

# CHRISTINA HORTON

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## EDUCATION

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<b>MA</b>	University of Texas at San Antonio San Antonio, Texas Major: Counseling	December 2001
<b>BA</b>	Our Lady of the Lake University San Antonio, Texas Major: Psychology	May 1992

## HONORS, AFFILIATIONS AND MEMBERSHIPS

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Women United, United Way San Antonio	2022
Deans' Leadership Academy, Alamo Colleges District	2021-present
NISOD Excellence Award recipient	2019
WE Conference, annual scholarship donor	2017-present

## HIGHER EDUCATION EXPERIENCE

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<b>Interim Dean for Student Success</b> Division of Student Success, Deans' Office San Antonio College, San Antonio, Texas	July 2021 - present
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Reports to the Vice President for Student Success and provides leadership and oversight of areas focusing on progress, completion, and transition, including academic advising, veterans' support services, disability support services and advocacy services. Serves as a member of the President's Executive Team, leading comprehensive and intentional strategies to support students along their chosen pathways in alignment with the AACC and Texas Guided Pathways projects. Works collaboratively with faculty, staff, administrators, and community partners to plan, develop, implement, and assess processes and practices that improve student performance and completion outcomes through the student experience of connection, entry, progress, completion, and transition. Promotes a culture of collaboration, mutual respect, innovation, and continuous improvement throughout the College and Alamo Colleges District.

### Responsibilities

- Oversee eight departments in alignment with a Guided Pathways model, including Academic Advising, Veterans Services, Empowerment Center, Disability Support Services, International Students Services, two TRIO grants (STEM and Veterans), and

the Student Advocacy Center. Provided previous oversight for Office of Student Records and Outreach and Recruitment.

- Manage an annual combined budget (labor, operations, grants) of \$6.2 million dollars.
- Supervise a team of 125 directors, managers and front-line staff to achieve daily outcomes in alignment with the college's strategic plan.
- Lead continuous improvement efforts through strategic planning, student learning outcomes analysis, 4DX/wig cycles, and outcomes assessment in order to achieve improved outcomes in student engagement, retention, transfer and completion.
- Collaborate with Strategic Enrollment Management team to implement identified action plans leading to increased enrollment and retention.
- Lead projects and initiatives that supports the college's strategic plan, including achieving more equitable outcomes for all students.
  - develop and administer a basic needs assessment student survey that includes early proactive outreach to eliminate identified barriers.
  - create and deploy a division-wide student satisfaction survey that informs process improvement.
  - prepare cross-college team to provide services to incarcerated students in Dominguez State Jail through the Ready for Pell initiative.
  - increase enrollment among Hispanic and Black students, ages 25-45, in fully online learning through the Prioritizing Adult Community College Enrollment (PACCE) initiative.
  - facilitate weekly action planning focused on removing enrollment barriers and maintaining student registration.
  - facilitate weekly action planning focused on removing barriers and supporting student progress, completion and transfer.
  - coordinate Welcome and Wayfinding events to promote a sense of belonging for new students on campus.

## Accomplishments

- Oversaw distribution of \$30 million dollars in federal emergency relief funds (HEERF I, II and III) for students through the Student Advocacy Center for emergency relief, tuition and instructional materials.
- Oversaw planning and implementation of first commencement at Alamodome at a total cost of \$180,000, and wherein 970 students crossed the stage, including 20 graduates of the first BSN class.

- Supervised implementation of the Welcome Center (one-stop model).

**Director of Strategic Initiatives**

January 2020 – July 2021

Office of the President

San Antonio College, San Antonio, Texas

Responsibilities

- Worked in close collaboration with the executive team to develop and execute strategic initiatives designed to improve college performance and student outcomes.
- Facilitated successful implementation of college initiatives designed to measurably improve college KPI performance and student outcomes.

Accomplishments

- Led development of a partnership between San Antonio College and Angelo State University, designed to improve transfer outcomes for our social work programs.
- Led project planning for the New Frontiers Early College High School at San Antonio College, resulting in a fall 2022 freshman cohort.
- Collaborated with leaders across the college to write the Aspen Community College Excellence application, leading to San Antonio College being named the top community college in the nation.
- Led collaboratively with district and college leadership during the COVID -19 pandemic to provide holistic student support while stabilizing enrollment, retention and completion, when community colleges nationally experienced significant impact on outcomes, including up to a 10% enrollment decline during the pandemic.
- Organized, trained and led a COVID Response Outreach team of 30 part-time staff in an outreach effort aimed at connecting with and supporting students who were new to the online environment. After-action report indicates that 99% of students who received direct support from this team completed the spring semester successfully.
- Led a team of 28 staff through training and subsequent implementation of Caring Campus behaviors designed to enhance the student experience and improve equitable outcomes. Served as liaison between SAC and Caring Campus – IEBC. SAC’s commitment to our students through implementation of the behaviors led to an opportunity to work with IEBC again on faculty behavioral commitments, which was completed in spring of 2022.

- Facilitated a cross-district work group of subject-matter experts to develop a scalable plan for implementation of online educational resources (OER) that was presented to the Strategic Leadership Team for future implementation.
- Collaborated with college leadership in the preparation for the of Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) accreditation site visit.

### **Director of Advising**

March 2017 – January 2020

Division of Student Success, Advising department  
San Antonio College, San Antonio, Texas

#### Responsibilities

- Oversaw all aspects of AlamoADVISE and ensure student success outcomes for persistence, completion and transfer are met.
- Worked collaboratively with academics and other student success areas to ensure alignment with pathways.

#### Accomplishments

- Redesigned Institute Advising to embed certified advisors in program areas, resulting in improved levels of faculty-student-advisor collaboration and stronger alignment to pathways model.
- Led implementation of AlamoPROMISE at San Antonio College, a tuition-free program for graduating high school students to increase college-going rates in Bexar county and reduce generational poverty in our community.
- Deployed a process to improve transfer intent, leading to a touchpoint increase of over 1,400 students in one semester. The results of this was showcased to the Alamo Colleges District Board of Directors.
- Created a caseload scorecard to help advisors prioritize outreach efforts based on student needs. Implementation led to an increase in the “Big 5”. touchpoints from 54% to 92%, the results of which were showcased to the Alamo Colleges District Board of Directors.
- Established the Dual Credit Advising team to provide equitable support to dual credit learners, leading to improved collaboration and communication between advising and high schools, and improved students understanding of dual credit courses and pathways.
- Implemented online advising to support fully online learners.
- Enhanced student access to information and resources through advising podcasts and improved social media communications.

- Collaborated with leaders across the college and district to write the Malcolm Baldrige National Quality Award application, resulting in a 2018 win.

**Career Counselor, Personal Counselor, Advising Team Lead** November 2012- March 2017  
 Division of Student Success, Empowerment Center  
 San Antonio College, San Antonio, Texas

Responsibilities

- Supervised and trained a team of 6 certified advisors and counselors.
- Assisted with development and tracking of departmental strategic plan, WIG, sslo's.

Accomplishments

- Coordinated a one-stop social services program to support student basic needs.
- Developed and taught a women's leadership series to 20 students and staff.

**Adjunct Faculty Counselor** January 2005 – May 2011  
 Division of Student Success, Counseling & Student Development Department  
 San Antonio College, San Antonio, Texas

Responsibilities

- Provided comprehensive academic advising and personal counseling to students
- Taught multiple sections of SDEV 0370 and 0170 (see Teaching Experience)

**TEACHING EXPERIENCE**

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SDEV 0370, SDEV 0170	January 2005 – May 2011
San Antonio College, San Antonio, Texas	

- Taught multiple sections of SDEV 0370 and SDEV 0170
  - Created “classroom clips” and integrated into the curriculum as a means of introducing topics such as effective communication, financial literacy and staying motivated into classroom conversations. Showcased by department and adopted by multiple faculty within the department.
  - To enhance student understanding of the various career assessments administered during the semester, developed a final project wherein students plotted their

results onto a career map to identify possible patterns/themes, culminating in a final paper discussing their findings.

## PRESENTATIONS

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*Turn no student away: a case management approach to onboarding.* Christina Horton and Chaye Pena, American Association of Community Colleges, April 2022

*Every dream matters: impacting the first-year experience.* Christina Horton and Fidel Bem, American Association of Community Colleges, New York, New York April 2022

*I didn't sign up for online learning! How San Antonio College practiced proactive caring for our new-to-online learners to support their success during the early pandemic.* IEBC Caring Campus Webinar, June 2020

*Advising WIG: Improving student success metrics through effective caseload data.* Christina Horton, Jessica Vanblaricom, Sunny Hernandez. Alamo Colleges Board of Trustees San Antonio, Texas, August 2019

*Setting Advisors Up for Success: How realignment, embedding with academics, and data-informed case management tools have transformed our pathways work with faculty and students.* Dr. Lisa Alcorta, Dr. Tiffany Cox Hernandez, Christina Horton. Texas Pathways Institute # 1, San Antonio, Texas, November 2019.

*Students Learn from Their Interactions with Us Too! How to Create and Administer Effective Learning Outcomes in our Division,* San Antonio College Division Training, San Antonio, Texas, July 2019

*Changing the "what" in student support services assessment.* Dr. Francisco Solis, Christina Horton, Jennifer Alvizo, Community College Conference on Learning Assessment, Orlando, Florida, February 2019

*Advising WIG: Improving transfer rates through intentional conversations.* Alamo Colleges Board of Trustees, San Antonio, Texas, March 2018

## PROFESSIONAL DEVELOPMENT

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Bloomberg Business Leadership	2021
Equity in Faculty Hiring	2020
DEI Training	2019

ALAS	2019
Baldrige Examiner	2018

**COLLEGE AND DISTRICT SERVICE**

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District Pathways Leadership Council, Co-Chair	2021 – present
District DEI Council	2020 – present
San Antonio College Strategic Enrollment Management Team	2018 - present
San Antonio College Strategic Quality Enhancement Committee	2017 – present
District COVID-19 Incident Command Recovery Task Force	2020-2021
District Strategic Enrollment Management Team	2020-2021
San Antonio College Mascot Selection Committee, Chair	2020-2021
San Antonio College Student Advocacy Advisory Committee	2016-2017
San Antonio College Women’s History Planning Committee	2014-2016