BOARD OF TRUSTEES CHARGES
To the CHANCELLOR and HIS TEAM
2014-2015

The Alamo Colleges Board of Trustees issued Charges to the Chancellor for 2014 – 2015, in order to cause identified areas to be improved system wide. The Board is pleased with the overall progress of accomplishments and partial completions and continues to expect high levels of attainment in each of the following areas. These expected high levels of attainment will be realized by each of the College Presidents as members of the Chancellor’s Student Success Team.

Operational Improvements: Continue to...

A. Publish targets, metrics, measures, etc., that have been established to implement operational improvements throughout the District operations and the Colleges,

B. Determine the effectiveness of these items and publish the results throughout the District,

C. Develop realistic, quantifiable targets in each academic and operational department now that the initial systems, have been implemented, and especially the registration system.

Academic Program: Continue to implement the Alamo Colleges’ Strategic Plan and provide the present status and future milestones of initiatives that have been implemented or are to be implemented.
A. Continue to review and align all programs with the district's mission and the community's needs,

B. Continue to reduce or eliminate programs/courses no longer necessary or effective,

C. Continue to explore the integration of the course EDUC 1300 into the Core programming,

D. Continue to redesign developmental education to include Best Practices in developmental math and the combined reading/writing courses to increase the numbers of students entering college level courses,

E. Based on emerging research and best practices, implement an Alamo Colleges District administrative structure across all colleges for the Alamo Institutes that will:

- Ensure alignment of credit and non-credit programs within each Institute,
- Align the career/degree pathways and Program of Study (POS) to jobs and current/emerging demand occupations for students,
- Establish the full integration between labor market, instruction, and student support programs for each Institute,
- Explore with area employers the addition of new credit and non-credit programs within the Alamo Institutes that meet emerging employment needs, and,
- Ensure continuous improvement of student success including completion, graduation, transfer, and employment,
F. Board Charge to Chancellor: Performance Metrics

Develop both District- and College-specific improvement strategies to achieve identified targets for each of the performance metrics stated in Board Policy F.6.1 (Student Success) across all 5 colleges. These metrics include the following:

**All Students**
- Course completion rates
- Productive grade rates
- Number of high-risk courses
- Degrees conferred (WIG: wildly important goal)
- Community College Survey of Student Engagement *(to be added, see below)*

**Cohort Tracking**
- Persistence rates
- Transfer rates
- Employment rates
- Licensure rates
- Graduation rates

**Methodology for establishing targets:** As previously agreed upon by the Board, one-, two-, and three-year targets for our key performance indicators (KPIs) will be established using a “next level” methodology. The next level represents state and national benchmarks: state average, peer group average, best amongst our state peers, best in Texas, and ultimately best in the nation.

*CCSSE domains include: Active & Collaborative Learning, Student Effort, Academic Challenge, Student/Faculty Interaction, and Support for Learners.

G. Create the AlamoENGAGE program to encourage, reward, and utilize the talents of our professors/instructors as they use best teaching practices and share those talents among other staff through professional development.
**STUDENT SUCCESS & RETENTION:** The Board of Trustees expects that the necessary resources (dollars, time, effort, attention, communication, etc.) will be applied to the long-term implementation of the MyMAP comprehensive system to work with EVERY student in a highly strategic manner. We expect periodic (quarterly) reports with metrics in the four identified strands of the MyMAP system. Periodic reports should also identify:

A. Initiatives taken to assess student outcomes and to improve student success and retention,

B. Metrics developed and validated to measure student success and retention,

C. Effectiveness of these initiatives to date,

D. Expectations and future milestones of these initiatives, and,

E. Actions taken to identify good paying job opportunities with local employers who are unable to find sufficient qualified applicants and actions taken to structure courses/programs at Alamo Colleges which will qualify students for such employment upon successful completion of the course/program, and,

F. Periodic reports to the Board regarding the newly implemented Advising System for 2014-2015.

**Northeast Lakeview Accreditation (NLC):** Provide NLC the necessary support to finalize its accreditation through the Southern Association of Colleges and provide periodic reports to the Board of Trustees. The pathway to full
accreditation has lagged unnecessarily and the Board expects that it will be attained in school year 2014-2015!

**Operational and Structural Weaknesses:** Continue to identify:

A. Weaknesses and how they are to be addressed through the internal/external audit processes, and

B. Present status and future milestones of the corrective actions for the housing of the central administrative staff and any future capital campaign.

**The Alamo Way:** Continue to:

A. Identify actions taken to improve collaboration and communication within the Alamo Colleges,

B. Identify actions taken to align and promote the Alamo Way throughout the District with the strategic plan,

C. Provide an evaluation of the effectiveness of these actions, and,

D. Provide the present status and future milestones of these actions.

**Alamo Colleges' Cost to Achieve Student Success:** Continue to implement the **"Call to Action"** and,

A. Identify and publish metrics to measure the cost of student success being achieved at Alamo Colleges as related to the cost of each course/program,
B. Correlate the cost incurred to achieve student success and identify the benefits being realized by the community as well as any detriments to the community by the discontinuance of the program(s), and,

C. Develop procedures uniformly among all colleges including but not limited to;
   - Curriculum alignment
   - Common textbooks
   - Alamo LEADS
   - Support open-source materials including e-books that will provide the best learning materials at the lowest possible costs to students, i.e., the Gate's grant to Seattle Community College program of books not costing more than $20!
   - Explore and provide recommendations regarding the purchase/lease of technology that will allow our students who do not have access to cable/WiFi/other technological vehicles in order to access Alamo Colleges’ virtual courses/libraries/other programs.

**Personnel:** Continue to:

A. Finalize the new faculty evaluation program that identifies employee performance which meets the expectations of the Board of Trustees and provides improvement plans for those who are not meeting the expectations. This will be the final year (2014-2015) of the pilot project for this new system, and,

**Community Relations:** Continue to:

A. Reach out to the business, civic, and social communities of our city/county/service area as well as those in the
affected program areas of Kerrville, New Braunfels, and Floresville, and,

B. Identify actions that have been implemented to increase the District’s visibility and support among state officials, local businesses, and local civic leaders.

**Public School Relations**: Continue to implement programs designed to establish effective relations with our service area school districts to:

A. Continue the all-regional ISD meetings and implement the group’s priority projects,

B. Increase Alamo Colleges’ District administrative operations in order to ensure effective management and high quality of the Dual Credit Programs, Alamo Academies, and Early College High Schools,

C. Improve college readiness of students not only through curriculum alignment between high schools and the Colleges, but also by providing tours of our Colleges for high school juniors/seniors to demonstrate the possible degrees/certificates/licenses throughout the entire District,

D. Provide PASS test preparation and testing to reduce the need for remediation,

E. Provide orientation and developmental education courses at the high schools,

F. Provide advising and career choice/degree planning at the high schools,
G. Increase interaction and support for school counselors and report activities/metrics at Board Meeting,

H. Expand dual credit opportunities for more students by increased numbers passing Accuplacer,

I. Expand student entrance into the Alamo Academies,

J. Increase the number of Early College High Schools for school districts, private/parochial schools, and charter entities across the service district to meet their needs and those encouraged by HB5, and,

K. Increase data collection, analysis, and reporting to improve student registration, transfer, and success at the Alamo Colleges.

**Workforce Systems:** Because of increased attention at the federal and state levels to workforce programs for students of all ages, continue to:

A. Perform a thorough analysis of current programs and structures including but not limited to assuring that skills advisory boards are functional,

B. Develop programs in response to community workforce needs,

C. Analyze House Bill 5 and its impact on workforce programming with the school districts in our service area, and,

D. Apply national certifications to all appropriate programs and degrees and assure that the faculty are trained to meet the expected standards.
The Board of Trustees is proud of the work undertaken through its **Charges** document and looks forward to periodic updates throughout the year.

Anna Bustamante, Chair

Dr. Gene Sprague, Member

Dr. Vonne Katz, Vice Chair

Denver McClendon, Member

Joe Alderete, Secretary

Albert Herrera, Member

Clint Kingsbery, Ass't. Sec.

Roberto Zarate, Member

Jim Rindfuss, Member

**August 19, 201X**

DATE