and IIC	Urgent	Political, Social, Environmental, Technological	Short-Term, Medium-Term, Long-Term	Impact is we do not meet accreditation standards (Library & IIC/CDL). Impact is we do not meet Chancellor's charges. Impact is we do not meet needs/expectations of external constituents and patrons' needs. We will fall behind services provided by other institutions in the area.



FUTURE SEARCH PHASES I-IV

INITIAL FOCUS PRESENTATION

Division of Student Success - Enrollment Management

Dr. Mordecai Brownlee, Vice President
Mrs. Christina Cortez, Dean

CAPTURED TRENDS/ISSUES

CAPTURED TRENDS/ISSUES

- Enrollment for 2-year colleges are down across the nation
- Exceptions and exemptions for TSI placement
- Foreclosed student

EVIDENCE SUPPORTING TRENDS/ISSUES

- <https://abcnews.go.com/Health/wireStory/enrollment-us-community-colleges-plummets-amid-pandemic-76017643>
- <https://www.nytimes.com/2020/10/15/world/freshman-enrollment-drops-significantly-at-us-universities-and-community-colleges.html>
- <https://reportcenter.highered.texas.gov/reports/data/enrollment-forecast-2021-2035-january-2021/>
- <https://reportcenter.highered.texas.gov/agency-publication/miscellaneous/thecb-60x30-strategic-plan/>
- [https://reportcenter.highered.texas.gov/reports/legislative/statewide-plan-for-supporting-underprepared-students-updates-and-progress/\(HB2223\)](https://reportcenter.highered.texas.gov/reports/legislative/statewide-plan-for-supporting-underprepared-students-updates-and-progress/(HB2223))
- FAQ for COVID: <https://www.highered.texas.gov/misc/coronavirus-update-for-higher-education/frequently-asked-questions/>
- <https://trainingindustry.com/blog/workforce-development/the-future-of-skills-and-development-5-predictions-for-the-workplace-in-2021/>
- <https://nacada.ksu.edu/Resources/Clearinghouse/View-Articles/Courageous-Conversations-Advising-the-Foreclosed-Student.aspx>

TREND INVENTORY WITH STEEP-V

TREND	URGENT OR EXPLANATORY	SHORT TREND EXPLANATION	STEEP-V ASSIGNED
Enrollment for 2-year colleges are down across the nation	Urgent	Across the nation enrollment trends for 2-year colleges are indicating a decline however Texas has seen minimal impact.	Economic Environmental Technological
Exceptions and exemptions for TSI placement	Exploratory	Across the state of Texas, public institutions are mandated to implement/offer co-req college level courses to complete first college level courses in one semester.	Political Economic
Foreclosed student	Urgent	Disproportionate number of students wanting to gain credentials to healthcare programs versus the number of seats	Value Economic Environmental

TREND INVENTORY, STEEP-V, TIME HORIZON & GAP/IMPACT ANALYSIS

TREND	URGENT OR EXPLANATORY	STEEP-V ASSIGNED	TIME HORIZON PLACEMENT	PROBABLE, POSSIBLE, PLAUSIBLE	GAP/IMPACT DISCOVERED	DIVISION/DEPT IMPACTED
Enrollment for 2-year colleges are down across the nation	Urgent	Economic Environmental Technological	Medium	Probable	Gap and Impact	Academic Success Student Success College Services DSO
Exceptions and exemptions for TSI placement	Exploratory	Political Economic	Long Term	Probable		Academic Success Student Success DSO
Foreclosed student	Urgent	Value Economic Environmental Political	Medium Term	Probable		Academic Success Student Success College Services

IF TRENDS & TIME HORIZON NOT MET, WHAT IS THE IMPACT?

TREND	URGENT OR EXPLANATORY	TIME HORIZON PLACEMENT	AREAS OF GREATEST IMPACT ACROSS CAMPUS	IMPACT TO CAMPUS IF TREND & TIME HORIZON NOT MET
Enrollment for 2-year colleges are down across the nation	Urgent	Medium Term	Academic Success Student Success College Services	Decrease in enrollment Decrease in funding Decrease in services and resources available to students
Exceptions and exemptions for TSI placement	Exploratory	Long Term	Academic Success Student Success	Decrease in course completion Increase in exemptions used Increase of tutoring services
Foreclosed student	Urgent	Medium Term	Academic Success Student Success College Services	Decrease in enrollment Decrease in funding Decrease in student satisfaction of program options



FUTURE SEARCH PHASES I-IV

INITIAL FOCUS PRESENTATION

Division of Student Success - Educational Support Services

Dr. Mordecai Brownlee, Vice President
Dr. Paul Machen, Dean

CAPTURED TRENDS/ISSUES

■ Higher demand of student advocacy related services.

- SPC Student Financial Wellness Survey (Trellis Foundation, Fall 2020)
- “Nearly one-third of students said they have experienced food insecurity since the beginning of the coronavirus pandemic...the same number of students also said hunger has ‘impacted their ability to study’...”. ([Inside Higher Ed, December 2020](#))
- “63 percent of those who say [their mental health is] poor would grade their college’s response to student mental health and wellness services a C or lower” ([Inside Higher Ed, April 2021](#))

■ Higher demand of Experiential Learning activities provided to students.

- “Knowing the job skills they are learning may also motivate students to complete their degrees when they see how their coursework will benefit them in the workplace”. ([THECB 60x30 Plan, page 22](#))
- “Every student will have an Experiential Learning Experience by graduation” (AlamoEXPERIENCE Task Force Presentation, January 2021)
- “There are numerous experiential learning opportunities in higher education that can be found in most disciplines.” ([Northern Illinois University, Center for Innovative Teaching & Learning](#))

■ Increased need to recruit, retain and graduate first year learners.

- Decrease in high school graduates enrolling in higher education institutions ([SA2020](#))
- THECB Strategies for “The Completion Goal” ([THECB 60x30 Plan, pgs. 16-21](#))

■ Increased demand for access and recognition of our diverse student population.

- To Reach San Antonio’s Community Vision, We Must Be Explicit About Race ([SA2020, June 2020](#))
- Use of “disaggregated educational data [to] provide a nuanced look at educational attainment rates for male racial subgroups. ([Project MALES Research Digest, March 2021](#))

TREND INVENTORY WITH STEEP-V

TREND	URGENT OR EXPLORATORY	SHORT TREND EXPLANATION	STEEP-V ASSIGNED
Reduced student enrollment and contact hours	Urgent	Students' financial, housing, and food insecurities are effecting their ability to succeed and complete their coursework.	Social Economical
Increased staff workload	Urgent	Increased staff workload without increased staff size, and some staff serving multiple roles.	Social Economical
Increased need for virtual and on-demand support	Urgent	Declining student engagement, and a large portion of part-time students who work while going to school.	Social Economic
Need to increase student retention rates	Urgent	Focusing on cultural and economical factors to understand the needs of our diverse student population.	Social Economic
Need to reduce workforce skills gap	Urgent	Only 63.9% of students were employed or enrolled within six months of graduation, but the THECB's goal for 2020 was 80%.	Social Economic
Lack of academic and nonacademic student readiness	Urgent	High school graduates enrolling in higher education institutions has decreased from 51% in 2010 to 50% in 2019.	Social Economic

TREND INVENTORY, STEEP-V, TIME HORIZON & GAP/IMPACT ANALYSIS

TREND	URGENT OR EXPLANATORY	STEEP-V ASSIGNED	TIME HORIZON PLACEMENT	PROBABLE, POSSIBLE, PLAUSIBLE	GAP/IMPACT DISCOVERED	DIVISION/DEPT IMPACTED
Reduced student enrollment and contact hours	Urgent	Social Economic	Short-term	Possible	2% Student Enrollment 5% Contact Hours	All Divisions
Increased staff workload	Urgent	Social Economic	Short-term	Probable	Staff serving in multiple roles (i.e., Student Life serving as case managers)	Enrollment Management Educational Support Services
Increased need for virtual and on-demand support	Urgent	Social Economic	Short-term	Probable	Low student activity participation in synchronous events and large part-time student population.	Enrollment Management Educational Support Services
Need to increase student retention rates	Urgent	Social Economic	Short-term	Probable	Full-time FTIC fall-to-fall retention rate is 63%.	All divisions
Need to reduce workforce skills gap	Urgent	Social Economic	Long-term	Possible	63.9% of students were employed or enrolled within six months of graduation, but the THECB's goal for 2020 was 80%.	All divisions
Lack of academic and nonacademic student readiness	Urgent	Social Economic	Long-term	Possible	Community College Survey of Student Engagement results: SE = 46; AC = 47	Academic Success Student Success

IF TRENDS & TIME HORIZON NOT MET, WHAT IS THE IMPACT?

TREND	URGENT OR EXPLANATORY	TIME HORIZON PLACEMENT	AREAS OF GREATEST IMPACT ACROSS CAMPUS	IMPACT TO CAMPUS IF TREND & TIME HORIZON NOT MET
Reduced student enrollment and contact hours	Urgent	Short-term	All divisions	Sustainability of college would be at-risk if student enrollment and contact hours not increased.
Increased staff workload	Urgent	Short-term	Enrollment Management Educational Support Services	Possible increase in voluntary turnovers from overworked faculty/staff.
Increased need for virtual and on-demand support	Urgent	Short-term	Enrollment Management Educational Support Services	Continued decline of enrollment and retention rates.
Need to increase student retention rates	Urgent	Short-term	All divisions	Continued decline of retention rates could put sustainability of college at-risk.
Need to reduce workforce skills gap	Urgent	Long-term	All divisions	Loss of funding to support workforce development programs and initiatives.
Lack of academic and nonacademic student readiness	Urgent	Long-term	Academic Success Student Success	Continued decline of enrollment and retention rates for FTIC students.



FUTURE SEARCH PHASES I-IV

INITIAL FOCUS PRESENTATION

Division of Student Success - Military Installation

Dr. Mordecai Brownlee, Vice President

CAPTURED TRENDS/ISSUES

CAPTURED TRENDS/ISSUES

- Declining installation and overall enrollments
- Need for mobile ready, online and remote courses and services
- Onboarding perception is cumbersome and optimized for H.S. graduates

EVIDENCE SUPPORTING TRENDS/ISSUES

- AC/DoD TA data/MSS site data (85% TA for online & declining on-installation enrollments/higher cancellations)
- <https://www.militarytimes.com/news/your-military/2014/07/25/dod-tightens-tuition-assistance-rules/>
- <https://www.militarytimes.com/pay-benefits/2019/04/10/few-military-spouses-are-using-this-4000-benefit/>
- <https://www.militarytimes.com/education-transition/2019/07/23/fewer-troops-are-using-tuition-assistance-benefits/>
- Creation of ACOL and expansion of e-rate to out-of-state students
- https://www.einnews.com/pr_news/539474582/distance-learning-continues-to-grow-in-u-s-higher-education-on-campus-students-already-declining-pre-pandemic
- <https://edtechnology.co.uk/sponsored/5-current-trends-shaping-up-the-digital-learning-landscape/>
- Military services provide virtual services (Navy, Air Force, Army)
- Enrollment Coach model

TREND INVENTORY WITH STEEP-V

TREND	URGENT OR EXPLANATORY	SHORT TREND EXPLANATION	STEEP-V ASSIGNED
Declining military enrollments	URGENT	Students have a plethora of options when it comes to higher education. Easy onboarding with no out of pocket costs and the prevalence in online education allows students to stay with a school and complete regardless of where they end up in the military. Installation MOA's no longer aid in securing enrollments.	Value based Economic
Increase in mobile ready, online and remote courses & services	EXPLORATORY	Students have embraced technology and no longer cling to the traditional delivery mode of face to face. Asynchronous online courses allow for the greatest flexibility. Installation MOA's have been supplanted by the DoD MOU. The vast majority of students served do not see a face to face advisor, but are assisted virtually.	Value based Environmental
Easy onboarding preferred. Perception of SPC is cumbersome and optimized for local H.S. graduates.	EXPLORATORY	Students are put off when they perceive the admissions process to be complicated or more than a few steps and demanding of documentation. There are more steps for military due to waivers for testing, residency issues, the need for specialized documentation for TA. Students go where it's easy and they feel catered to.	Value based
Increased competition	EXPLORATORY	We market to the community at large but not specifically to military and veteran like other major competitors do. Top TA institutions were created for and cater specifically to military students across the globe. We compete with top for-profit institutions.	Value based Environmental

TREND INVENTORY, STEEP-V, TIME HORIZON & GAP/IMPACT ANALYSIS

TREND	URGENT OR EXPLANATORY	STEEP-V ASSIGNED	TIME HORIZON PLACEMENT	PROBABLE, POSSIBLE, PLAUSIBLE	GAP/IMPACT DISCOVERED	DIVISION/DEPT IMPACTED
Declining military enrollments	URGENT	Value based Economic	Long term	Plausible	Impact; fewer students with less contact hours resulting in less installation courses and services	AS/EM/MSS
Increase in mobile ready, online and remote courses & services	EXPLORATORY	Value based Environmental	Long term	Possible	Gap; increase in online and remote courses with increase in faculty DL online certifications and willingness to teach DL courses. Need to retain remote student support services.	AS/SS/MSS
Easy onboarding preferred. Perception of SPC is cumbersome and optimized for local H.S. graduates.	EXPLORATORY	Value based	Long term	Possible	Gap; onboarding should be easy and intuitive. There should be no gaps for students to opt out due to frustration. Military and veteran students are accustomed to specialized services.	EM/MSS
Increased competition	EXPLORATORY	Value based Environmental	Long term	Probable	Gap; marketing & promotion to demographic outside of local area. Online and remote programs and services.	PR/AS/EM

IF TRENDS & TIME HORIZON NOT MET, WHAT IS THE IMPACT?

TREND	URGENT OR EXPLANATORY	TIME HORIZON PLACEMENT	AREAS OF GREATEST IMPACT ACROSS CAMPUS	IMPACT TO CAMPUS IF TREND & TIME HORIZON NOT MET
Declining military enrollments	URGENT	Long term	AS/EM/MSS	Increased cancellation of JBSA courses with potential loss of MOA/office and classroom space with JBSA sites. Over-strength in MSS personnel and lack of return on investment.
Increase in mobile ready, online and remote courses & services	EXPLORATORY	Long term	AS/SS/MSS	Students will attend other institutions with programs and services to suit their needs. SPC can lose students and contact hours.
Easy onboarding preferred. Perception of SPC is cumbersome and optimized for local H.S. graduates.	EXPLORATORY	Long term	EM/MSS	Applicant stop out and incomplete admission percentages will increase.
Increased competition	EXPLORATORY	Long term	PR/AS/EM	Loss of students and enrollments/contact hours with regard to military and veteran students.



FUTURE SEARCH PHASES I-IV

INITIAL FOCUS PRESENTATION

Division of Student Success-GSVOTC

Dr. Mordecai Brownlee, Vice President

CAPTURED TRENDS/ISSUES

CAPTURED TRENDS/ISSUES

- Title III funding is eliminated.
- Veterans are experiencing multiple health issues
- Public support for Veterans is decreasing

EVIDENCE SUPPORTING TRENDS/ISSUES

- Budget Cuts, New Administration, Competing For Scarce Resources
- Increased Mental and Physical health problems are emerging with Veterans
- Press coverage decreasing, Public Support Decreasing, as wars drawdown/end.

TREND INVENTORY WITH STEEP-V

TREND	URGENT OR EXPLORATORY	SHORT TREND EXPLANATION	STEEP-V ASSIGNED
Title III funding is eliminated	Exploratory	As the Military downsizes due to budget cuts the number of Veterans will decrease as well thereby reducing the veteran population.	Economic
Veterans are experiencing multiple health issues	Exploratory	Due to the length of the Iraq and Afghanistan Wars many veterans deployed numerous times into combat and stressful situations. This has resulted in increased mental and physical health conditions requiring increased service.	Social
Public support for Veterans is decreasing	Exploratory	As the sustained wars continued and slowly declined the press coverage began to decline as well as the public awareness. This has resulted in less public support too include funding for veterans programs and services. This may impact non profit and	Social & Economic

TREND INVENTORY, STEEP-V, TIME HORIZON & GAP/IMPACT ANALYSIS

TREND	URGENT OR EXPLORATORY	STEEP-V ASSIGNED	TIME HORIZON PLACEMENT	PROBABLE, POSSIBLE, PLAUSIBLE	GAP/IMPACT DISCOVERED	DIVISION/DEPT IMPACTED
Title III funding eliminated	Exploratory	Economic	Mid-Term	Possible	Gap & Impact	GSVOTC, SS, SPC
Veterans are experiencing multiple health issues	Exploratory	Social	Short Term	Probable	Impact	GSVOTC, SS, SPC
Public support for Veterans is decreasing	Exploratory	Social & Economic	Short-Term	Probable	Impact	GSVOTC, SS, SPC

IF TRENDS & TIME HORIZON NOT MET, WHAT IS THE IMPACT?

TREND	URGENT OR EXPLORATORY	TIME HORIZON PLACEMENT	AREAS OF GREATEST IMPACT ACROSS CAMPUS	IMPACT TO CAMPUS IF TREND & TIME HORIZON NOT MET
Title III funding eliminated	Exploratory	Mid-Term	GSVOTC, SS, SPC	Possibly no support to Veterans and Families.
Veterans are experiencing multiple health issues	Exploratory	Short-Term	GSVOTC, SS, SPC	Limited support to Veterans
Public	Exploratory	Short-Term	GSVOTC, SS, SPC	Reduced support to Veterans



FUTURE SEARCH PHASES I-IV

INITIAL FOCUS PRESENTATION

Division of College Services

Dr. Vanessa Anderson, Interim Vice President

CAPTURED TRENDS/ISSUES

CAPTURED TRENDS/ISSUES

- Equipment and Infrastructure funding sustainability
- Increase in CS Evening Operations for MLK and SWC
- Down trend in Facility Revenue
- Down trend in Campus Postal Unit sales
- Changing compliance data and methodology requirements
- Cyber Security

EVIDENCE SUPPORTING TRENDS/ISSUES

- Expenditure reports / inventory reports
- Previous positions allocated were not filled or reallocated
- Reservation request change to accommodate Fee Exception
- Survey of several Campus Postal Units with CC transactions
- THECB and SACSCOC statements, policies, and guidelines (DOE direction)
- Metric standards/ environmental glitches

TREND INVENTORY WITH STEEP-V

TREND	URGENT OR EXPLANATORY	SHORT TREND EXPLANATION	STEEP-V ASSIGNED
Equipment and Infrastructure funding sustainability	Urgent	Fixtures, Furniture, and Equipment (FF&E) purchased from current grant funds will need support/service/replacement in the short to long term timeline. We will have limited resources to account for these needs.	Economic, Environmental, Political
Increase in CS Evening Operations for MLK and SWC	Urgent	No CS representation on either campus to assist evening faculty, student, address facility maintenance or safety issues.	Economic Political
Down trend in Facility Revenue	Urgent	Decline in facility rental revenue when Fee is waived	Economic Technological-upgrade equipment
Down trend in Campus Postal Unit sales	Urgent	Decline in USPS transactions impacted by “cash only”. Customer continue to requests credit card capability.	Economic Technological Political
Changing compliance data and methodology requirements	Urgent	Current SACSCOC responses and upcoming THECB reporting requirements have an immediate impact on the department, institution, and district.	Social, Environmental, and Political
Cyber Security	Urgent	Alignment to TAC (Texas Access Code); developing new procedures, dashboards/monitoring/ and applications requiring continuous computer updates	Technological

TREND INVENTORY, STEEP-V, TIME HORIZON & GAP/IMPACT ANALYSIS

TREND	URGENT OR EXPLANATORY	STEEP-V ASSIGNED	TIME HORIZON PLACEMENT	PROBABLE, POSSIBLE, PLAUSIBLE	GAP/IMPACT DISCOVERED	DIVISION/DEPT IMPACTED
Equipment and Infrastructure funding sustainability	Urgent	Economic, Environmental, Political	Mid-Term/Long-Term	Probable	Gap and Impact	Academic Success, Student Success, College Services
Increase in CS Evening Operations for MLK and SWC	Urgent	Economic Political	Short-term	Probable	Gap and Impact	Academic Success, Student Success, College Services
Down trend in Facility Revenue	Urgent	Economic Technological-upgrade equipment	Short-term	Probable	Gap and Impact	Academic Success, Student Success, College Services
Down trend in Campus Postal Unit sales	Urgent	Economic Technological Political	Short-term	Probable	Gap and Impact	Academic Success, Student Success, College Services
Changing compliance data and methodology requirements	Urgent	Social, Environmental, and Political	Short-term	Probable	Gap and Impact	Academic Success, Student Success, College Services
Cyber Security	Urgent	Technological	Short-term	Probable	Gap and Impact	Academic Success, Student Success, College Services

IF TRENDS & TIME HORIZON NOT MET, WHAT IS THE IMPACT?

TREND	URGENT OR EXPLANATORY	TIME HORIZON PLACEMENT	AREAS OF GREATEST IMPACT ACROSS CAMPUS	IMPACT TO CAMPUS IF TREND & TIME HORIZON NOT MET
Equipment and Infrastructure funding sustainability	Urgent	Short-term	Academic Success, Student Success, College Services	Enrollment, technological needs, infrastructure, programmatic needs; ability to address the gap in student needs
Increase in CS Evening Operations for MLK and SWC	Urgent	Short-term	Academic Success, Student Success, College Services	Health and safety of occupants, ability to address issues that may arise in the evenings, compliance, address issues in a timely manner
Down trend in Facility Revenue (Fee Exception Form)	Urgent	Short-term	Academic Success, Student Success, College Services	Adherence/compliance to Board Policy regarding facility use; revenue sustainability; Equipment replacement
Down trend in Campus Postal Unit sales	Urgent	Short-term	Academic Success, Student Success, College Services	Less foot-traffic, will not meet need of community; offer cash-less option/financial transactions (CC machine)
Changing compliance data and methodology requirements	Urgent	Short-term	Academic Success, Student Success, College Services	Non-compliance THECB/SACSCOC/Others, difficult to respond to needs of student/community; limited or incorrect data
Cyber Security	Urgent	Short-term	Academic Success, Student Success, College Services	Gov. compliance, risk acceptance, employee compliance, departmental data storage of confidential data



FUTURE SEARCH PHASES I-IV

INITIAL FOCUS PRESENTATION

Division of the President

Mr. Randall Dawson, Acting President

CAPTURED TRENDS/ISSUES

CAPTURED TRENDS/ISSUES

- HBCU status and funding
- Technology usage to meet student, customer and community needs
- Internal/External Communications
- Mitigating threats (strategy thinking v reactive)
- Alumni & Community Engagement (relations)
- Brand/ Reputation Management
- External Grants and Scholarships (workforce skills training & retooling of skills)

EVIDENCE SUPPORTING TRENDS/ISSUES

- <https://sites.ed.gov/whhbcu/>; FUTURE Act, HEERF awards, (CARES/CRRSAA), Title III Part B &F
- Digital divide, IT needs increased
- Analytic reports from each social media account show the levels of engagement by demographics
- Receiving unexpected funding w/restrictions and w/o a plan to accelerate funding by the DOE deadlines (CARES/CRRSAA/ARP)
- Alumni become donors / Alumni want to share their stories
- We must be adaptable/a good brand is always evolving/Our reputation in the media shines a positive light
- City of S.A. Retooling grants and other private agency grants

TREND INVENTORY WITH STEEP-V

TREND	URGENT OR EXPLORATORY	SHORT TREND EXPLANATION	STEEP-V ASSIGNED
HBCU/HSI status and funding	Urgent	Resurgence of funds to assist HBCU and HSI institutions' competitive standing	Political, Economic, Social
Alumni Engagement	Exploratory	Increased alumni participation in donations (endowments, scholarships, etc.)	Economic, Social, Value
Budget Planning/Needs Assessment	Urgent	The spending of federal funding will require advanced and strategic planning to ensure long-term sustainability and that the College is prepared to expedite the spending of funds judiciously.	Environmental/ Political
Move to Scale-- Current Technology	Urgent/ Exploratory	The current technology, including SharePoint; ACES; Outlook; ADOBE; IPADs, etc. is not fully leveraged by the institution or shareholders of Title III. Leveraging the extensive capabilities of technology can help improve systematic processes and tracking.	Environmental/ Technological
Internal vs External Communications	Exploratory: Urgent: There needs for balance. Sometimes outside communications take priority.	There is a digital divide and an increase in the demand for internal design in support of institutional initiatives.	Environmental, Technological

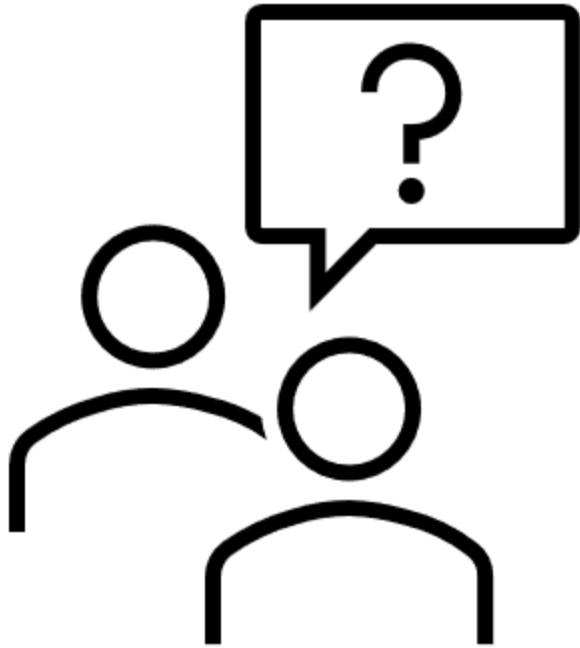
TREND INVENTORY, STEEP-V, TIME HORIZON & GAP/IMPACT ANALYSIS

TREND	URGENT OR EXPLORATORY	STEEP-V ASSIGNED	TIME HORIZON PLACEMENT	PROBABLE, POSSIBLE, PLAUSIBLE	GAP/IMPACT DISCOVERED	DIVISION/DEPT IMPACTED
HBCU/HSI status and funding	Urgent	Political, Economic, Social	Short-term	Possible	Impact	President's Division / Campus-wide
Alumni Engagement	Exploratory	Economic, Social, Value	Med-/Long-term	Possible	Impact	President's Division / Campus-wide
Budget Planning/Needs Assessment	Urgent	Environmental, Political	Short-/Medium-term	Probable	Gap and Impact	Campus-wide
Move to Scale-- Current Technology	Urgent/ Exploratory	Environmental, Technological	Med-/Long-term	Probable	Gap and Impact	Campus-wide
Internal vs External Communications	Exploratory/ Urgent	Environmental, Technological	Short-term	Probable	Gap and Impact	Campus-wide

IF TRENDS & TIME HORIZON NOT MET, WHAT IS THE IMPACT?

TREND	URGENT OR EXPLANATORY	TIME HORIZON PLACEMENT	AREAS OF GREATEST IMPACT ACROSS CAMPUS	IMPACT TO CAMPUS IF TREND & TIME HORIZON NOT MET
HBCU/HSI status and funding	Urgent	Short-term (6 Mos – 3 Years)	Campus-wide	Loss of funding; unmet institutional needs, such as capital projects/improvements and technology upgrades.
Budget Planning/Needs Assessment	Urgent	Med-/Long-term	Campus-wide	Unmet institutional needs; loss of accreditations; rippling effect; alignment (PBAC and scorecard)
Move to Scale--Current Technology	Urgent/ Exploratory	Ongoing	Campus-wide	Providing skills/training up to date for workforce; institutional advantage and competency
Internal vs External Communications	Exploratory/ Urgent	Short-term	Campus-wide	Internal/external technology; vertical and horizontal communication and breakdown of trust with stakeholders
Alumni Engagement	Exploratory	Medium-term (3-5 Years)	Campus-wide	Badge of honor; grass roots to high level advocates and storytellers; generational impact; competition

MAJOR QUESTIONS OR CONCERNS REMAINING FROM THE AUDIENCE FOR DIVISION/DEPARTMENT TRENDS, TIME HORIZON, & IMPACT



- **PLEASE OFFER QUESTIONS, CONCERNS, IDEAS, AND FEEDBACK TO THE DIVISION/DEPARTMENT AT THIS TIME.**
- THE SURVEYMONKEY LINK PROVIDED BELOW WILL ALSO BE AFTER THIS SESSION SO YOU CAN PROVIDE SPECIFIC RESULTS AFTER CONSIDERING ALL THE IDEAS PRESENTED.

<https://www.surveymonkey.com/r/7BMCZ92>



THANK YOU

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