

STAKEHOLDERS' STRATEGIC PLANNING REPORT | 2019



ALAMO
COLLEGES
DISTRICT

NORTHEAST LAKEVIEW COLLEGE

NORTHWEST VISTA COLLEGE

PALO ALTO COLLEGE

ST. PHILIP'S COLLEGE

SAN ANTONIO COLLEGE



Malcolm Baldrige
National Quality Award

2018 Award Recipient

SUCCESS



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EXCELLENCE



Letter from the Alamo Colleges District Chancellor

Dear ACD family and friends,

This has been a meaningful year for the Alamo Colleges District. On April 7th, ACD received the Malcolm Baldrige National Quality Award, the nation's highest presidential honor for performance excellence through innovation, process improvement, and visionary leadership. This is a significant recognition of our sustained focus on continuous improvement to achieve performance excellence and student success.

Our ACD strategic planning process (SPP), particularly the systematic stakeholders' strategic planning retreat conducted every year since 2005, has been a key factor for capturing the views of our ACD members, partners, and collaborators to identify priorities, formulate strategies, and inform organizational decision making. The SPP has undergone cycles of improvement and innovation leading to the incorporation of environmental scanning, SWOT analysis, scenario planning, coordinated and integrated planning, and post-retreat planning activities.

This year we began the planning process with twelve Conversations for the Future workshops, to extend and deepen the collection of voices and ideas from employees, students, and community partners at each of our colleges and district support operations. This activity strengthened the SPP by providing detailed information on our ACD challenges, advantages, and needs. It also demonstrated our organizational values of Students First, Community-Engaged, Collaboration, and Data-Informed. The results from our ACD Conversations for the Future were used during the working sessions of the ACD stakeholders' strategic planning retreat held on March 26, 2019.

All these improvements to planning strengthen our collective capabilities in leadership and customer and community service leading to better results.

This stakeholders' strategic planning report includes the Conversations for the Future results and prioritized big ideas for breakthrough innovation. Thank you for reading this report and using the information to guide your decision making process as we continue to strive towards accomplishing the ACD mission of empowering our diverse communities for success to ensure the economic and social mobility of our students.

Dr. Mike Flores
Chancellor, Alamo Colleges District

Letter from the Alamo Colleges District Chairman

Dear ACD family and friends,

As recipients of the prestigious Malcolm Baldrige National Quality Award, we are proud of our recognized performance excellence and student success achievements. The Baldrige Award positions Alamo Colleges District among the best in the nation. San Antonio College, St. Philip's College, Palo Alto College, Northwest Vista College, Northeast Lakeview College, and District Support Operations have made tremendous strides in support of our organizational mission, students, and community. The increased efficiency and effectiveness of our programs and work processes have clearly benefitted from our improvements and innovations in leadership, planning, employee engagement, and customer service, as guided by the Baldrige Excellence Framework.

A strategic focus on our core values of being data-informed and an emphasis on collaboration across ACD has enabled a more integrated strategic planning process where each of our five colleges and our district support operations communicate with and learn from each other, adopting best planning practices. In line with that focus, we welcomed the new Conversations for the Future, which consisted of facilitated workshops at each college and district support operations, where ACD employees, students, and community members discussed challenges, strengths, opportunities, priorities, and innovative ideas, providing a synergy of multiple voices to our planning activities.

The action focus themes and innovative ideas gathered from the Conversations for the Future during the Fall of 2018 were refined by the participants at the ACD stakeholders' strategic planning retreat in the Spring of 2019. Conclusions from the retreat were further discussed and prioritized by the District Leadership Team (DLT).

The Conversations results, retreat conclusions, and DLT-prioritized action focus themes and ideas for breakthrough innovation recommended for implementation are presented in this report. Its use will be valuable to inform ACD planning and decision making as we strive towards advancing the economic and social mobility of our students.

We look forward to many other opportunities for progress and celebration in performance excellence and dedication to our students and community.

Marcelo Casillas
Board Chairman

VISION, MISSION, VALUES, STRATEGIC OBJECTIVE AND GOALS

A.1.3 (Policy) College District Vision, Mission, Values and Goals

Responsible Department:
Office of the Chancellor
Board Adoption: 8-18-09
Last Board Action: 7-28-15
Last Amended: 9-17-19

Strategic Plan

For the Students, Employees, and Community of the Alamo Colleges. The Board shall adopt a strategic plan that will reflect and implement the vision, mission, and values of the College District.

Vision

The Alamo Colleges will be the best in the nation in Student Success and Performance Excellence.

Alamo Colleges Mission

Empowering our diverse communities for success.

**College Mission Statements:
See policies A.1.3.a - A.1.3.e hereinafter.**

Values

The members of Alamo Colleges are committed to building individual and collective character through the following set of shared values in order to fulfill our mission and vision.

- Students First
- Respect for All
- Community-Engaged
- Collaboration
- Can-Do Spirit
- Data-Informed

Strategic Objectives and Goals

Strategic Objective I: Student Success

Provide academic and student support and align labor market-based pathways with a focus on student access, completion, and social mobility.

GOALS:

- A. Identify, improve, and fund processes, instructional programs, and services designed to promote student success.
- B. Strengthen the approaches to outreach and onboarding to eliminate barriers to enrollment and accelerate students' progress toward their academic and career goals.
- C. Increase performance (retention, engagement, graduation, transfer, and job placement) of all students through development and improvement of our student resources and advocacy supports.
- D. Increase overall student performance by closing performance gaps between ethnic/racial, gender and socioeconomic groups.
- E. Define, align, assess, and improve student learning outcomes/competencies for all academic and workforce programs.

Strategic Objective II: Principle-Centered Leadership

Provide opportunities for Alamo Colleges District students and employees to develop as leaders and collaborators.

GOALS:

- A.** Incorporate personal and social responsibility, global citizenship, critical thinking, and life-long learning as the framework of principle-centered leadership into the culture of the Alamo Colleges District.
- B.** Build talent and empower all employees to improve collaboration and teamwork in support of the student success agenda.
- C.** Build and foster a robust internal and external communication system with students, employees, and community to improve collaboration, teamwork, partnership and trust.

Strategic Objective III: Performance Excellence

Continuously improve our student, employee, financial, technological, physical and other capabilities with focus on effectiveness, efficiency, and agility and quality.

GOALS:

- A.** Utilize the MyMAP framework to improve the overall student experience to accelerate students' progress toward their academic and career goals through the integration of advising and academic support and engagement processes and systems.
- B.** Improve the overall employee experience to accelerate employees' level of engagement, satisfaction, and performance.
- C.** Ensure sound financial management with emphasis on cost containment.
- D.** Maximize the purchase and use of technology to support student and employee success.
- E.** Develop an agile system of workforce innovation and intelligent risk taking through a shared contribution to data, action, value, and organizational success.

*Legal Reference - TACC Policy Reference Manual
AD(LEGAL) - Educational Role, Mission, Purpose,
and Responsibility*

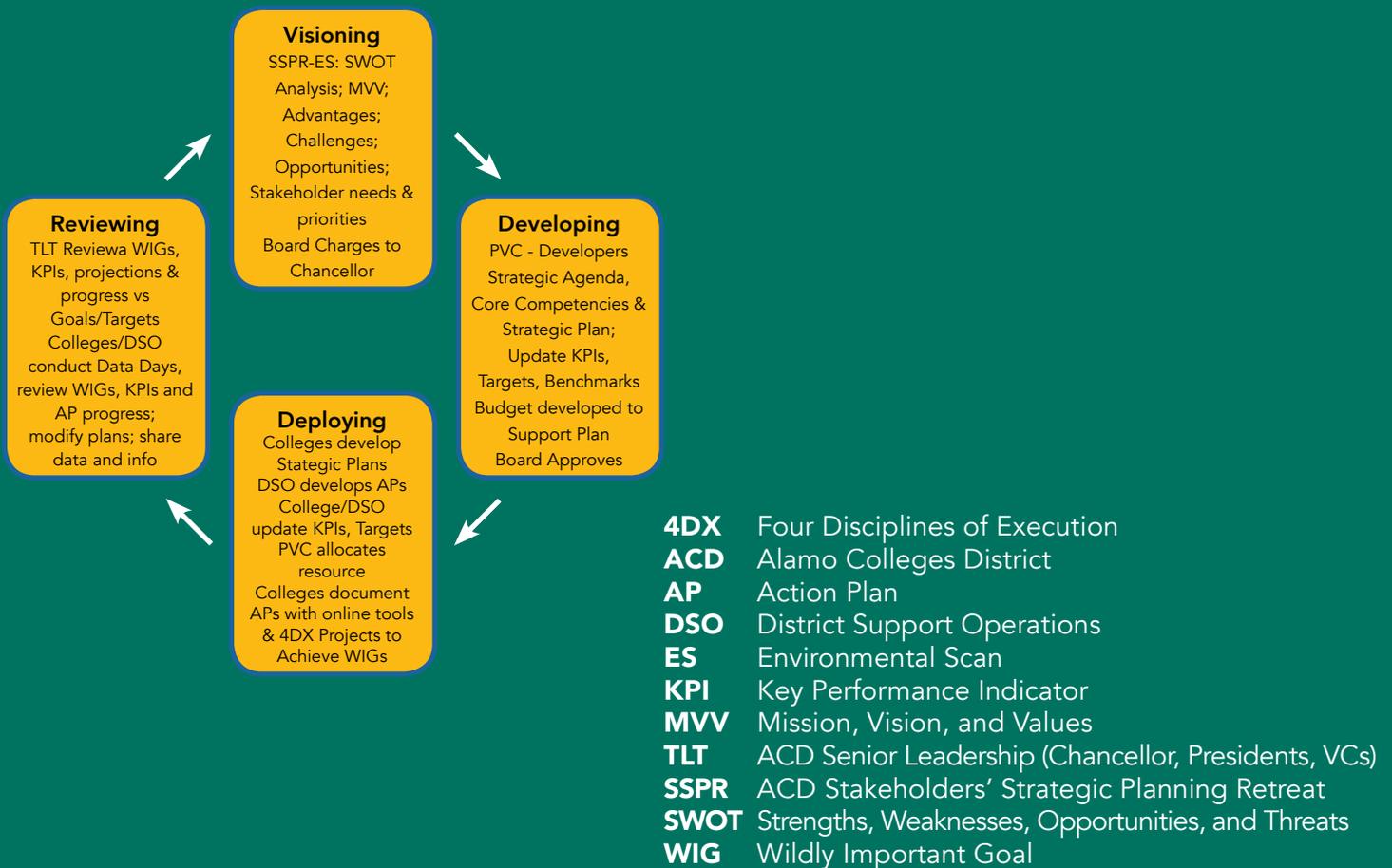


II. EXECUTIVE SUMMARY

This Strategic Planning report presents the background, methodology, stakeholders' action focus areas and themes from the 2018-2019 strategic planning process to include Conversations for the Future, recommended and innovative strategies, from the 2019 Alamo Colleges District stakeholders' strategic planning retreat.

Composed of five colleges (SAC, SPC, PAC, NVC, NLC) and District Support Operations, the Alamo Colleges District (ACD) organizes annual strategic planning retreats to ensure the participation of all stakeholders in shaping the future direction of the institution through strategy development and implementation.

The ACD stakeholders' strategic planning retreat was held at the Pearl Stable in the San Antonio Pearl Brewery on March, 26, 2019. The retreat was attended by over 200 participants, including faculty, staff, administrators, students, and community members. This broad stakeholder representation ensured the participatory aspect and the systematic implementation of the ACD strategic planning process.



III. CONVERSATIONS FOR THE FUTURE

In fall 2018 and spring 2019, the Chancellor of the Alamo Colleges District, Dr. Mike Flores, engaged 1,300 employees, students, and community members in conversations for the future. Facilitated by Mary Flanagan of Strategy and Leadership, LLC, these conversations were designed to allow for a shared voice at the table by engaging in helpful dialogue with one another in the future strategic planning of the district.

Below are the titles of the conversations, indicating new issues/topics to be considered by the Alamo Colleges District as ways to maximize student success and performance excellence. Issues/topics are provided by colleges, students, district support operations, and community.



SAN ANTONIO COLLEGE

- 1 How important is staff and faculty attitude to positively impact student success and performance excellence?
- 2 How do we build, improve, and enhance engagement?
- 3 How can the change start with me?
- 4 Improve the overall student experience by defining employee roles.
- 5 Vision of New Chancellor, case management, staff flexibility for professional development, monthly wide staff and faculty meeting
- 6 Benefits & incentives for employees
- 7 What positive actions can we take to improve student success from enrollment to graduation?
- 8 Professional Development/Training and Conference attendance
- 9 What are community colleges doing in the nation?
- 10 How do we perceive and define student success?
- 11 Cohort care
- 12 Internships and mentorships
- 13 How can we improve student success?
- 14 Equitably compensated, full-time staff and full-time faculty, minimizing reliance on part-time staff and adjunct faculty



PALO ALTO COLLEGE

- 1 Non-traditional students
- 2 How can we better prepare our students with career exploration before applying for admission to the college?
- 3 People First
- 4 How do we create a seamless application to enrollment process?
- 5 What role do we play in addressing inequities in our community to prepare our students for success?
- 6 Easier enrollment process, More community involvement & engagement, Student-ready college (shifting lens from what we think students need, and putting ourselves in the students' shoes and develop programs, course loads tailored to their needs, Intentional conversations on best practices (post conferences)
- 7 How can we better allocate the budget to support student success goals?
- 8 Recruitment & enrollment: the holistic approach, customer service is great (calling students); The weekly Celebration breakfasts



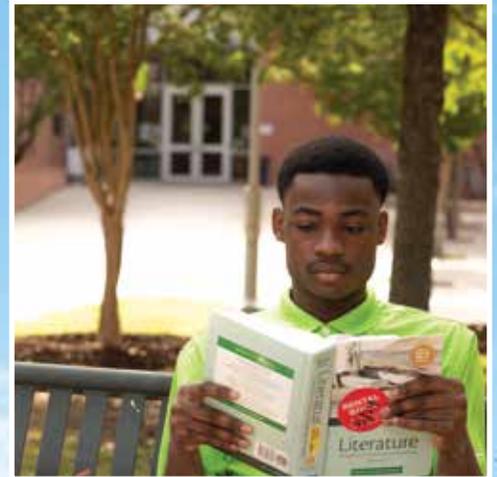
ST. PHILIP'S COLLEGE

- 1 How can we serve you? Remove unnecessary obstacles to student completion, from admission through graduation. Keep student perspective in mind in all transactions
- 2 Create a seamless and more streamlined pathway for student earning and success in their academic programs/career
- 3 Streamlining of and creating effective processes (are our processes effective? Do we need to reassess our processes?)
- 4 Cannibalizing & duplication of programs and services by the district developed by St. Philips College: Application, Grants, Workforce Development
- 5 Low attendance at Student Orientation
- 6 Hi tech/ hi touch – include human element to distance education (The ever-increasing distance education excludes social experience)
- 7 How do we ensure we are graduating holistic students as well as skilled workers?
- 8 How do we better take care of our employees so we can better take care of our students?
- 9 Student engagement
- 10 How do we make our students aware of their opportunities but also let them know of the pitfalls?
- 11 We take care of our own with respect for all through actions and words, collaboration, professional communication and ethical decision making
- 12 Alamo Advise Model
- 13 What can I do to change the culture?
- 14 How are we providing student advocacy and teaching them by example how to be their own advocate in life?
- 15 Innovation & intelligent risk taking to curtail initiative overload
- 16 Propelling the Alamo College District into the future to be the best in its class
- 17 Creating a culture of caring on campus – CCCC: ECHS, Dual & Students
- 18 Let me help you redirect the conversation to new topics
- 19 Student advocacy
- 20 Ask not what Alamo Colleges can do for me, but what can I do for Alamo Colleges
- 21 Innovative ideas we should be discussing to prepare ourselves and our students for the future
- 22 How can we help our students be the best employee or best transfer student they can be?
- 23 Total Innovation
- 24 Strengthening the Pathways Model with the curriculum and the advising process
- 25 Everything we do should reflect and impact the success of the students. Ant-Mentality for our students! All for one student



NORTHEAST LAKEVIEW COLLEGE

- 1 How to increase engagement and its delivery (college-wide). Full empowerment of staff. Becoming more agile for today's growing/changing workplace
- 2 Retention of quality employees, including tenure and improved compensation
- 3 Help me understand?
- 4 Balancing the need for teaching fundamental knowledge with the ever-evolving ways to acquire knowledge (e.g. virtual reality). When is convenience a detriment to learning?
- 5 How do we get concrete results? We need to figure out what results we are looking to acquire and then attack each problem individually. We start by taking one issue at a time and try to reduce cynicism
- 6 How can we be more solution driven?
- 7 Embracing diversity on campus. Cultural/Identity competency, student organizations, multicultural center and resources
- 8 No title
- 9 How can we better serve our roles & responsibilities and align our resources to serve our communities? Process for program availability at each college, change the conversation about program duplication, to right-size ourselves to ensure serving student needs. How can we provide opportunities for dual credit in a fiscally responsible way, eliminate redundancy (multiple schools serving the same schools)?
- 10 How are we going to afford NLC growth? What will we do to help our students be successful now? How can we integrate students' financial and services into local NLC student services?
- 11 How can administration help staff & faculty be successful and happy in their job?
- 12 Development education
- 13 Community engagement. Employee welfare.
- 14 How are you? Do the colleges serve the district or does the district serve the colleges? How can I help make things better? True 360 evaluations
- 15 Improve and update policies & procedures
- 16 No title
- 17 Silos – needing to eliminate silos (we work well together); Classroom space – we have enough space
- 18 Student success & looking to the future
- 19 Balancing our duties at work and our personal duties
- 20 Can we move the conversation from the focus on awards and accomplishments to the focus on opportunities for expanding our reach in our communities?



DISTRICT SUPPORT OPERATIONS

- 1 Putting Staff First
- 2 Design and standardize quality processes
- 3 We are in this together
- 4 Enhance collaborative communication to reach our students where they live & better showcase our students to the community
- 5 Students who are doing poorly classes – relook at faculty and their students who are barely passing or withdrawing
- 6 Student support after they get to us
- 7 Marketing/outreach to parents and students that could most benefit from Alamo Colleges
- 8 How do we resolve the ongoing broken record issues within the District and throughout the colleges?
- 9 College District conflict, delineation between the college and district, not enough funding.
- 10 Strengthen advising communication to all students
- 11 Strengthening District-wide collaboration
- 12 Employee development
- 13 Enhancing the processes for identifying, maximizing, and recognizing employee talent for the benefit of the employee experience
- 14 Building trusting customer relationships
- 15 Strategic degrees
- 16 The need for a robust employee intranet hub that is user-friendly and easy-to-access that is the single point of contact which is accepted, supported & universally utilized
- 17 Cultural relatability
- 18 We need to feel we are part of the mission of student success and performance excellence; to be engaged with each other and with students/ how are students being served?
- 19 Develop a process to communicate and reinforce the role of CSI and how the office can help the colleges with the entire student process. Additionally, open the conversation to how colleges can help us with the many processes performed as part of the application, enrollment, attendance and graduation of each student
- 20 Redesigning employee development day to include
- 21 Transparency with communication leading to resolutions



COMMUNITY PARTNERS

- 1 All dual credit courses taken by high a school student must be part of a career plan for that student
- 2 Benefits of attending community college
- 3 Group 3 - No Title
- 4 What's driving the question of how to maximize student success and performance over the next 5 years
- 5 Career Development/Social Equity/Increased Outreach earlier in the educational pipeline
- 6 Digital disruption and how it affects learning and application/knowledge delivery
- 7 Act upon the impediments to on-time program completion
- 8 How are we maximizing innovation through our strategic partnerships? Can Alamo Colleges become more than just a price point?



NORTHWEST VISTA COLLEGE

- 1 Maximizing student success
- 2 The holistic student experience
- 3 Organizational Commitment to Employee Success That's Comparable to Its Commitment to Student Success
- 4 Empower the leader in every seat and allow your voice to be heard
- 5 Can we integrate marketable skills and social behaviors into our curriculum and other activities, without losing academic rigor?
- 6 Implementation of New Initiatives
- 7 Increase our marketing presence and potential across all
- 8 Evaluate programs offered to adult learners such as a fully online program, weekend college, workforce programs and make sure to establish cohorts
- 9 As part of our Baldrige journey we have identified poverty as our competitor. Take an inventory of current resources available at each of the college to identify best practices that can be shared with all colleges
- 10 Premier transfer institution and premier workforce institution
- 11 Utilizing our strengths and creating a culture of communication
- 12 Accessible Education/Equity in Education
- 13 How can we streamline bureaucracy of online platforms, i.e. 4DX, WIG, Smart Goals, WEAVE, self-evaluation, performance evaluation, competency assessments? Determine professional development training that are core rather than optional
- 14 Shared responsibility/shared success
- 15 Student Success: how successful students are? Did they go into the military? More credible information of graduation rate, What is our Vision? What is student success? Have we identified our new issues? Fumbling on the hands-off from transfer to others. Not incentives from the hand-offs. Lack of data. Lack of data from universities if our students are succeeding. Utilizing our strengths and creating empowering leaders that are putting the non-profit business out of business
- 16 Inclusion (Beyond recognizing the existence and importance of diversity)
- 17 Increase outreach in the west side Increase transportation to WETSI and NVC (work with VIA to create a new route/ adjustment of existing routes/more direct routes) At the individual level Networking: Attend community events, Participation in community committees. How is Alamo Colleges going to do this?
- 18 College individuality/identity, Equity and services for students, Performance evaluations – make it simple and meaningful to individuals



NORTHWEST VISTA COLLEGE STUDENTS

- 1 Better assistance for student parents
- 2 Student advising, campus lighting
- 3 Misinformed staff, lockdown & security procedures
- 4 Resources for students - communication.
- 5 Food, menu, price, quality; GED
- 6 Student allowance for printing

PALO ALTO COLLEGE STUDENTS

- 1 Gymnasium & track
- 2 Class fairs & workshops
- 3 Prep & teaching for entry licensed exam
- 4 Via transport, Map installations on campus
- 5 Student advising, sleeping pods for students
- 6 Work study
- 7 Parking, fees, credits, adult readiness
- 8 Departments for every field of study
- 9 Adapting to the future, student debt
Facilities and equipment for programs

ST PHILIP'S COLLEGE STUDENTS

- 1 VA advising
- 2 Facilities (colors, lightning, uneven roads/ drainage, gym expansion)
- 3 Affordable housing, books & resources, 4-year institution tours, job placement
- 4 Dual Credit w/ College Students – tuition and fee pay differences
- 5 Food, advising, welcome center

NORTHEAST LAKEVIEW COLLEGE STUDENTS

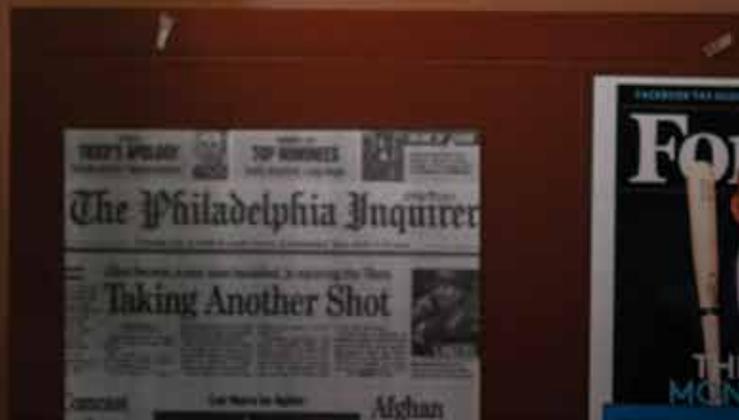
- 1 Night Security
- 2 Accessibility of Security Officers
- 3 Preparing and teaching for entry license exams
- 4 Bookstore, library, communications
- 5 No title
- 6 Club participation & awareness
- 7 Line of communication – Email, Bulletin Board, Screens



SAN ANTONIO COLLEGE STUDENTS

- 1 Internships, job banks, desk size, SDEV
- 2 Auditing classes
- 3 No title
- 4 Communication, facilities
- 5 Security, lockdown procedures
- 6 Communication between AC & Universities
- 7 Serious situation procedures
- 8 Professional Development/Training and Conference attendance

ACHIEVEMENT



IV. DISCERNING THEMES:

Identifying Action Focus Themes from the *Conversations for the Future*

In preparation for the 2019 ACD stakeholders' strategic planning retreat, data collected from *Conversations for the Future* was reviewed to identify action focus themes for ACD. They are listed in priority order based on frequency of mention and categorized as follows:

A. What is Working Well That We Must Protect and Preserve?

- Student support
- Special programs – curricular and support based
- Unique college culture and autonomy
- Community engagement and integration
- Collaboration
- Scholarships, overall affordability
- Employee empowerment
- Diverse offerings
- Quality of teaching/ staff
- Facilities improvements

B. What is Not Working Well that We Must Stop Doing?

- Enrollment too complicated, not enough advisors, fees/costs
- Facilities/ systems
- Faculty (morale, class size)
- Metrics (4DX, WIGs, SLOs)
- Pace of change w/ initiative ID and implementation
- Autonomy (lack clarity re: District vs. College)
- Meetings (redundancy, too many, overuse of same participants, etc.)
- Budget – resource allocation (District, employees, students)
- DCHS/ECHS (model for funding class size)
- Technology (implementation and training)

C. What Needs to Be Strengthened, Improved, or Fixed?

1. Human Touch

- Improve communication across the board
- Collaborate and coordinate
- Civility (empathy, institution: institution, 1:1)

2. Student Support

- More support for students on path from application to graduation
- Consistent levels of student advocacy – social mobility support
- Increase financial support for students
- Increase student leadership development

3. Employee Support

- Employee pay
- Hiring process
- Employee career mobility

4. Infrastructure

- Improve technology for everyone
- Clarify & simplify processes for everyone
- Parking
- Security – safe environment

D. What is Important to Stakeholders?

- Optimize unique College cultures and autonomy. Clarify District and College relationship
- Students First!
- Communication: internal/external, bottom-up/top down/, linear/across all sectors and silos
- Community partnerships are key – workforce development
- Collaboration is critical
- Employee experience impacts success
- Safety is important
- Data – meaningful collection and use
- Need to simplify processes

RETREAT OVERVIEW AND METHODOLOGY

The purpose of the ACD Stakeholders' Strategic Planning retreat was to generate strategic recommendations for the ACD Tactical Leadership Team or (TLT), (senior executive leadership composed of the Chancellor, five college Presidents, and five Vice Chancellors) to use in subsequent planning meetings to make decisions on ACD strategies and continuous improvement opportunities to accomplish the mission.

The retreat started with the opening remarks by the Chancellor, followed by an overview of the current progress of SA2020 by Ms. Molly Cox, President and CEO of SA2020, and by a data update and discussion on the state of ACD performance excellence by the Vice Chancellor for Planning, Performance, Accreditation, and Information Systems. The PowerPoint presentations on the opening remarks, SA2020 progress, and performance excellence state of ACD are available at <http://alamo.edu/district/planning/strategic-planning-retreat/> After these presentations, participants engaged in three retreat working sessions, focused on the Conversations and innovative big ideas.

Conversations for the Future, a new strategic planning activity started in the Fall of 2018, involved facilitated workshops conducted at each campus with separate groups of employees, community members, and students to identify areas of concern and priority for the Alamo Colleges District to address. During the 2019 ACD stakeholders' strategic planning retreat's first working session, Conversations results were used, along with environmental scanning information, as background information by participants to further discern action focus themes.

The second working session generated consolidated action focus themes from the Conversations. The third working session focused on the determination of big ideas for breakthrough innovation by ACD senior leaders.

At the end of the retreat, participants completed an evaluation of the retreat experience. Subsequent to the stakeholders' retreat, the Alamo Colleges District Leadership Team (DLT) analyzed, prioritized, and recommended a selected group of big ideas to the ACD Tactical Leadership Team (TLT) for implementation.



LEADERSHIP



V. CONSOLIDATING THEMES FROM ACD: Identifying Action Focus Themes from the *Conversations for the Future*

During the 2019 ACD stakeholders' strategic planning retreat, participants identified areas of focus from the Conversations for the Future workshops and consolidated them into 17 action focus themes. They are listed by the 3 Alamo Way strategic objectives in the following table:

OVERALL CONSOLIDATED ACTION FOCUS THEMES FROM CONVERSATIONS FOR THE FUTURE

STUDENT SUCCESS	PRINCIPLE-CENTERED LEADERSHIP	PERFORMANCE EXCELLENCE
<ul style="list-style-type: none"> Processes 	<ul style="list-style-type: none"> Holistic Student Experience 	<ul style="list-style-type: none"> Facilities and Risk Management
<ul style="list-style-type: none"> Enrollment 	<ul style="list-style-type: none"> Empowering All People to Lead 	<ul style="list-style-type: none"> Student Experience
<ul style="list-style-type: none"> Dual Credit 	<ul style="list-style-type: none"> Strength through Collaboration, Communication in Community 	<ul style="list-style-type: none"> Employee Experience
<ul style="list-style-type: none"> Student Engagement in and out of Classroom 	<ul style="list-style-type: none"> System Innovation 	<ul style="list-style-type: none"> Data Informed Performance
<ul style="list-style-type: none"> Advocacy 	<ul style="list-style-type: none"> Meeting Individuals Where They Are 	<ul style="list-style-type: none"> Internal and External Communication
<ul style="list-style-type: none"> Pathways 	<ul style="list-style-type: none"> Engagement 	

Details for each of these action focus themes, as determined during the strategic planning retreat, appear in Appendix A.



INNOVATION



VI. FORMULATING BIG IDEAS: Identifying, Developing, and Reporting Big Ideas for Breakthrough Innovation

During the 2019 ACD stakeholders’ strategic planning retreat, participants discussed innovative ideas for possible implementation by ACD senior leaders. Participants identified the most significant big ideas, provided details about their contribution to solutions, importance, and potential impact, and reported them verbally and in writing. The selected big ideas were categorized by the 3 Alamo Way strategic objective as follows:

STUDENT SUCCESS

BIG IDEA	PROBLEM ADRESSED	COMPELLING POINT	POTENTIAL IMPACT
<p>1. Alamo Tech EAS (Equipment, Assess and Support) All students will participate in AlamoTechEAS that includes equipment, such as laptop, access to a portable hotspot & support through sponsorship during enrollment period.</p>	Lack of resources due to poverty;	Supports social mobility without access.	Market penetration will be increased; ACOL expansion and growth.
<p>2. Alamo Housing and Alamo Transit True living communities: Mentors, living and learning communities (AlamoINSTITUTES), leadership development, work study, student employment.</p>	Improve our ACD’s delivery of ACOL; Enroll without barriers.	Improves lives of students, helping families, true living communities. Also, creates traditional type college environment, allows seamless transfer to a University.	Retention, increased enrollment/ full time students, persistence, completion, and supports healthy families.
<p>3. Alamo Pathways All students will enter college in cohorts aligned to discipline/career goals. Their pathways will be embedded with experiential learning and a capstone experience. Each cohorts will develop a peer mentoring, advising, and advocacy model.</p>	Housing insecurity, transportation, improve retention, persistence, completion and safety.	Wrap around all-inclusive service for students, enhances everything we do. Everything is available, just needs to be connected, the resources are there. It empowers our students. Increased faculty/student/staff engagement.	Academic and personal enrichment, building marketable skills, creating more leaders, increased student engagement, building social capital.
<p>4. One-Day Enrollment Complete the whole enrollment process in one day.</p>	Improve persistence, retention, and graduation rates for better careers and to achieve higher income. Developing strong marketable skills such as teamwork, leadership, communication, social and personal responsibility.	Addresses barrier and accessibility; Streamline processes.	Increase student enrollment, which then impacts retention, persistence, and completion – social and economic mobility.

BIG IDEA	PROBLEM ADRESSED	COMPELLING POINT	POTENTIAL IMPACT
<p>5. Free College Plus We want to champion a radical investment in our community by providing free higher education AND addressing students' basic needs via institutional support for built-in wrap around services and funding/support for students' needs outside of the classroom. (Health care centers, housing, out-side of classroom needs, address needs proactively and up front for students instead of reactively, first-dollar approach where possible).</p>	<p>Address affordability, cost of college attendance, persistence, graduation/transfer, and economy.</p>	<p>Provide support to students to be successful.</p>	<p>1.4 billion in economic return for the city. Increase people in the community who have credential/degree and meet needs of local workforce. Address state 60x30. Increase number of community members employed at a living wage. Free up social services for people who really need it. Provide a way to address poverty in Bexar County. Impact generations to come. Lessen student loan debt and default rates.</p>
<p>6. Eliminate General Education Course Requirements on 2-Year and 4-Year Degrees (allowing students to only focus on courses that pertain to their major)</p>	<p>The length of time associated with completing a 2-year/4-year degree (complete an associated degree in 1 year or complete a bachelor degree in 2 or 3 years. Eliminated the amount of money associated with obtaining at 2-year/4-year degree.</p>	<p>Students will be integrated into the workforce sooner/filling the needs of the local area.</p>	<p>Get students into the workforce sooner, increase graduation rates, meet the demands of the workforce by letting the workforce design the curriculum.</p>
<p>7. Cross-College Class Sharing A new hybrid cross-college class sharing that allows students from multiple locations to attend class in a pseudo-classroom environment.</p>	<p>Addresses low enrollment cancellation and dual credit class offerings.</p>	<p>Allows classes to make rather than cancelling; ensures an effective use of resources.</p>	<p>Retention, completion, low enrollment disciplines have the opportunity to have classes make.</p>
<p>8. Competency-Based Education for Targeted Industries A personalized academic model built around intentional and transparent curriculum with multiple forms of assessment. Students acquire and demonstrate their knowledge by engaging in learning experiences that align with clearly identified student learning outcomes. Students are supported by proactive guidance from faculty and staff.</p>	<p>This BIG IDEA will increase and improve our prior learning assessment strategies, will reduce student cost to credential and it will increase enrollment.</p>	<p>It is extremely innovative. It promotes the three pillars of the Alamo Way; it addresses many of the action focus themes under each pillar.</p>	<p>The idea will reduce the time to degree completion and the expense for students.</p>
<p>9. Free Instructional Materials Alamo Colleges students will receive all textbooks and learning materials at no cost. To go along with our AlamoPROMISE, textbooks and learning materials will also be offered at no cost to students.</p>	<p>"Alamo Colleges students will receive all textbooks and learning materials at no cost!" To go along with our AlamoPROMISE we would like textbooks and learning materials to also be at no cost to students</p>	<p>This is aligned with our AlamoPROMISE.</p>	<p>Providing textbooks/learning resources to our students, at no costs, would complement our AlamoPROMISE.</p>
<p>10. 24/7 Mental Wellness Services.</p>			

PRINCIPLE-CENTERED LEADERSHIP

BIG IDEA	PROBLEM ADRESSED	COMPELLING POINT	POTENTIAL IMPACT
<p>1. Creating Higher Education Leaders Commitment of faculty, staff and administration to hire, train, develop and provide incentives (tuition/childcare) to students through a higher education and leadership career path.</p>	Financial burden, experiential learning, soft skills, leadership/professional development certification, competitive edge.	Provides meaningful support to students through hands on experience, tools, certifications and incentives (tuition and/or childcare reimbursement) for success.	Return on investment, trained employees, growing a diverse leadership that understands our students because they were our students.
<p>2. Fresh Start 2.0 A retention specialist that meets students and individuals where they are, including their home(s), to assist them in staying in college or returning to complete if they have stopped out.</p>	Student retention and completion.	Unheard of, practice with other entities, for example ISD's.	Increased retention and completion at all Alamo Colleges.
<p>3. Synchronous Learning. Classroom without Barriers Allow students with flexibility in the modality in which they can take the class- face-to-face, blended/hybrid, and online (synchronous learning as well as asynchronous).</p>	Breaks down barriers to attend class but they also have the option of having the face-to-face activities.	This is another way to meet our students where they are.	Allow students more flexibility if they have to work and if a family emergency happens. This will allow us to meet our students where they are.
<p>4. Student Housing Build substantial housing opportunities for qualified students that provides a community with access to essential services, open year-round, with transportation to and from campuses.</p>	Housing insecurity, travel logistics, food insecurity, retention rates, student engagement.	It will accelerate social mobility, and help us improve the community.	Higher retention/graduation rate, improved student engagement, educational attainment.
<p>5. AlamoINTERACTIVE – Robust ACD Interactive App An app that connects students to class schedule, Student financial aid, communicate with advisor, campus life, food, transit, 2-way interactive campus map, admissions, hit "emergency call", and link to Canvas app., put ACE form on app that links to counselling resources.</p>	Improve communications and access to information, simplify the enrollment process.	Student stated that works better with life and provides access wherever they are.	The number of people who download it and # of hits of use; and bigger picture, streamline the access to information/communications. Survey students on ease of use, accuracy, etc.
<p>6. Leadership Development Innovation Completely redesign leadership development for every ACD employee. Invitation to everyone to grow, develop and contribute in a way they have not been able to.</p>	Eliminate disengagement, narrow point of view; Create an instinct to trust and innovation.	Create a potential to retain through individual empowerment.	Changes in leadership, employee buy-in, and engagement at all levels, address social justice needs of the community, leave trivial issues behind, enviable workforce, agility to innovate to meet future needs, effective movement to create profound outcomes in ACD in our community, "We are all in this together" culture; improvement in the quality of life of all student and employee matters, mindset of creative innovation.

PRINCIPLE-CENTERED LEADERSHIP continued

BIG IDEA	PROBLEM ADRESSED	COMPELLING POINT	POTENTIAL IMPACT
<p>7. Program-Based Learning Change the budgetary process to begin at the program level and to work it upwards.</p>	Improve decision-making, collaboration and accountability.	Builds collaboration, accountability and empowers employees.	Validates and affirms the work of your teams. Improves accuracy of decision-making.
<p>8. Access to Technology – Free Laptop and Internet Enabled Access/Data Plan for All Students Reduces barriers to students who cannot afford the technology and creates 24-hour access to complete work and not be tied to library or coffee shop Wi-Fi.</p>	Creates Access to technology, availability to get work completed and can increase enrollment with the technology incentive.	Diminishing barriers and increasing access to technology. Technology is ever changing, but the incentive is to complete college before your laptop ages out.	A strong equalizer and equity for students to all begin the same footing.

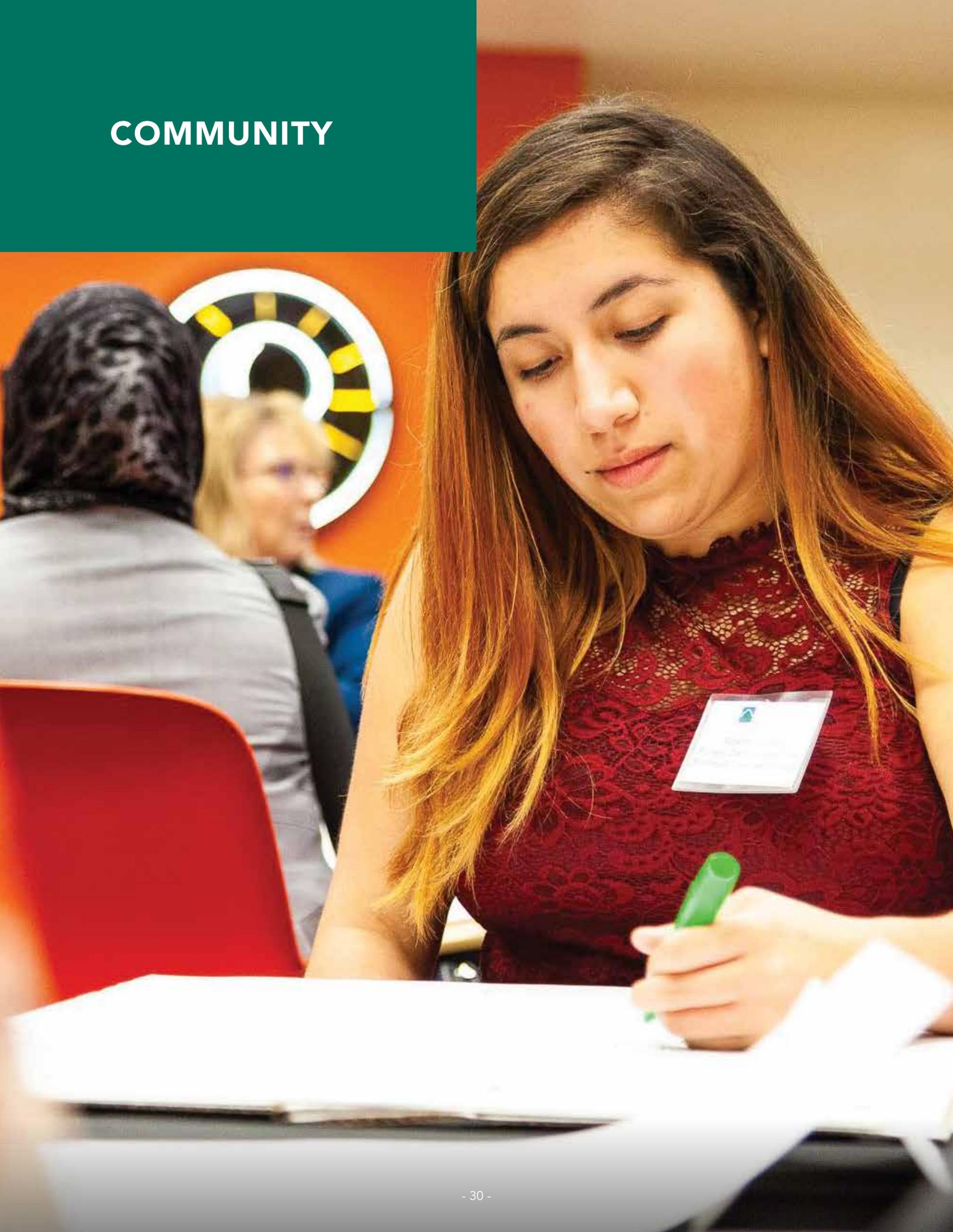
PERFORMANCE EXCELLENCE

BIG IDEA	PROBLEM ADRESSED	COMPELLING POINT	POTENTIAL IMPACT
<p>1. Establish Nursing programs for each of the campuses Establish a nursing program at the remaining colleges in a phased approach, starting with Northwest Vista College; examine opportunities to partner with JBSA and METC.</p>	Will create high demand/ high-wage occupation; will reduce wait lists for current nursing programs.	High-wage occupation that meets the needs of the community; helps increase wage and creates jobs; viable pathway.	Immediate increase in enrollment; advance 60X30 plan; enhance reputation of ACD; meet workforce demand through sourcing demand with local talent versus outsourcing; reduce poverty; mutually beneficial because nurses would be local folks caring for their neighbors.
<p>2. Merit Pay, Recognition & Employee appreciation – Establishing Equity Across All Employee Classifications</p>	It will improve employee morale, incentivize additional academic attainment, attract and retain high level employees, and improve employee pay.	Increase employee recognition and employee morale. Provide more opportunities for staff advancement/promotion. Provide supervisors the opportunity to give employees special incentives to help drive performance. It will put a 'positive twist' to the staff evaluation.	Stronger employee morale, recruit and retain high quality employees.

PERFORMANCE EXCELLENCE continued

BIG IDEA	PROBLEM ADRESSED	COMPELLING POINT	POTENTIAL IMPACT
<p>3. Guaranteed Job after Graduation with a Living Wage (for those interested in a job following graduation). Guaranteed living wage job upon graduation utilizing skill set gained in college (for those interested in a job following graduation).</p>	<p>Poverty, underemployment, enrollment, students can see the end goal, persistence, retention.</p>	<p>Addresses job gaps, educational gaps, income gaps.</p>	<p>Decrease in poverty, shrinking disparity gap, increasing value of education.</p>
<p>4. Alamo Intelligence Assistance "Hey Alamo" Google/Siri-like knowledge base search and response assistance for Alamo Knowledge.</p>	<p>Consistent and efficient access to information on-demand (students and employees).</p>	<p>Innovative.</p>	<p>Increase efficiency, ease of access to information, meeting students where they are at (mobility).</p>
<p>5. Free Daycare for Students and Employees Providing students and employees no cost daycare will alleviate hardships, improve employee / student engagement and performance and increase enrollment, persistence, completion and retention.</p>	<p>This will alleviate hardships, improve employee / student engagement and performance and increase enrollment, persistence, completion and retention.</p>	<p>We will have a financial impact on students, faculty and staff.</p>	<p>This will improve the culture and engagement across all Colleges and the District.</p>
<p>6. Robust Path to Career/ Credential to Career We commit to your career connection to create your future pathway and transition. All students are guaranteed a relevant connection to an employment opportunity.</p>	<p>Will help break the cycle of poverty; alleviates unemployment and underemployment.</p>	<p>It's a win-win-win. AAA "rating" of Alamo Colleges degrees. Graduate starts a career; Employer has educated workforce; Alamo Colleges achieves goals.</p>	<p>Holistic approach to career pathway and career success; Economic mobility for graduates; prepared, talented workforce for the community.</p>
<p>7. Alamo Anytime (A different kind of AA: A Degree in 12 steps or less) Provide a laptop and Internet service to any registered student and allow them to take class any time.</p>	<p>Remove issues with access to technology for all students. Eliminates barriers to traditional scheduling. Eliminates personal barriers like needing child care and transportation.</p>	<p>Moving toward eliminating the digital divide.</p>	<p>Increase computer literacy, increase enrollment, increase graduation, and increase access to our colleges.</p>

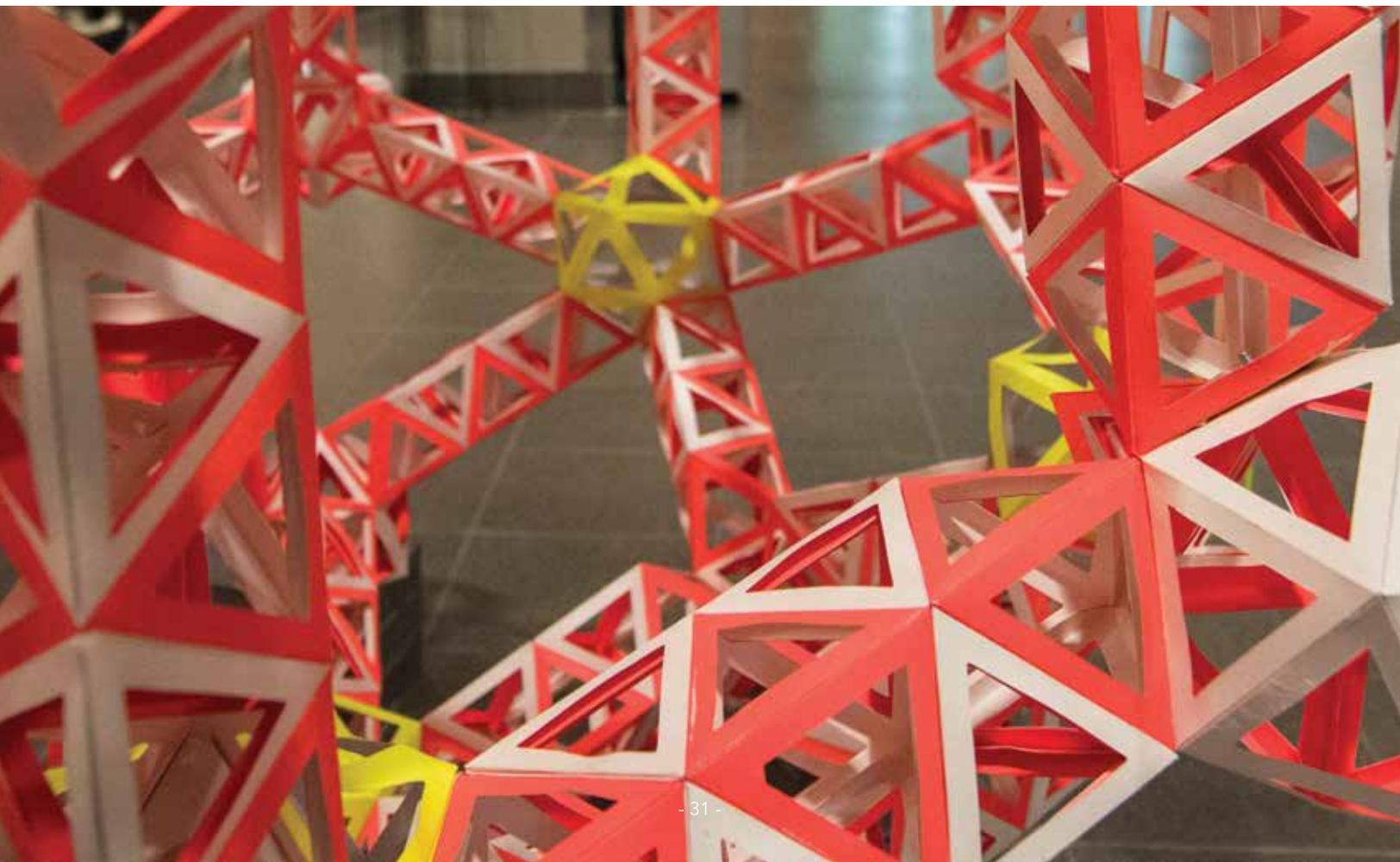
COMMUNITY



VII. RECOMMENDATIONS BY THE DISTRICT LEADERSHIP TEAM

The Alamo Colleges District Leadership Team (DLT), composed of the Tactical Leadership Team (TLT), Executive Faculty Council, Unified Faculty Senate, and Executive Staff Senate, analyzed, discussed, and prioritized the Action Focus Themes and the Big Ideas for Breakthrough Innovation identified during the 2019 ACD stakeholders' strategic planning retreat. The DLT recommendations for ACD planning and implementation, in order of priority and by the 3 Alamo Way strategic objectives are the following:

STUDENT SUCCESS	PRINCIPLE-CENTERED LEADERSHIP	PERFORMANCE EXCELLENCE
<p>Action Themes:</p> <ul style="list-style-type: none"> • Improve Processes • Remove Barriers to Enrollment • Increase Student Resource and Advocacy 	<p>Action Themes:</p> <ul style="list-style-type: none"> • Empower All People to Lead • Develop systems for innovation and intelligent risk taking • Strengthen Collaboration, communication, and community 	<p>Action Themes:</p> <ul style="list-style-type: none"> • Improve overall student experience • Improve the Employee Experience • Enhance Internal & External Communication • Improve Data Informed Processes
<p>Big Ideas:</p> <ul style="list-style-type: none"> • One Day Enrollment • Free College Plus • Free Instructional Materials 	<p>Big Ideas:</p> <ul style="list-style-type: none"> • Creating Higher Education Leaders • Leadership Development Innovation • Program-based Learning 	<p>Big Ideas:</p> <ul style="list-style-type: none"> • Merit Pay, Recognition & Employee Appreciation Establishing Equity across all employee classifications • Robust Path to career/credential to career • Alamo Anytime (A Different Kind of AA: Degree in 12 Steps or Less





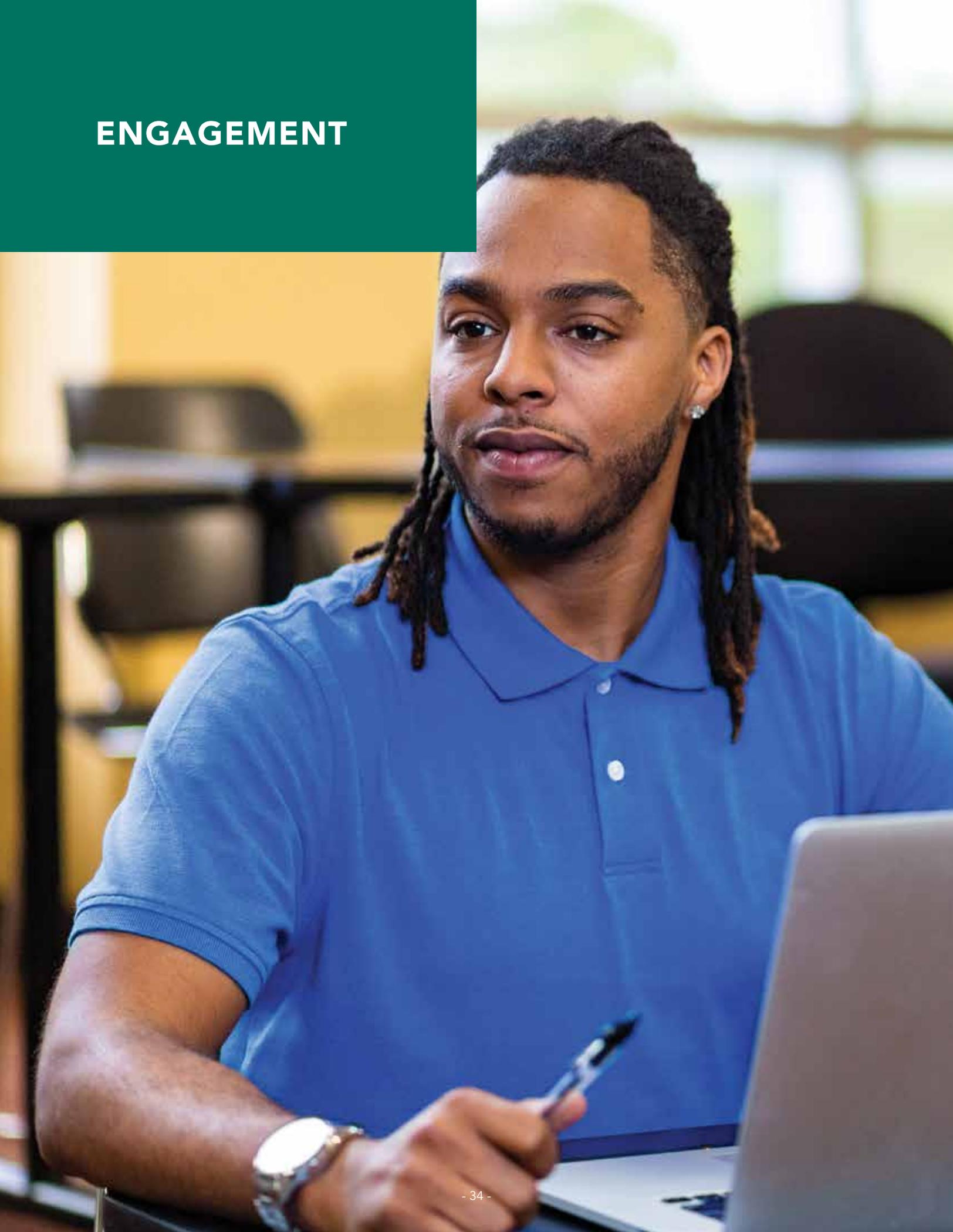


VIII. APPENDICES

- A. Details of Action Focus Themes Identified through *College Conversations for the Future*
- B. List of Retreat Participants



ENGAGEMENT



APPENDIX A

17 ACTION FOCUS THEMES AND DETAILS SUMMARY BY ACD STRATEGIC OBJECTIVE *from the Conversations for the Future*

A. STUDENT SUCCESS

What are the action focus themes identified from the Conversations?

Process

- Innovation and Strategic Solutions
- Define Student Success
- Processes
- Strategic
- Innovation
- Fund Strategically
- Effective processes to increase persistence
- Process improvement to eliminate student barriers

Enrollment

- Outreach & onboarding
- Streamline enrollment process
- Effective outreach to students
- Remove barriers to enrollment

Dual Credit

- Dual credit sustainability
- Dual credit/ ECHS

Student Engagement In and Out of The Classroom

- Student engagement + active learning
- Student + employee engagement
- Communication to students
- Academic success
- Student experience
- Putting students first
- Outcomes
- Stronger relationship between student success + performance excellence
- Opportunities to engage students + stakeholders

Advocacy

- Student advocacy
- Equity and advocacy
- Student empowerment and advocacy
- Innovative student support (adv.)
- Increase student advocacy
- Student resources and advocacy
- Promote, develop, and improve support services
- Remove barriers to completion

Pathways

- Effective use of pathways
- Pathways
- Enhances academic advising
- Advising + process
- Career opportunity + readiness
- Pathway to success
- Effective internal and external collaborations

B. PRINCIPLE-CENTERED LEADERSHIP

What are the action focus themes identified from the Conversations?

Holistic Student Experience

- Student Centered
- Student
- Developing holistic students
- Broadening the definition of “student Success”
- Student equity and success
- Nurturing the holistic student
- Graduate knowledgeable and skilled students through a holistic experience
- Clearing the pathway: barriers to success/minimizing barriers
- Improving student experience
- Maximizing student success

Empowering All People to Lead

- People first
- Happy people/happy organization
- Embracing Accountability
- Employee commitments (purpose & success)
- College individuality/identity
- College district roles/empowerment
- Org culture
- Employee success and empowerment
- Creating and sustaining a positive organization, culture
- Individuality and autonomy
- Employee engagement
- Empowering our people to lead
- Empowering employees

Strength through Collaboration, Communication in Community

- Value, prioritize and enhance our internal and external communication strategies
- Across all silos respect communication & collaboration
- Community Collaboration
- Creating a collaborative culture
- Strength through collaboration
- Strength communication
- Shared leadership
- Communication
- Communication & collaboration
- Effective 360 degree communication

System Innovation

- Foster innovation and technology
- Disruption innovation
- Systems innovation and disruption
- Develop transparent systems
- Leveraged/innovation

Meeting Individuals Where They Are

- Equitable approach
- Acknowledge, promote, and engage diversity, equity, and inclusion
- Intercultural relatability
- Meet individuals where they are

Engagement

- Fostering and community
- Engagement
- Stakeholder relationships
- Community engagement
- Community involvement & engagement
- Enhance and improve student and community engagement

C. PERFORMANCE EXCELLENCE

What are the action focus themes identified from the Conversations?

Facilities and Risk Management

- Facilities and IT Infrastructure
- Facilities and Safety
- Facilities
- Facilities, Operations, College Services
- Facilities & Risk Management
- Facilities Infrastructure Safety
- Enhance/ Improve Facilities Risk Management
- Facilities & Risk Management

Student Experience

- Student Focus
- Student Experience
- Equity on Accessibility
- Holistic Student Learning needs
- Student Success Support Services
- Transportation
- Becoming a Student-Ready College
- Access and Equity
- Academic Support Services
- Access and Equity
- Academic Support Services
- Teaching and Learning

Employee Experience

- Employee Performance / Development
- Professional Development and Employee Evaluation
- Employee Development and Job Satisfaction
- Employee (faculty & staff) focus
- Employee Engagement & Development
- Attract & Retain & Develop great people
- Employee Benefits and Incentives
- The need for a robust employee intranet hub – use-friendly, easy access, single point of contact- universally utilized

Data Informed Performance

- Initiatives
- Data Informed
- Story of Performance Excellence: Process Improvement, Data, Marketing
- Process Improvement
- Use of Data
- Data Informed Processes
- Processes
- Streamlining / Improving Process
- Data-Informed Innovation

Internal and External Communication

- Communication and Collaboration
- Marketing & External Focus
- Marketing & Outreach
- Community Accessibility & Outreach

DETAIL OF WORKSHOPS DISCERNING STUDENT SUCCESS THEMES

What are the action focus themes identified from the Conversations?

Process

- Innovation and Strategic Solutions
- Define Student Success
- Processes
- Strategic
- Innovation
- Fund Strategically
- Effective Processes to increase persistence
- Process improvement to eliminate student barriers

Enrollment

- Outreach & Onboarding
- Streamline Enrollment Process
- Effective outreach to students
- Remove barriers to enrollment

Dual Credit

- Dual Credit Sustainability
- Dual Credit/ECHS

Student Engagement in + Out of Classroom

- Student engagement + active learning
- Student + employee engagement
- Communication to students
- Academic Success
- Student Experience
- Putting students first
- Outcomes
- Stronger relationship between student success + performance excellence
- Opportunities to engage students + stakeholders

Advocacy

- Student Advocacy
- Equity and advocacy
- Student empowerment and advocacy
- Innovative student support (adv.)
- Increase student advocacy
- Student resources and advocacy
- Promote, develop, and improve support services
- Remove barriers to completion

Pathways

- Effective use of Pathways
- Pathways
- Enhances academic advising
- Advising + process
- Career opportunity + readiness
- Pathway to success
- Effective internal and external collaborations

Process Improvement to Eliminate Student Barriers

- Strengthening the Pathways Model with curriculum and the advising process
- How can we serve you? Remove unnecessary obstacles to student completion, from admission through graduation. Keep student perspective in mind in all transactions.
- Easier enrollment process: Student ready college (shifting lens from what we think and putting ourselves in the students' shoes & develop programs, course loads tailored to them.
- Recruitment & enrollment: the holistic approach, customer service is great (calling students) The weekly Celebration
- Are we really putting students first?
- How can we better serve our roles & responsibilities and align our resources to serve our communities? Process for program availability at each college, change the conversation about program duplication, to right-size ourselves to ensure serving student needs. How can we provide opportunities for dual credit in a fiscally responsible way, eliminate redundancy (multiple schools serving the same schools)?

Increase Student Advocacy

- Student Advocacy
- Student advising, sleeping pods for students
- Student support after they get to us
- Act upon the impediments to on-time program completion
- Adapting to the future, student debt
- Equity and services for students
- Better assistance for student parents
- What positive actions can we take to improve student success from enrollment to graduation
- How are we providing student advocacy and teaching them by example how to be their own advocate in life/
- Increase outreach in the west side
- Create a seamless and more streamlined pathway for student learning and success in their academic programs/career
- How do we create a seamless application to enrollment process
- Affordable housing books and resources, 4 year institution tours, job placement
- Student advocacy as an institution, help students who are financially challenged for books, food, hygiene, housing, and clothing

Communication to Students

- Student Engagement
- Low attendance at Orientation
- Student advising, campus lighting
- AlamoADVISE model
- Benefits of attending community college
- Strengthen advising communication to all students
- Food, advising, welcome center
- Students who are doing poorly classes – relook at faculty and their students who are barely passing or withdrawing
- How do we make our students aware of their opportunities but also let them know of their pitfalls?
- Strategic degrees

Dual Credit Sustainability

- Making Dual Credit programs more sustainable
- All dual credit Courses taken by HS students must be part of a career plan for that student

Academic Success

- Cohort care
- Premier transfer institution and premier workforce institution
- Internships and mentorships
- Education of the 21st Century students by meshing together academic achievement to work environments; focusing on retention, persistence & completion of a post-secondary credential, creating innovation incubators in the classroom
- How can we better prepare our students with career exploration before applying for admission to the college?
- How can we help our students be the best transfer student they can be?
- What's driving the question of how to maximize student success and performance over the next 5 years?
- Internships, job banks, desk size, SDEV.
- Prep & teaching for entry licensed exam
- Career development social equity increased outreach earlier in the educational pipeline
- Class fairs & workshops
- Maximizing innovation through our strategic partnerships? Can Alamo Colleges become more than just a price point?
- How do we perceive and define student success?
- How can we improve student success?

Stronger Relationship Between SS and PE

- Total Innovation
- We need to feel we are part of the mission of student success and performance excellence; to be engaged with each other and with students/how are students being served?
- Cannibalizing & duplication of programs & services by the district developed by SPC: application, grants, workforce
- How can we better allocate the budget to support student success goals
- Developed a process to communication & reinforce the role of CSI & how the colleges with the entire student process.
- As part of the Baldrige journey we have identified poverty as our competitor. Take an inventory of current resources available.
- How do we provide time & training for new innovations/creativity to build on helping student success?

DETAIL OF WORKSHOPS DISCERNING STUDENT SUCCESS THEMES *continued*

What are the action focus themes identified from the Conversations?

Onboarding

- How do we create a seamless application to enrollment process?
- Making dual credit programs more sustainable
- Recruitment & enrollment: The holistic approach, customer service is great (calling students) The Weekly Celebration
- Increase outreach in the west side
- Recruitment & Persistence
- Low attendance at Student Orientation

Pathways to Success

- Everyone graduates
- Are we really putting students first?
- What positive actions can we take to improve student success from enrollment to graduation
- Strategic degrees
- How can we better prepare our students with career exploration before applying for admission to the college?
- How can we serve you? Remove unnecessary obstacles to student completion, from admission through graduation. Keep student perspective in mind in all transactions
- Strengthening the Pathways Model with the curriculum and the advising process
- How can we help our students be the best employee or best transfer student they can be?
- Create a seamless and more streamlined pathway for student learning and success in their academic programs/ career
- Student success: how successful are? Did they go into the military? What is student success? Fumble with hands-off from transfer to others. No incentives from the hands-offs.
- Premier transfer institution and premier workforce institution
- Act upon the impediments to on-time program completion
- All dual credit courses taken by high school students must be part of a career plan for that student

Student Resources and Advocacy

- Work Study
- Food, advising, welcome center
- Equity & services for students
- Develop a process to communicate & reinforce the role of CSI & how the office can help the colleges with the entire student process
- Career Development/Social Equity/ Increased Outreach earlier in the educational pipeline
- As part of our Baldrige journey we have identified poverty as our competitor. Take an inventory of current resources available
- Affordable housing, books, & resources, 4 year institution tours, job placement
- Student support after they get to us
- Student advocacy
- How do we make our students aware of their opportunities but also let them know of the pitfalls?
- Adapting to the future, student debt
- How are we providing student advocacy and teaching them by example how to be their own advocate in life?
- Students who are doing poorly classes – relook at faculty and their students who are barely passing or withdrawing
- Student advocacy: as an institution, help students who are financially challenged for books, food, hygiene, housing, and clothing
- Better assistance for parents

Advising Process

- Student advising, campus lighting
- Strengthen advising communication to all students
- Case management
- Student advising, sleeping pods for students
- AlamoADVISE Model
- Easier enrollment process: Student ready college (shifting lens from what we think students need and putting ourselves in the students' shoes & develop programs, course loads tailored to them)

Student Engagement and Active Learning

- Cohort care
- Internships, job banks, desk size, SDEV
- Prep & teaching for entry licensed exam
- Student engagement
- Auditing classes
- Class fairs & workshops
- Internships and mentorships

Innovation and Strategic Solutions

- How do we provide time and training for new innovations/} creativity to build on helping student success
- How can we improve student success
- What's driving the question of how to maximize student success and performance over the next 5 years
- How can we better allocate the budget to support student goals
- How can we better serve our roles & responsibilities and align our resources to serve our communities?
- Process for program availability at each college, change the conversation about program duplication, to right-size ourselves to ensure serving student needs. How can we provide opportunities for dual credit in a fiscally responsible way, eliminate redundancy (multiple schools serving the same schools)?
- How do we perceive and define student success?
- Education of 21st Century students by meshing together academic achievement to work environments; focusing on retention, persistence & completion of a post-secondary credential, creating innovation incubators in the classroom.
- Total innovation
- Maximizing innovation through our strategic partnerships? Can Alamo Colleges become more than just a price point?
- How do we provide time & training for new innovations/} creativity to build on helping student success?

Remove Barriers to Enrollment

- Benefits of attending community college
- How do we make our students aware of their opportunities but also let them know of the pitfalls?
- Strategic degrees
- Create a seamless and more streamlined pathway for students learning and success in their academic programs/career
- All dual credit courses taken by high school students must be part of a career plan for their student
- Low attendance at student orientation
- How can we better prepare our students with career exploration before applying for admissions to the college?
- How do we create a seamless application to enrollment process?
- Develop a process to communicate & reinforce the role of CSI & how the office can help the colleges with the entire student process

- Career Development/Social Equity/Increased Outreach earlier in the education pipeline
- Increase outreach - west side
- Work study
- Easier enrollment process: Student ready college (shifting lens from what we think students need and putting ourselves in the students' shoes & develop programs, course loads tailored to them)
- Recruitment & enrollment: the holistic approach, customer service is great (calling students) The weekly Celebration

Remove Barriers to Completion

- Case management
- Cohort care
- Everyone graduates
- Premier transfer institution and premier workplace institution
- What's driving the question of how to maximize student success and performance over the next five years
- Students who are doing poorly in classes- relook at facility and their students who are barely passing or withdrawing
- How can we serve you? Remove unnecessary obstacles to student completion, from admissions through graduation
- Alamo Advice Model
- What positive actions can we take to improve student success from enrollment to graduation
- How can we improve student success?
- Class fairs and workshops
- Student success: how successful students are? Did they go into the military? What is student success? Fumble with hands-off from transfer to others. No incentives from the hand-offs.
- Education of 21st Century students by meshing together academic achieving to work environments; focusing on retention, persistence, and completion of a post-secondary credential. Creating innovation incubators in the classroom
- Student advising, sleeping pods for students
- Recruitment and persistence
- How do we provide time and training for new innovations/} creativity to build on helping student success?
- Prep and teaching for entry license exam
- Act upon the impediments to on time program completion
- Student engagement
- Auditing classes
- Strengthen advising communication to all students
- Strengthening the Pathways model with the curriculum and advising process
- Student advising, campus lighting

DETAIL OF WORKSHOPS DISCERNING STUDENT SUCCESS THEMES *continued*

What are the action focus themes identified from the Conversations?

Promote Develop, & Improve

Support Services

- Internships and mentorships
- Affordable housing, books & resources, 4-day institution tours, job placement
- Student support after they get to us
- Food, advising, welcome center
- Equity & services for students
- Internships, job banks, desk size, SDEV
- Student advocacy
- Student advocacy: as an institution, help students who are financially challenged for books, food, hygiene, housing, and clothing
- As part of our Baldrige journey we have identified poverty as our competitor. Take an inventory of current resources available
- We need to feel we are part of the mission of student success and performance excellence; to be engaged with each other and with students/how are students being served?
- How can we help our students be the best transfer student they can be?
- Better assistance for student parents
- How are we providing student advocacy and teaching them by example how to be their own advocate in life?
- Adapting to the future, student debt
- Total innovation

Funding Strategically

- Making dual credit programs more sustainable
- Maximizing innovation thorough our strategic partnerships? Can Alamo Colleges become more than just a price point
- How can we better allocate the budget to support success goals
- Cannibalizing and duplication of programs and services be the district developed by SPC: Application, Grants, Workforce
- Are we really putting students first?
- How can we better serve our roles & responsibilities and align our communities? Process for program availability at each college, change the conversation about program duplication to right size ourselves to ensure serving student needs. How can we provide opportunities for dual-credit in a fiscally responsible way, eliminate r edundancy (multiple schools serving the same schools)?

Define Student Success

- How do we perceive and define student success lens from what we think students need and putting ourselves in the students' shoes & develop programs, course loads tailored to them

Dual Credit

- How can we better serve our communities? Process for program availability at each college, change the conversation about program duplication, to right-size ourselves to ensure serving student needs. How can we provide opportunities for dual credit in a fiscally responsible way, eliminate redundancy (multiple schools serving the same schools)?
- All dual credit courses taken by high school students must be part of a career plan for that student
- Career Development/Social equity/Increased Outreach earlier in the educational pipeline
- Making dual credit programs more sustainable

Student Advocacy

- As part of our Baldrige journey we have identified poverty as our competitor. Take an inventory of current resources available
- Better assistance for student parents
- Equity & services for students
- How do we make our students aware of their opportunities but also let them know of the pitfalls?
- Student support after they get to us
- Student advocacy: as an institution, help students, who are financially challenged for books, food, hygiene, housing, and clothing
- Students advising, campus lighting
- Student advocacy
- Students advising, sleeping pods for students
- Strengthen advising communication to all students
- Food, advising, welcome center
- How are we providing student advocacy and teaching them by example how to be their own advocate in life?
- How can we serve you? Remove unnecessary obstacles to student completions from admissions through graduation. Keep student perspective in mind in all transactions
- Affordable housing, books & resources, 4 year institution tours, job placement
- Student engagement

- Recruitment & enrollment: the holistic approach, customer service is great (calling students) the weekly celebration
- Case management
- Cohort care
- Are we really putting students first

Processes

- Cannibalizing & duplication of programs & services by the district developed by SPC: Applications, grants, workforce
- Students who are doing poorly classes-relook at faculty and their students who are barely passing or withdrawing
- Develop process to communicate & reinforce the role of CSI & how the office can help the colleges with the entire student process
- Alamo advise model
- Low attendance at student orientation
- How do we create a seamless application to enrollment process?
- What positive actions can we take to improve student success from enrollment to graduation
- Total innovation
- How can we better prepare our students with career exploration before applying for admission to the college?
- How can better allocate the budget to support student success goals?
- Strengthening the pathways model with the curriculum and the advising process
- Create a seamless and more streamlined pathway for student learning and success in their academic programs/ career
- Prep & teaching for entry licensed exam
- Easier enrollment process: (shifting lens from what we think students need and putting ourselves in the students' shoes and develop programs, courses loads tailored to them

Opportunities to Engage students & Stake Holders

- Adapting to the future, student, debt
- We need to feel we are part of the mission for student success and performance excellence; to be engaged with each other and with students/ how are students being served?
- How do provide time & training for new innovations/ creativity to build on helping student success?
- Maximizing innovation through our strategic partnerships? Can Alamo Colleges become more than just a price point?
- Benefits of attending community college
- Auditing classes
- Internships, job, banks, desk size, SDEV
- Work study
- Internships and mentorships
- Class fairs & workshops
- Increase outreach in the west side

Outcomes

- Strategic degrees
- Recruitment & persistence
- How can we help our students be the best employee or best transfers student they can be?
- What's driving the question of how to maximize student success and performance over the next 5 years?
- Everyone graduates
- How do we perceive and define student success?
- Premier transfer institution and workforce institution
- How can we improve student success?
- Act upon the impediments to on time program completion
- Education of the 21st Century students by meshing together academic achievement to work environments; focusing on retention, persistence & completion of a post-secondary credential...creating innovation incubators in the classroom
- Student success: how successful students are? Did they go into the military? What is student success? Fumble with hands-off from transfer to others. No incentives from the hand-offs.

DETAIL OF WORKSHOPS DISCERNING STUDENT SUCCESS THEMES *continued*

What are the action focus themes identified from the Conversations?

Student & Employee Engagement

- What positive actions can we take to improve student success from enrollment to graduation?
- How do we make students aware of opportunities and the pitfalls?
- Student Engagement
- Everyone Graduates
- Act upon the impediments to on-time program completion
- Cohort Care
- Students doing poorly in classes – relook at students, faculty, courses that are poor performing
- Low attendance at Student Orientation
- Student Success: How successful students are? Did they go on to military, etc.? Do we fumble the hand-off during transfer? No incentives from the hand-offs to other institutions
- We need to feel we are part of the mission of student success and performance excellence: to be engaged with each other and with students. How are students being served?

Outreach & Onboarding

- How can we better serve our roles and responsibilities and align our communities? Process for program availability at each college, change the conversation about program duplication, to right-size ourselves to ensure serving student needs. How can we provide opportunities for dual credit in a fiscally responsible way, eliminate redundancy (multiple schools serving the same schools)?
- How can we serve you? Remove unnecessary obstacles to student completion, from admission through graduation. Keep student perspective in mind in all transactions
- Food advising, welcome center
- Recruitment and Persistence
- Increase outreach in the Westside
- Better assistance for student parents
- Easier enrollment process: (shift lens from what we think students need and towards tailored programs and course loads
- How do we create a seamless application to enrollment process?
- Recruitment and enrollment: the holistic approach, customer service is great (calling students), the weekly Celebration.

Career Opportunity & Readiness

- Create seamless and more streamlined pathway for student learning/success in their academic programs/ career
- Internships and Mentorships
- All dual credit courses taken by high school students must be part of a career plan for that student
- Work-study
- How can we better prepare our students with career exploration before applying for admission to the college
- Prep and teaching for entry licensure exams
- Internships, job banks, desk size, SDEV
- Benefits of attending Community College
- Premier transfer institution and premier workforce institution

Innovative Student Support

- Making dual credit programs more sustainable
- Strategic degrees
- Education of 21st century students by meshing together academic achievement to work environments; focusing on retention, persistence & completion of a post-secondary credential. Creating innovation incubators in the classroom
- Total Innovation
- Maximizing innovation through our strategic partnerships? Can Alamo Colleges become more than just a price point?
- How can we better allocate the budget to support student success goals?
- What's driving the question of how to maximize student success and performance over the next 5 years
- Student support after they get to us
- Student advising, sleeping pods for students
- How do we provide time & training for new innovations/ creativity to build on helping student success?
- How can we improve student success?
- Strengthening the pathways Model with the curriculum and the advising process
- Auditing Classes
- Strengthen advising communication to all students
- Alamo Advise Model
- Develop a process to communicate & reinforce the role of CSSI and how the office can help the colleges with the entire process.
- Case Management
- Student Advising, campus lighting

Student Empowerment & Advocacy

- Strengthening the pathways model with the curriculum and the advising process
- Auditing classes
- Strengthen advising communication to all students
- Alamo Advise model
- Adapting to the future comma student debt
- How do we perceive and define student success
- Affordable housing, books and resources, 4 year institution tours, job placement
- How are we providing student advocacy and teaching them by example how to be their own advocate in life?
- Equity and services for students
- Class fairs and workshops
- Student advocacy: as an institution, help students who are financially challenged for books, food, hygiene, housing, and clothing
- Are we really putting students first?
- Student advocacy
- As part of the Baldrige journey we have identified poverty as our competitor. Take an inventory of current resources available
- How can we help our students to be the best transfer student they can be?

Student Experience

- How are we providing student advocacy and teaching them by example how to be their own advocate in life
- Low attendance at student orientation
- Internships, job banks, desk size, side
- Student advising, sleeping pods for students
- Food, advising, welcome center
- Cohort care
- Student advising, campus lighting
- How can we help our students be the best employee or best transfer student they can be
- How do we make our students aware of their opportunities but also let them know of their pitfalls
- Increase outreach on the Westside
- All dual credit courses taken by high school students must be part of career plan for that student
- Benefits of attending community college
- How can we better prepare our students with career exploration before applying for admission to the college
- What positive actions can we take to improve student success from enrollment to graduation
- How do we create a seamless application to enrollment process

- Recruitment and enrollment, the holistic approach, customer service is great, calling students, the weekly celebration
- Develop a process to communicate and reinforce the role of chi and how the office can help the colleges with the entire student process
- Recruitment and persistence
- Easier enrollment process: student ready college shifting lens from what we think students need and putting ourselves in the students shoes and develop programs, course loads tailored to them
- How can we serve we? Remove unnecessary obstacles to student completion from admission through graduation. Keep student perspective in mind in all transactions

Advocacy

- Better assistance for student parents
- Act upon impediments to on-time program completion
- Are we really putting students first
- Student advocacy
- As an institution, help students who are financially challenged for books, food, hygiene, housing, and clothing
- Case management
- Adapting to the future, student debt
- Student support after they get to us
- Equity and services for students
- Affordable housing, books, and resources, four-year institution tours, job placement

DETAIL OF WORKSHOPS DISCERNING STUDENT SUCCESS THEMES *continued*

What are the action focus themes identified from the Conversations?

Pathways

- Create a seamless and more streamlined pathway for student learning and success in their academic career
- Work study
- Alamo advise model
- Auditing classes
- How successful students are? Did they go into the military? What is student success? Fumble with hands-off from transfer to others. No incentives from hands off
- Internships and mentorships
- Strengthen advising communication to all students
- Strengthening pathways model with the curriculum and advising process
- Career development, social equity, increased outreach earlier in the educational pipeline
- Education of 21st century students by meshing together academic achievement to work environments: focusing on retention, persistence and completion of a post-secondary credential. Creating innovation incubators in the classrooms
- Student engagement

Strategic Thinking

- Cannibalizing and duplication of programs and services by the district developed by SPC, application, grants, workforce
- Strategic degrees
- What's driving the questions of how to maximize student success and performance over the next 5 years
- How can better serve our roles and responsibilities and align our resources to serve our communities? Process for program availability at each college, change the conversation about program duplication, to right-size ourselves to ensure serving student needs. How can we provide opportunities for dual credit in a fiscally responsible way, eliminate redundancy (multiples schools serving the same schools)?
- Making dual credits programs more sustainable
- How can we improve student success
- We need feel we are part of the mission of student success and performance excellences; to be engaged with each other and with students/how are students being served
- Everyone graduates
- Premier transfer institution and premier workforce institution
- How can we better allocation the budget to support student success goals
- As part of Baldrige journey, we have identified poverty as our competitor. Take inventory of current resources available
- How we perceive and define student success

Innovation

- Maximizing innovation through strategic partnerships? Can Alamo colleges become more than just a price point
- Prep and teaching for entry licensed exam
- Class fairs and workshops
- How do we provide time and training for new innovations creativity to build on helping student success
- Students who are doing poorly class –relook at faculty and their students who are barely passing or withdrawing
- Total innovation

Enhancing Academic Advising

- Strengthening the pathways mode with the curriculum and advising process
- Case management
- Strengthen advising communication to all students
- Everyone graduates
- All DC classes must be part of a career plan
- How do we make our students aware of their opportunities but also let them know the pitfalls
- Student advising/campus lighting
- Alamo Advise Model
- Create a seamless and more streamlined pathway for student learning and success in their academic programs/ career
- What positive actions can we take tot improves students success from enrollment to graduation
- How can we serve
- Remove unnecessary obstacles to student completion
- Student advising/sleeping pods

Streamlining Enrollment Processes

- Student ready college
- See it through their experience
- Develop a process to communicate and reinforce CSI's role in the entire student process
- Create a seamless application and enrollment process
- Recruitment and persistence
- Holistic to approach
- Low attendance at student orientation
- Prepare students with career exploration before applying to admission
- Increased outreach earlier in the pipeline

Maximizing Partnerships

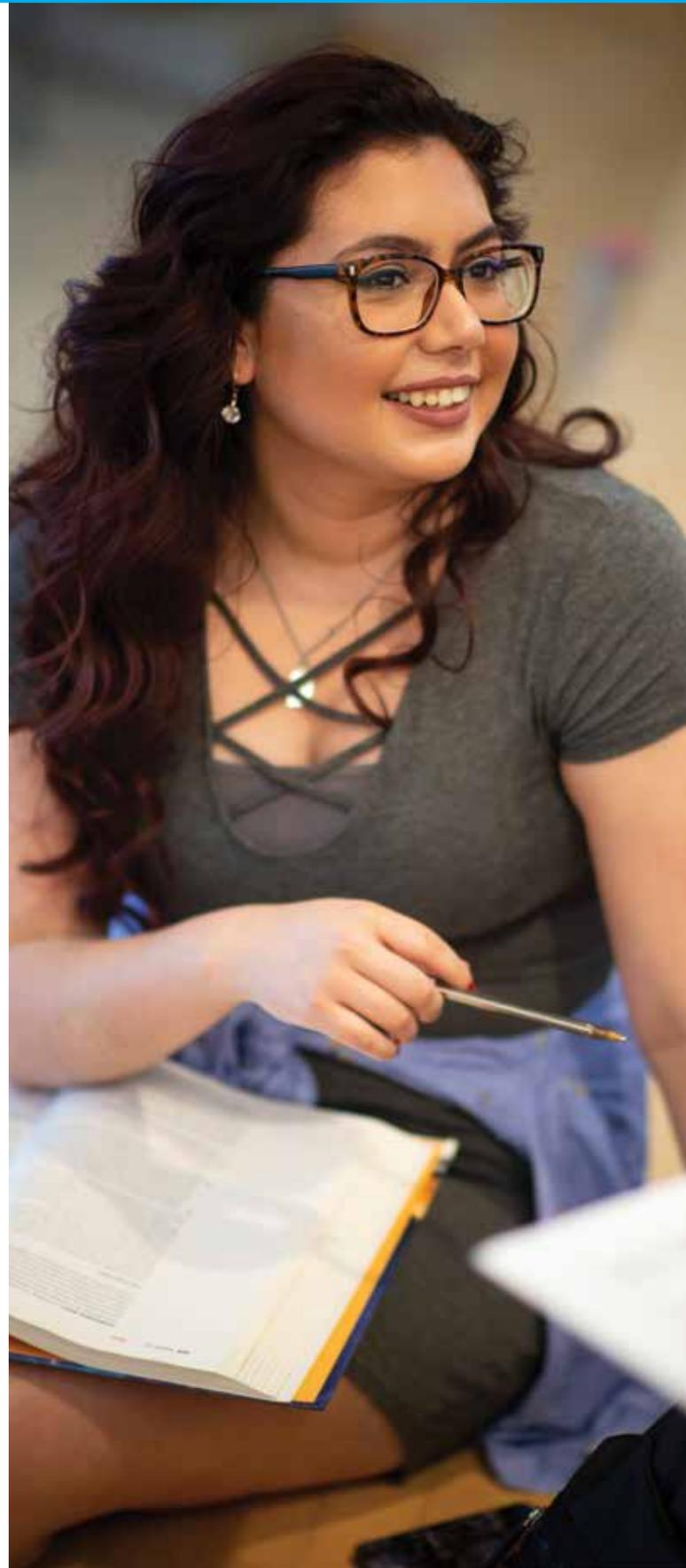
- Premier transfer and workforce institution
- Maximize innovation through strategic partnerships
- Be more than a price point
- Internships, job banks,
- Increase outreach to the West Side
- New innovation for student success
- Internships and mentoring
- Better assistance to student parents
- Benefits of attending cc.
- Prep and teaching for entry license exams
- Class fairs and workshops

Putting Students First

- How are students being served
- Student engagement
- Improve student success
- Put students first

Equity and Advocacy

- Act upon impediments to on time completion
- Poverty as our competitor, what is our inventory of resources
- Support students after they get to us
- Adapting to the future, student debt
- Work study
- Equity and services for students
- Affordable housing books and resources
- Help students with books, food, housing, hygiene and clothing
- Food
- Teach them to advocate
- Teach them how to be the best employee or student they can be
- How do we define student success



DETAIL OF WORKSHOPS DISCERNING PRINCIPLE-CENTERED LEADERSHIP THEMES

What are the action focus themes identified from the Conversations?

Clearing the Pathways (Removing Barriers)

- More community involvement & engagement
- Cultural relatability
- Innovative ideas we should be discussing to prepare our students for the future
- Make administration understand we mean business by being more proactive and using our voice and they will be held accountable
- College district conflict, delineation between the college and district, not enough funding
- How are you? Do the colleges serve the district or does the district serve the colleges? How can I make things better? True 360
- Innovation & intelligent risk taking to curtail initiative overload
- Balancing our duties at work and our personal duties
- College individuality / identity
- Silos- needing to eliminate silos (we work together) Classroom space- we have enough space
- Digital disruption and how it affects learning and application/ knowledge delivery
- Can we integrate marketable skills and social behaviors into our curriculum and other activities without losing academic rigor?

Improving Student Experience

- Everything we do should reflect and impact the success of students. All for one student and one student for all!
- Inclusion (beyond recognizing the existence and importance of diversity)
- Embracing diversity on campus. Cultural / Identity competency, student organizations, multicultural center and resources.
- How do we ensure we are graduating holistic students as well as skilled workers?
- What role do we plan in addressing inequities in our community to prepare our students for success?
- Club participation and awareness
- Non-traditional students
- Maximizing student success
- The holistic student experience

Empowering Employees

- Utilizing our strengths and creating empowering leaders that are putting the non-profit business out of business
- How do we build, improve, and enhance engagement?
- How to increase engagement and its delivery (college wide). Full empowerment of staff. More agile for today's workplace.
- Organizational commitment to employee success that's comparable to its commitment to student success.
- Strengthening district-wide collaboration
- Executive employee council (merger of faculty and staff – united)
- Focusing on the good at SPC
- How can administration help staff and faculty be successful and happy in their job?
- Empower the leader in every seat and allow your voice to be heard.

Embracing Accountability

- Community engagement. Employee welfare.
- Help me understand
- Individual level networking – attend community events, participate in community committees
- Ask not what Alamo Colleges can do for me, but what can I do for Alamo Colleges?
- What can I do to change the culture?
- We are in this together
- Think before you speak. Engage in meaningful conversation.
- Let me help you redirect the conversation to new topics.
- Be Positive.

Strengthening Communication

- Building trusting customer relationships
- Creating a culture of caring on campus = CCCC: ECHS, Dual and students
- Shared responsibility / shared success
- People first
- Utilizing our strengths and creating a culture of communication
- Transparency with communication leading to resolutions
- Communication between AC & Universities
- Communication

Community Collaboration

- Individual level networking-attend community events, participate in community committees
- Communication between AC & Universities
- Building trusting customer relationships
- Cultural relatability
- Community engagement. Employee welfare
- More community involvement & engagement
- What role do we plan in addressing inequities in our community to prepare our students for success

Across All Silos Respect, Collaboration, Communication

- Communication
- Silos- needing to eliminate silos. Classroom space-we have enough
- Strengthening District-wide collaboration
- What can I do to change the culture?
- Transparency with communication leading to resolutions.
- Make administration understand we mean business by being more proactive & using our voice and they will be accountable.
- Shared responsibility/shared success
- Help me understand
- College individuality/identify
- College District conflict, delineation between the college and District, not enough funding
- How are you? Do the colleges serve the District or does the District serve the colleges? How can I help make things better? True 360

Serving the Student Through a Holistic Approach

- Club participation and awareness
- Non-traditional students
- Maximizing student success
- Embracing diversity on campus. Cultural Identity competency, student organizations, multicultural center and resources
- Creating a culture of caring on campus- CCCC: ECHS, Dual and students
- The holistic student experience
- Everything we do should reflect & impact the success of students. All for one student and one student for all.
- Can we integrate marketable skills and social behaviors into our curriculum and other activities, without losing academic rigor?
- How do we ensure we are graduating holistic students as well as skilled workers?

Employee Commitment, Purpose and Success

- People first
- Empower the leader in every seat and allow your voice to be heard
- Let me help you redirect the conversation to new topics
- Be positive
- We are in this together
- Inclusion (beyond recognizing the existence and importance of diversity)
- Focusing on the good at Alamo Colleges
- How can administration help staff and faculty be successful and happy in their job?
- Organizational commitment to employee success that's comparable to its commitment to student success
- How do we build, improve, and enhance engagement?
- Ask not what Alamo Colleges can do for me, but what can I do for Alamo Colleges?
- Innovation & intelligent risk taking to curtail initiative overload
- Think before you speak. Engage in meaningful conversation
- Balancing our duties at work and our personal duties
- How to increase engagement & its delivery. Full empowerment of staff. More agile for today's workplace
- Utilizing our strengths and creating a culture of communication

Disruptive Innovation

- Digital disruption and how it affect learning and application/.knowledge delivery
- Innovative ideas we should be discussing to prepare ourselves and our students for the future
- Utilizing our strengths and creating empowering leaders that are putting the non-profit business out of business
- Executive employee council (merger of faculty & staff-united)

DETAIL OF WORKSHOPS DISCERNING PRINCIPLE-CENTERED LEADERSHIP THEMES **continued**

What are the action focus themes identified from the Conversations?

Intercultural Relatability

- Cultural relatability
- College individuality/identity
- Inclusion (beyond recognizing the existence and importance of diversity)
- What can I do to change the culture?
- Utilizing our strengths and creating a culture of communication
- Creating a culture of caring on campus – CCCC Early College High School, Dual Credit, and Students Help Me Understand
- Embracing diversity on campus cultural/identity competency, student organizations, multicultural center & resources

Happy People Happy Organization

- Organizational commitment to employee success that's comparable to its commitment to student success
- How can administration help staff and faculty be successful and happy in their job?
- People First
- Ask not what Alamo Colleges can do for me but what can I do for Alamo Colleges?
- Individual level networking – attend community events participate in community committees
- Community engagement. Employee welfare.
- Be positive.
- Empower the leader in every seat and allow your voice to be heard.
- Communication
- Balancing our duties at work and our personal duties.
- Executive employee council (merger of faculty and staff united).
- Make administration understand we mean business by being more proactive and using our voice and they will be held accountable.
- Focusing on the good.

Strength Through Collaboration

- Silos – needing to eliminate silos (we work well together) Classroom space – we have enough space.
- Communication between AC & Universities.
- How do we build, improve, and enhance engagement?
- More community involvement & engagement.
- Building trusting customer relationships.
- How are you? Do the colleges serve the district or does the district serve the colleges? How can I help make things better? True 360
- Utilizing our strengths and creating empowering leaders that are putting the non-profit business out of business.
- Shared responsibility/shared success.
- Strengthening District-wide collaboration.
- Transparency with communication leading to resolutions.
- Think before you speak. Engage in meaningful conversation.
- We are in this together.

Equitable Approach

- What role do we play in addressing inequities in our community to prepare our students for success?
- Non-traditional students.
- Everything we do should reflect & impact the success of students. All for one student and one student for all!

Foster Innovation and Technology

- Digital Disruption and how it affects learning and application/knowledge delivery
- How to increase engagement & its delivery (college wide). Full empowerment of staff. More agile for today's workplace.
- Let me help you redirect the conversation to new topics.
- Innovation & intelligent risk taking to curtail initiative overload.
- Innovative ideas we should be discussing to prepare ourselves and our students for the future.

Developing Holistic Students

- Can we integrate marketable skills and social behaviors into our curriculum and other activities without losing academic rigor?
- Maximizing student success.
- How do we ensure we are graduating holistic students as well as skilled workers?
- The holistic student experience.

Acknowledge, Promote, and Engage Diversity, Equity, and Inclusion (DEI)

- Non-traditional Students
- Creating a culture of caring on campus- CCCC: ECHS, Dual & Students
- Cultural Relatability
- What role do we plan in addressing inequities in our community to prepare our students for success?
- Embracing diversity on campus. Cultural/Identity competency, student organizations, multicultural center & resources
- Inclusion (beyond recognizing and the existence and importance of diversity)

Graduate Knowledgeable and Skilled Students Through a Holistic Experience

- The Holistic Student Experience
- Everything we do should reflect & impact the success of students. All for one student and one student for all!
- Maximizing student success
- Innovative ideas we should be discussing to prepare ourselves and our students for the future
- Can we integrate marketable skills and social behaviors into our curriculum and other activities, without losing academic rigor?
- How do we ensure we are graduating holistic students as well as skilled workers?

Value, Prioritize and Enhance our Internal and External Current Communication Strategies

- Building trusting relationships
- Silos-need to eliminate silos (we work well together)
- Let me help you redirect the conversation to new topics
- Communication
- Communication between AC & Universities
- Transparency with communication leading to resolution
- Utilizing our strengths and creating a culture of communication

Enhance and Improve Community and Student Engagement

- How to increase engagement & its delivery (college wide). Full empowerment of staff. More agile for today's workplace
- More Community involvement & Engagement
- Strengthening District-wide collaboration
- Focusing on the good at SPC
- Shared responsibility/shared success
- We are in this together
- Executive employee council (merger of faculty & staff- united)
- How do we build, improve, and enhance engagement?
- Think before you speak. Engage in meaningful conversation
- Community engagement. Employee welfare
- Individual level networking-attend community events, participate in community committees
- Club participation and awareness

Creating and Sustaining a positive Organizational Culture

- Ask not what Alamo Colleges can do for me, but what can I do for Alamo Colleges?
- Utilizing our strengths and creating empowering leaders that are putting the non-profit business out of business
- Empower the leader in every seat and allow your voice to be heard
- Make administration understand we mean business by being proactive & using our voice and they will be held accountable
- College individuality/identity
- College District conflict, delineation between the college and district, not enough funding
- What can I do to change the culture?
- People first
- Organizational commitment to employee success that's comparable to its commitment to student success
- Help me understand
- Innovation & intelligent risk taking to curtail initiative overload
- Be positive
- How are you? Do the colleges serve the district or does the district serve the colleges? How can I help make things better? True 360
- How can administration help staff & faculty be successful and happy in their job?
- Balancing our duties at work and our personal duties

DETAIL OF WORKSHOPS DISCERNING PRINCIPLE-CENTERED LEADERSHIP THEMES **continued**

What are the action focus themes identified from the Conversations?

Engagement

- Empower the leader in every seat and allow your voice to be heard
- Individual level networking – attend community events participate in community committee
- Club participation and awareness
- More community involvement and engagement
- Building trusting customer relationships
- How do we build, improve, and enhance engagement?
- Community engagement
- Employee welfare
- People first
- The holistic student experience
- Ask not what Alamo Colleges can do for me, but what can I do for Alamo Colleges
- How to increase engagement & its delivery (college wide). Full empowerment of staff. More Agile for today's workplace

Non-Traditional Student

- Innovative ideas we should be discussing to prepare ourselves and our students for the future
- Cultural relatability
- Maximizing student success
- Everything we do should reflect & impact the success of students. All for one student and one student for all
- How do we ensure we are graduating holistic students as well as skilled workers?
- Can we integrate marketable skills and social behaviors into our curriculum and other activities without losing academic rigor?
- Non-Traditional students
- Embracing diversity on campus
- Cultural/Identity competency, student organizations, multicultural center & resources
- What role do we plan in addressing inequities in our community to prepare our students for success
- Inclusion (beyond recognizing the existence and importance of diversity)

Communication

- Communication
- Utilizing our strengths and creating a culture of communication
- Let me help you redirect the conversation to new topics
- Transparency with communication leading to resolutions
- Communication between AC and Universities
- Help me understand

Organizational Culture

- Be positive
- What can I do to change the culture
- Think before you speak. Engage in meaningful conversation
- College individuality/identity
- Creating a culture of caring on campus. CCCC, ECHS, Dual & students
- Balancing our duties at work and our personal duties
- Balancing our duties at work and our personal duties
- Executive employee council (merger of faculty & staff united)
- Strengthening district – wide collaboration
- Focusing on the good at SPC
- College District conflict, delineation between the college and district, not enough funding.
- We are in this together
- Organizational commitment to employee success that's comparable to its commitment to student success
- How can administration help staff & faculty be successful and happy in their job?
- Silos – needing to eliminate silos (we work well together) classroom space – we have enough space
- Digital disruption and how it affects learning and application/knowledge delivery
- Shared responsibility/shared success
- How are you? Do the colleges serve the district or does the district serve the colleges/ how can I help make things better? True 360
- Make administration understand we mean business by being more proactive & using our voice and they will be held accountable.
- Innovation & intelligent risk taking to curtail initiative overload

Shared Leadership

- Shared responsibility/shared success.
- We are in this together
- How are you? Do the colleges serve the district or does the district serve the college?
- Executive employee council (merger of faculty & staff united)
- Empower the leader in every seat and allow your voice to be heard.
- Silos – needing to eliminate silos (we work well together)
Classroom space – we have enough space.
- Make administration understand we mean business by being more proactive & using our voice and they will be held accountable
- College individuality/ identity.

Stakeholder Relationship

- More community involvement and engagement.
- Building trusting customer relationships.
- Individual level networking – attend community events, participate in community committees.
- Community engagement. Community welfare

Leveraged Innovation

- Innovation and intelligent risk tasking to curtail initiative overload.
- Innovative ideas we should be discussing to prepare ourselves and pour students for the future
- Digital disruption and how it affects learning and application/ knowledge delivery.

Employee Engagement

- Balancing our duties at work and our personal duties.
- How can administration help staff and faculty be successful and happy in their job?
- How to increase engagement and its delivery (college wide). Full empowerment of staff. More agile for today's workplace.
- Ask not what Alamo Colleges can do for me but what I can do for the Alamo Colleges?
- What can I do to change the culture
- Organizational commitment to employee success that's comparable to its commitment to student success.

Student Centered

- The holistic student experience
- What role do we plan in addressing inequalities in our community to prepare students for success?
- Inclusion (beyond recognizing the existence and importance of diversity)
- Club participation and awareness
- How do we ensure we are graduation holistic students as well as skilled workers?
- Maximizing student success
- Everything we do should reflect and impact the success of students. All for one student and one student for all!
- Non-traditional students.
- Embracing diversity on campus. Campus/identity competency, student, organizations, multicultural center and resources.
- Creating a culture of caring on campus - CCCC: ECHS, Dual & students.
- Can we integrate marketable skills and social behavior into our curriculum and other activities, without losing academic rigor?

Effective 360 Communication

- Think before you speak. Engage in meaningful conversation
- Communicate between AC and Universities.
- Help me understand
- Communication
- Be positive
- College District conflict, delineation between the college and district, not enough funding.
- Transparency with communication leading to resolutions.
- How do we build, improve, and enhance engagement?
- Let me help you redirect the conversations to new topics.
- Utilizing our strengths and creating a culture of communication.
- Strengthening District-wide collaboration.

DETAIL OF WORKSHOPS DISCERNING PRINCIPLE-CENTERED LEADERSHIP THEMES **continued**

What are the action focus themes identified from the Conversations?

Maximizing Student Success

- Balancing our duties at work and our personal duties.
- Communication between AC & Universities.
- Empower the leader in every seat and allow your voice to be heard.
- Club participation and awareness.
- Shared responsibility/shared success.
- Everything we do should reflect & impact the success of students. All for one student and one student for all!
- Innovative ideas we should be discussing to prepare ourselves and our students for the future.
- The holistic student experience.
- How do we ensure we are graduating holistic students as well as skilled workers?
- Transparency with communication leading to resolutions.
- Organizational commitment to employee success that's comparable to its commitment to student success.
- Non-traditional students.
- We are in this together.
- Can we integrate marketable skills and social behaviors into our curriculum and other activities, without losing academic rigor?
- Digital disruption and how it affects learning and application/knowledge delivery.
- Silos-needing to eliminate silos (we work well together) Classroom space we have enough space.
- Help me understand.
- What role do we plan in addressing inequities in our community to prepare our students for success?

People First

- Make administration understand we mean business by being more proactive & using our voice and they will be held accountable.
- Communication.
- How can administration help staff & faculty be successful and happy in their job?
- Building trusting customer relationships.
- Be positive
- Utilizing our strengths and creating empowering
- Strengthening District-wide collaboration
- How to increase engagement & its delivery (college wide). Full empowerment of staff. More agile for today's workplace.
- Executive employee council (merger of faculty & staff-united).
- AS not what Alamo Colleges can do for me, but what can I do for Alamo Colleges?

College Individuality/identity

- College District conflict, delineation between the college and district, not enough funding.
- Individual level networking-attend community events, participate in community committees.
- Creating a culture of caring on campus-CCCC: ECHS, Dual & students.
- Embracing diversity on campus. Cultural/Identity competency, student organizations, multicultural center & resources.
- Cultural relatability.
- Think before you speak. Engage in meaningful conversation.
- Utilizing our strengths and creating a culture of communication.
- How are you? Do the colleges serve the district or does the district serve the colleges? How can I help make things better?
- What can I do to change the culture?
- Focusing on the good at SPC

Community Involvement & Engagement

- Innovation & intelligent risk taking to curtail initiative overload
- More community involvement & engagement.
- How do we build, improve, and enhance engagement?
- Inclusion (beyond recognizing the existence and importance of diversity).
- Community engagement. Employee welfare.

Facilities / Operations / College Service

- Gymnasium & Track
- Facilities and Equipment for programs
- Serious-situation procedures
- Misinformed staff & security procedures
- Security, lockdown procedures
- Facilities
- Email inbox size, class size, building climate control, and parking

Data Informed Processes

- Design & standardize quality processes
- Streamline bureaucracy of online platforms (4DX, WIG, Smart Goals, WEAVE, self-evaluation, performance evaluation, competency)
- District processes pertaining to cost savings
- How can we be more solution driven?
- Streamlining of and creating effective processes (are our processes effective? Do we need to reassess our processes?)
- What are community colleges doing in the nation?
- How do we get concrete results? What results are we looking for? Start by taking each issue at a time & try to reduce cynicism
- More credible information on graduation rate. Lack of data

Academic Support Services

- Evaluate programs offered to adult learners e.g. online, weekend college, workforce programs & establish cohorts
- Departments for every field of study
- Propelling the Alamo Colleges District into future to be the best in class
- Hi tech / hi tough – include human element to distance education

Student Success Support Services

- Increase marketing presence & potential across all school districts & surrounding areas
- Marketing / outreach to parents & students that could most benefit from AC
- Accessible education / equity in education
- Parking, fees, credits, adult readiness
- Food, menu, price, quality; GED
- Bookstore, library, communications
- VIA transport, map installations on campus
- Increase transportation to WETC & NVC, NLC (work with VIA to adapt)

Employee Performance / Development

- Improve the overall student experience by defining employee roles
- Enhancing the processes to identify, maximize, and recognize employee talent to benefit employee experience
- Equitably compensated, full-time faculty, minimizing reliance on PT & adjunct faculty
- Performance evaluations – make it simple & meaningful to individuals
- Retention of quality employees, including tenure & compensation
- Putting staff first
- How do we better take care of our employees so we can better take care of our students?
- Benefits & incentives for employees
- Balancing need for teaching fundamental knowledge with evolving ways to acquire knowledge
- Intentional conversations on best practices (post conferences)
- Implementation of new initiatives
- Professional development training & conference attendance
- Vision of new Chancellor, Staff flexibility for professional development, Monthly staff & faculty meeting
- Redesigning employee development day
- Professional development, conference attendance
- The need for a robust employee intranet hub – use-friendly, easy access, single point of contact – universally utilized
- Employee development

DETAIL OF WORKSHOPS DISCERNING PERFORMANCE EXCELLENCE THEMES

What are the action focus themes identified from the Conversations?

Performance Measures

- Streamlining of and creating effective processes; Do we need to reassess our processes
- District Processes pertaining to cost savings
- How do we get concrete results? What results are we looking for? Start by taking each issues at a time & try to reduce cynicism
- Design and standardize quality processes
- Intentional conversation on best practices
- Streamline bureaucracy of online platforms 4DX WEAVE
- Evaluate programs offered to adult learners
- Propelling the ACD into future to be best in class.
- How can we be more solution driven
- More Credible information on graduation rate, lack of data
- What are community colleges doing in the nation

Employee (Faculty and Staff Focus)

- Balancing need for teaching fundamental knowledge with evolving ways to acquire knowledge
- Putting Staff First
- Improving the overall student experience by defining employee roles.
- Vision of new Chancellor, Staff Flexibility and Monthly staff and faculty meeting
- Enhancing the processes to identify, maximize and recognize employee talent to benefit employee experience
- Professional Development training and conference attendance
- Employee development
- Performance evaluation – make it simple and meaningful to individuals
- Redesigning Employee Development Day
- Department for every field of study
- Professional Development conference attendance
- Equitably compensated, full-time faculty, minimizing reliance on PT and adjunct faculty
- Retention of quality, employee, including tenure and compensation
- How do we better take care of our employees so we better take of our students
- The need for a robust employee intranet hub- use-friendly, easy access, single POC- universally utilized

Marketing and External Focus

- Increase Marketing presence and potential across all school districts and surrounding areas
- Marketing outreach to parents and students that could most benefit from ACD

Student Focus

- Parking , fees, credits, adult readiness
- Hi tech / Hi Touch include humane elements to distance education
- Accessible education/equity in education

Facilities and Risk Management

- Security Lockdown Procedures
- Serious situation procedures
- Misinformed staff, lockdown and security procedures
- Increase Transportation to WETSI and NVC
- Food, menu, price quality
- Email inbox size, class size, building climate control, parking
- Facilities and equipment for programs
- Gym and track
- Bookstore, library, communications
- VIA Transport, map installations on campus
- Facilities

Facilities, Infrastructure, and Safety

- Facilities
- Email inbox size, class size, building climate control, and parking
- Gymnasium and Track
- Serious-situation procedures
- Security, lockdown, procedures
- Misinformed staff, lockdown & security procedures
- Bookstore, library, communications
- Facilities and equipment for programs

Attract, Retain, and Develop Great People

- Vision of new Chancellor, Staff flexibility for professional development, monthly staff and faculty meetings
- Professional development, conference attendance
- Intentional conversations on best practices (post conferences)
- Redesigning Employee Development Day
- Professional development/training and conference attendance
- Enhancing the processes to identify, maximize, and recognize employee talent to benefit employee experience
- Performance evaluations – make it simple and meaningful to individuals
- Putting staff first
- Retention of quality employees, including tenure and compensation
- Equitably compensated, full-time faculty, minimizing reliance on PT and adjunct faculty
- How do we better take care of our employees so we can better take care of our students
- Benefits and incentives for employees
- Employee development

Becoming a Student-Ready College

- Increase transportation to WETSI and NVC (work w VIA to adapt)
- Balancing need for teaching fundamental knowledge w/ evolving ways to acquire knowledge
- Hi Teck / Hi Touch – include human element to distance education
- Evaluate programs offered to adult learners e.g. online, weekend college, workforce programs and establish cohorts
- Food, menu, price, quality, and GED
- Departments for every field of study
- VIA transport, map installations on campus
- Parking, fees, credits, adult readiness

Story of Performance Excellence: Process Improvement, Data, and Marketing

- How can we be more solutions driven?
- Improve the overall student experience by defining employee roles
- Implementation of new initiatives
- Streamline bureaucracy of online platforms (4DX, WIG, Smart Goals, WEAVE, self-evaluation, performance evaluation, competency)

- District processes pertaining to cost savings
- Streamlining effective processes (Are our processes effective? Do we need to reassess our processes?)
- Design and standardize quality processes
- What are community colleges doing in the nation?
- More credible information on graduation rate. Lack of data.
- How do we get concrete results? What results are we looking for? Start by taking each issue at a time and try to reduce cynicism
- Accessible education/equity in education
- Marketing/outreach to parents and students that could most benefit from AC
- Increase marketing presence and potential across all school districts and surrounding areas
- Propelling the Alamo College District into the future to be the best in class

Employee-Related

- Professional development /training & conference attendance
- Equitably compensated, full-time faculty, minimizing reliance on PT & adjust faculty
- Enhancing the processes to identify, maximize and recognize employee talent to benefit employee experience
- Vision of new chancellor, staff flexibility for professional development, monthly staff & faculty meetings
- Benefits and incentives for employees
- How do we better take care of our employees so we can better take care of our students?
- Balancing need for teaching fundamental knowledge w/ evolving way of acquire knowledge
- Performance evaluations make it simple and meaning full to individuals
- Redesigning employee development day
- Employee development
- Retention of quality employees, including tenure and compensation
- Improve the overall student experience by defining employee roles
- Putting staff first
- Professional development, conference attendance
- Professional development & conference attendance

DETAIL OF WORKSHOPS DISCERNING PERFORMANCE EXCELLENCE THEMES *continued*

What are the action focus themes identified from the Conversations?

Access & Equity

- Increase transportation to WETC & NVC (work w/VIA to adopt)
- VIA transport, map installations on campus
- HI tech/hi touch include human element to distance education
- Accessible education/equity in education
- Food, menu, price quality;
- GED
- Parking, fees, credits, adult readiness

Communication & Collaboration

- misinformed staff, lockdown and security procedures
- intentional conversations on best practices (post conferences)
- bookstore, library, communications
- increase marketing presence and potential across all school districts and surrounding areas

Facilities & IT Infrastructure

- Gym and track
- Email inbox size, class size, building climate control and parking
- Facilities
- Facilities and equipment for programs

Process Improvements

- Security, lockdown procedures
- District processes pertaining to cost savings
- Serious-situation procedures
- Evaluate programs offered to adult learnings e.g. online, weekend college, workforce programs, and establish cohorts
- Streamline bureaucracy of online platforms (4DX, WGI, Smart Goals, WEAVE, self-evaluation, performance evaluation, competency)
- Design and standardize quality processes
- Streamlining of creating effective processes (are our processes effective? Do we need to reassess our processes)
- Implementation of new initiatives
- Departments for every field of study

Data Informed

- What are community colleges doing in the nation?
- More credible information on graduation rate. Lack of data
- How can we be more solution driven?
- The need for a robust employee intranet hub user-friendly, easy access, single point of contact- universally utilized
- How do we get concrete results? What results are we looking for Start by taking each issue a time and try to reduce cynicism
- Propelling the ACD into future be to be the best in class
- Marketing/outreach to parents and students that could most benefit from AC

Facilities & Risk Management

- Misinformed staff, lockdown & security procedures
- Email inbox size, class size, building climate control and parking
- Gymnasium & track
- Facilities
- Security, lockdown procedures
- Serious-situation procedures
- Facilities and equipment for programs

Employee Professional Development & Evaluation

- Hi tech/hi touch – include human element to distance education
- Performance evaluations – make it simple & meaningful to individuals
- Professional development, conference attendance
- Intentional conversations on best practices (post conferences)
- Enhancing the processes to identify, maximize and recognize employee talent to benefit employee experience
- Employee development
- Balancing need for teaching fundamental knowledge w/ evolving ways to acquire knowledge
- The need for a robust employee intranet hub – user-friendly, easy access, single point of contact – universally utilized
- Professional development/training & conference attendance
- Improve the overall student experience by defining employee roles
- Redesigning Employee Development Day

- How can we be more solution driven?
- Vision of new Chancellor, staff flexibility for professional development, monthly staff & faculty meeting

Student Experience

- Parking, fees, credits, adult readiness
- Food, menu, price, quality; GED
- VIA transport, map installations on campus
- Increase transportation to WETSI & NVC (work w/ VIA to adapt)
- Bookstore, library, communications
- Accessible education/equity in education

Employee Benefits & Incentives

- Retention of quality employees, including tenure & compensation
- Equitably compensated, full-time faculty, minimizing reliance on PT & adjunct faculty
- Putting staff first
- How do we better take care of our employees so we can better take care of our students?
- Benefits & incentives for employees

Data Informed Innovation

- Marketing/outreach to parents & students that could most benefit from AC
- What are community colleges doing in the nation?
- More credible information on graduation rate. Lack of data
- Propelling the ACD into future to be the best in class
- Departments for every field of study
- Design & standardize quality processes
- Streamlining of and creating effective processes (are our processes effective? Do we need to reassess our processes?)
- District processes pertaining to cost savings
- Increase marketing presence & potential across all school districts & surrounding areas
- Evaluate programs offered to adult learners e.g. online, weekend college, workforce programs & establish cohorts
- Implementation of new initiatives
- Streamline bureaucracy of online platforms (4DX, WIG, Smart Goals, WEAVE, self-evaluation, performance evaluation, and competency)?
- How do we get concrete results? What results are we looking for? Start by taking each issue at a time & try to reduce cynicism

Provide Programs to Empower and Support Self-Advocacy

- Food, advising, welcome center
- As a part of Baldrige journey we have identified poverty as our competitor. Take an inventory of current resources available
- How are we providing student advocacy and teaching them y example how to be their own advocate to life
- Better assistance for student parents
- Student support after they get to us
- Student advocacy: as an institution, help students who are financially challenged for books, food, hygiene, housing and clothing
- Affordable housing books and resources, 4-yr institution tours, job placement
- Student advising, sleeping pods for students
- Camps lighting
- Student advocacy
- Ae we really putting students first
- Act upon the impediments to on-time completion
- Equity and services for students

DETAIL OF WORKSHOPS DISCERNING PERFORMANCE EXCELLENCE THEMES *continued*

What are the action focus themes identified from the Conversations?

Effective Outreach to Prospective Students

- Making dual credit programs more sustainable
- Benefit of attending community college
- Career development/social equity / Increased outreach earlier in the educational pipeline
- Class fairs and workshops
- Increase outreach in the Westside

Effective Processes to Increase Student Persistence

- Strengthen advising communication to all students
- Student engagement
- Education of 21st century student by meshing together academic achievement to work environments; focusing on retention, persistence & completion of a post-secondary credential...creating innovation incubators in the classroom
- Case management
- How do we make our student aware of their opportunities but also let them know of the pitfalls
- Student who are doing poorly classes – relook at faculty and their students who are barely passing or withdrawing
- Alamo Advise Model
- Cohort care
- Recruitment and persistence

Effective Internal / External Collaboration

- Work study
- Internships and mentorships
- Maximizing innovation through our strategic partnerships? Can Alamo Colleges become more than just a price point

Effective Use of Pathways

- Strategic degrees
- What's driving the question of how to maximize student success and performance over the next 5 years
- Strengthening the pathways Model with the curriculum and the advising process
- How to perceive and define student success
- Premier transfer institution and premier workforces institution
- Everyone graduates
- How can we help our students be the best transfer student they can be?
- We need to feel we are part of the mission of student success and performance excellence; to be engaged with each other and with students/ how are students being served
- Create a seamless and more streamlined pathway for student learning and success in their academic programs/ career
- How can we better prepare student with career exploration before applying for admission to the college
- All dual credit courses taken by high school students must be part of a career plan for that student
- What positive actions can we take to improve student success from enrollment to graduation
- Recruitment & enrollment: the holistic approach, customer services is great (calling students) the weekly celebration
- How do we create a seamless application to enrollment process
- Low attendance at student orientation
- How can we serve you? Remove unnecessary obstacles to student completion, from admission through graduation. Keep student perspective in mind in all transaction
- Easier enrollment process: student ready college (shifting lens from what we think students need and putting ourselves in the students' shoes & develop programs, course loads tailored to them
- Develop a process to communicate & reinforce the role of CSI & how the office can help the colleges with the entire student process

Marketing and Outreach

- How can we be more solution driven?
- Increase marketing presence & potential across all school districts & surrounding areas
- Marketing/outreach to parents & students that could most benefit from AC

Transportation

- Increase transportation to WETCI & NVC (work w/VIA to adapt)
- VIA transport, map installations on campus Gymnasium & track

Teaching and Learning

- Hi tech/hi touch- include human element to distance education
- Departments for every field of stud
- Accessible education/equity in education
- Evaluate programs offered to adult learners e.g. online, weekend college, workforce programs & establish cohorts
- Balancing need for teaching fundamental knowledge w/ evolving ways to acquire knowledge

Use of Data

- Streamline bureaucracy of online platforms (4DX, WIG, Smart Goals, WEAVE, Self-evaluation, performance evaluation, competency)?
- What are community colleges doing in the nation
- Propelling the Alamo College District into future to be the best in class
- Streamlining of and creating effective processes (are our processes effective? Do we need to reassess our processes?)
- District processes pertaining to cost savings
- Design & standardize quality processes
- How do we get concrete results? What results are we looking for? Start by taking each issue at a time & try to reduce cynicism
- Balancing need for teaching fundamental knowledge w/ evolving ways to acquire knowledge
- More credible information on graduation rate. Lack of data.

Work Environment

- Vision of new Chancellor, Staff flexibility for professional development, Monthly staff & faculty meeting
- Professional development conference attendance
- Benefits & incentives for employee
- Equitably compensated, full-time faculty, minimizing reliance on PT & adjunct faculty
- Improve the overall experience by defining employee role
- Professional development/training & conference attendance
- How do we better take care of our employees so we can better take care of our students
- Retention of quality employees, including tenure & compensation
- Putting staff first
- Employee development
- Redesigning Employee Development Day
- Enhancing the processes to identify, maximize, and recognize employee talent o benefit employee experience
- Performance evaluations - make it simple & meaningful to individuals

Facilities

- Food, menu, price, quality, GE
- Misinformed staff, lockdown & security procedure
- facilities and equipment for program
- Bookstore, library, communications
- Security, lockdown procedures
- Serious-situation procedure
- Email inbox size, building climate control, and parking
- Facilities
- Gymnasium & Track

APPENDIX B

LIST OF RETREAT PARTICIPANTS

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2019 ACD Stakeholders' Strategic Planning Retreat Participants

- Don Adams, Director, DSO/VCFAS
- Leticia Adams, Director Student Success, SAC
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- Adriana Contreras, Community Member
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- Sharon Crockett-Ray, Director, SPC
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- Martin Davila, Chair/Instructor, SAC
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- Savithra Eratne, Director Institutional Research, SAC
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- Migdalia Garcia, Staff, NVC
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- Pedro Hinojosa, Director, DSO/VCPPIS
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- Lawrence Irvin, Associate Professor, SAC
- Adrian Jackson, Director, SPC
- Janae Johnson, Director, SAC
- George Johnson, Dean, SPC
- David Johnson, Community Member
- Katrieva Jones-Munroe, Staff, DSO/VCAS
- Beatriz Joseph, VP of College Services, PAC
- Melissa Kazen, Community Member
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- Javier Leal, President, Staff Senate, NLC
- Jonathan Lee, Interim Chair/Professor, SAC
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- Ricardo Lopez, Staff, SPC
- Luis Lopez, Interim Dean, SPC
- Felipa Lopez, Staff, SPC
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- Paul Machen, Dean, SPC
- Cindy Magruder, Chair, NVC
- Jason Malcolm, Chair, English and Education, NLC
- Mary Helen Martinez, Director, DSO/VCAS
- Barb Mayo, Chair, BCHP, NLC
- Neil McCrary, Chair, Natural Sciences and Kinesiology, NLC
- Julie McDevitt, Staff/Professionals, PAC
- Lisa McGoldrick, Staff, NVC
- Robert McKinley, Vice Chancellor, DSO/VCEWD
- Jennifer Mejia, Director College Services, PAC
- Cynthia Mendiola-Perez, Associate VC, DSO/VCSS
- Carmen Mercedes, Staff, DSO/VCAF/HR
- Tina Mesa, Dean of Academic Success, PAC
- Julie Moore-Felux, Faculty, NVC
- Ryan Morales, Staff, SPC
- Marie Morgan, Director, NVC
- Sammi Morrill, Associate VC, DSO/VCEWD
- Bill Moseley, Staff, SPC
- Patrick Murray, Director, College and Grant Development, NLC
- Jack Nawrocik, Faculty, SPC
- Jemal Nelson, Faculty, SPC
- Gary O'Bar, Director, DSO/VCFAS
- Lucy Odell, Director, DSO/VCPPIS
- John Orona, Staff, SPC
- Paola Ortiz, Current Student, PAC
- Patricia Parma, Associate VC, DSO/VCSS
- Michelle Perales, Director, DSO/Chancellor's Office
- Tammy Perez, Dean for Academic Success, NLC
- Anthony Perez, Staff Senate, PAC
- Walter Perry, Former Student, SPC

APPENDIX B continued

LIST OF RETREAT PARTICIPANTS

.....

2019 ACD Stakeholders' Strategic Planning Retreat Participants

- Dr. Ray Pfang, Dean of Academic Success, PAC
- Nakia Pope, Faculty, DSO/VCFA/HR
- Margaret Quintanilla, Director, DSO/VCSS
- George Railey, Vice Chancellor, DSO/VCAS
- Veronica Reyes, Staff, DSO/VCSS
- Yolanda Reyes Guevara, Director, NVC
- Severo Rodriguez, PAC
- Oscar Ruiz, Chair/Professor, SAC
- Mecca Salahuddin, Director, DSO/VCPPIIS
- Felix Salinas, Director, NVC
- Enrique Salinas, Former Student, SPC
- Laura Sanchez, VP, Academic Success, NLC
- Janie Scott, Staff, NVC
- Cassandra Segura, Director, DSO/VCSS
- Tami Shaw, Community Member
- Erin Sherman, VPCS, NVC
- Adelina Silva, Vice Chancellor, DSO/VCSS
- Diane Snyder, Vice Chancellor, DSO/VCFAS
- Francisco Solis, Dean of Performance Excellence, SAC
- Teanna Staggs, Chair/Professor, SAC
- Mylinda Swierc, Community Member
- Beth Tanner, Vice President for Academic Success, PAC
- Dorathy Tarpeh, Current Student, SPC
- Loi Taylor, Community Member
- Denise Tolan, Faculty, NVC
- Jamie Trevinio, Director, DSO/VCSS
- Martha Trevino, Director, DSO/VCEWD
- Johnny Vahalik, Community Member
- Marie Valentin, SAC
- Stephanie Vasquez, Director of College Grant Development, PAC
- Robert Vela, President, SAC
- Christian Vera, Current Student, PAC
- Russ Wagner, Faculty, DSO/VCFA/HR
- Vernell Walker, Dean for Academic Success, SAC
- Giovianne Washington, Community Member
- Jonathan Weaver, Community Member
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- Shayne West, Director, DSO/VCFAS
- Debbie Whitis, Director, DSO/VCFA
- Harold Whitis, Director, DSO/VCFA
- Kelli Wilder, Faculty, SPC
- Angela Williams, Staff, SPC
- Bill Wullenjohn, Director, DSO/Chancellor's Office
- Kristi Wyatt, Associate VC, DSO/Chancellor's Office
- Michael Ximenez, Director of Advising, PAC
- Paul Ybarra, Community Member
- Bridgedette Ynman, Director, DSO/VCSS





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ALAMO
COLLEGES
DISTRICT

- NORTHEAST LAKEVIEW COLLEGE
- NORTHWEST VISTA COLLEGE
- PALO ALTO COLLEGE
- ST. PHILIP'S COLLEGE
- SAN ANTONIO COLLEGE



Malcolm Baldrige
National Quality Award

2018 Award Recipient