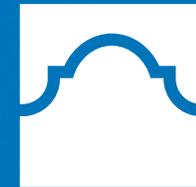


ACD Strategic Planning Implementation Retreat

Session 4: **BIG IDEA** Implementation Plans



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Presentation Number	BIG IDEA Title	Presenters of BIG IDEA Implementation Plan
1	Leadership Development	Dr. Mecca Salahuddin Linda Boyer-Owens
2	College Plus	Janie Scott Debi Gaitan
3	Creating Higher Education Student Leaders	Dr. Carlos Ayala Patty Parma Rodell Asher
4	Same Day Access	Jeff French Dr. Mordecai Brownlee
5	Career Pathways	Rudy Farias Dr. Ruth Dalrymple
6	Instructional Materials	Christina Horton Dr. Jothany Blackwood
7	Alamo Anytime	Pedro Hinojosa Katherine Doss



BIG IDEA 1

Leadership Development

Redesign leadership development for every employee to grow, develop, and contribute



LEADERSHIP DEVELOPMENT IMPLEMENTATION PLAN

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BIG IDEA: LEADERSHIP DEVELOPMENT

BIG IDEA Goal: Reimagine an ACD Leadership Development Program for every employee to grow, develop, and contribute to the success of ACD.

Alignment of BIG IDEA to ACD Strategic Objectives and Goals:

Strategic Objective: Principled-Centered Leadership

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

Goal A: Incorporate a culture of Principle-Centered Leadership

Goal B: Build Talent and Empower Employees

OVERALL IMPACT:

- Positive work environment, change in culture, that leads to greater job satisfaction.
- Improved learning and experiences for our students and employees.
- Continuous improvement in leadership development opportunities.



BIG IDEA Strategy 1: Align our current leadership development (LD) activities across the district with best practices and knowledge from the external environment

Activities:

1. Complete an internal landscape analysis to catalog all of the leadership development resources, offerings and work in progress to support employees.
2. Complete an external landscape analysis to align competencies with industry needs and best practices.
3. Work with existing Faculty and Staff Development Advisory Boards and other groups engaged in employee development across ACD to better understand the issues being addressed and strategies being developed to address leadership gaps among employees.
4. Categorize the Leadership Development activities by purpose, intended audience, and expected outcomes.

Expected Outcome:

Clear identification of the opportunities and gaps that, if accessed or addressed, will meet the leadership development needs and expectations of ACD and employees.

Metric or Indicator of Implementation Success:

A complete catalogue of current ACD Leadership Development offerings and activities organized around the Essential Leadership Competencies.

A listing of external best practices and industry needs.



BIG IDEA Strategy 2: Identify the Essential Competencies of ACD Leaders.

Activities:

1. Review current ACD job descriptions to identify leadership competencies for the various types and levels of leadership at ACD.
2. Survey senior leaders to determine leadership development expectations.
3. Survey employees to determine gaps and the likelihood of engagement with existing and future leadership development opportunities.
4. Create a working definition of leadership for ACD.

Expected Outcomes:

1. Employees understand what competencies and other expectations exist to progress to/within ACD leadership.
2. Leadership development that is relevant to a career track, career lattice (transferability of skills) and positional progression.
3. ACD Leadership competencies are identifiable in ACD Job Descriptions.

Metric or Indicator of Implementation Success:

The Essential ACD Leadership Competencies are defined for the ACD leadership levels and are integral to leadership development offerings and the efforts of employees pursuing leadership positions.



BIG IDEA Strategy 3: Create a leadership development program that incorporates the essential competencies and leadership expectations into a suite of offerings, approaches, and tools.

Activities:

1. Engage key stakeholders (Faculty and Staff Development Advisory Boards) and leadership development team members to work collaboratively to drive and guide the work of developing a suite of offerings, approaches, and tools.
2. Create a repository of information that is aligned with our internal priorities, e.g. DEI and external best practices, such as AACC.
3. Develop a district-wide communication plan that keeps employees informed of leadership development opportunities and activities.
4. Identify and implement leadership offerings, approaches, and tools.

Expected Outcomes:

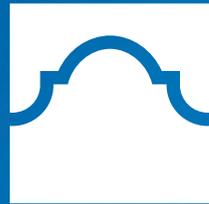
Employees have opportunities to grow their leadership skills in their current position.
Employees have opportunities for career progressions within ACD.

Metric or Indicator of Implementation Success:

1. Number of internal employees progressing in their career in the District.
2. Employees satisfaction with leadership development and career progression opportunities.
3. Increase in employee engagement in leadership development opportunities.
4. Decrease in employee turnover.



Thank you



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BIG IDEA 2

College Plus: Universal Access

Free higher education and address students' basic needs via institutional support



College Plus: Universal Access

BIG IDEA Goal: Create wrap-around systems that support student needs to ensure equity in higher education access, success, and completion.

Alignment of BIG IDEA to ACD Strategic Objectives and Goals:

Student Success

- 1.A** Identify, improve, and fund processes, institutional programs, and services designed to promote student success
- 1.B** Strengthen the approaches to outreach and onboarding to eliminate barriers to enrollment and accelerate students' progress toward their academic and career goals.
- 1.C** Increase performance of all students through development and improvement of our student resources and advocacy supports.
- 1.D** Increase overall student performance by closing performance gaps between ethnic/racial, gender, and socioeconomic groups.

Performance Excellence

- 3.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.

Overall Expected Impact: Eliminate barriers to access, success, and completion. Improved wrap-around systems that support student success.



BIG IDEA Strategy 1: Increase financial resources.

Activities:

1. Increase financial aid awareness
2. Identify more revenue sources

Expected Outcomes:

1. Identify additional revenue sources (private and public)
2. Provide relevant information to targeted groups of students
3. Provide cost-free education to all Alamo Colleges students

Metric/Indicator of Implementation Success:

1. Number/% of Pell eligible students enrolled and fully funded
2. Number/% of non-Pell eligible students enrolled and fully funded
3. Amount/% of scholarships awarded
4. Increase in foundation support
5. Increase in community support
6. Better data provided to those seeking outside support



BIG IDEA Strategy 2: Build community support.

Activities:

1. Partner with universities for housing and other student services.
2. Host open houses for community partners
3. Enhance existing partnerships with Institute advisory groups
4. Place of Exchange Hub /Career Centers /Advocacy/ Cultural Community Groups/ Churches/ COPS/Metro
5. Going in / Going Out to the community
6. Leveraging reciprocity
7. More Job Shadowing/ Internship
8. Partner with Community for metrics on poverty—like SAHA

Expected Outcomes:

1. Increased knowledge of community needs/gifts
2. Stronger Connection to Community
3. Human knowledge bank (Staff and Faculty)
4. Identity specific partners and search them out for the needs of our students

Metric/Indicator of Implementation Success:

1. Impact of community partners
2. Span of diverse sectors
3. Number of students placed for housing



BIG IDEA Strategy 3: Keep students engaged.

Activities:

1. Evaluate staffing needs across all areas
2. Highlight successful students
3. Promote and fund advocacy centers
4. Streamline enrollment process

Expected Outcome:

Increased student retention, success, and completion

Metric/Indicator of Implementation Success:

1. Graduation rates
2. Fall to Fall persistence
3. Decrease in distress indicators



BIG IDEA 2

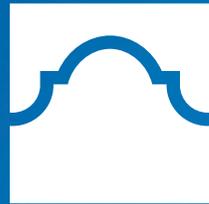
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BIG IDEA 3

Creating Higher Education Student Leaders:

Commitment to develop, train, provide incentives, and hire students through aligned higher education and leadership career pathways.



Creating Higher Education Student Leaders

BIG IDEA Goal: Create and develop engaged student leaders equipped with the competencies, skills, and tools to be successful.

Alignment of BIG IDEA to ACD Strategic Objectives and Goals:

1. Strategic Objective I (**Student Success**), Goal E:

Define, align, assess, and improve student learning outcomes/competencies for all academic and workforce programs.

2. Strategic Objective II (**Principle-Centered Leadership**), Goal 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.

3. Strategic Objective III (**Performance Excellence**), Goal 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

Overall Expected Impact: Increased return on investment, trained employees, growing a diverse leadership that understands our students.



BIG IDEA Strategy 1: Align student leadership competencies and skills with needs of business/industry.

Activities:

1. Collaborate with business/industry to understand needs and expectations from their workforce.
2. Provide students opportunities to collaborate with internal and external business partners.
3. Develop, implement, and evaluate the alignment of current ACD student leadership initiatives (including student employment) and activities that provides students the essential skills employers seek.
4. Provide students opportunities to expand their social capital and collaborate with internal/external business partners by incorporating workforce mentors and field experiences such as job shadowing, internships, speed-networking, and interviews for students to demonstrate acquired leadership skills.

Expected Outcome:

Students having leadership competencies and essential skills, experiential learning, and competitive edge to meet the needs of current and future employers.

Metric/Indicator of Implementation Success:

1. Level of engagement of internal and external workforce partners.
2. Satisfaction of students and employers with acquired experience and essential skills.
3. Number of internal student hires (i.e., work-study, peer mentors, interns, full-time employees).
4. Number of students employed (in higher education and outside) six months after graduation.



BIG IDEA Strategy 2: Increase engagement in student leadership programs and activities.

Activities:

1. Engage students in deliberate leadership development opportunities such as critical thinking, communication, public speaking, and teambuilding skills through the student experience in MyMAP according to AlamoINSTITUTES.
2. Establish and record the student leadership development pathway options in AlamoEXPERIENCE, providing equitable access for all student populations.
3. Involve students in organizations (SGA, PTK, SDC, etc.), Federal and community work-study programs, and student engagement grants.
4. Develop an Entrepreneurial Academy for dual credit students to encourage student engagement in higher education and leadership.
5. Establish a District-wide communication campaign to inform students of leadership development opportunities.

Expected Outcome(s):

Students having high levels of engagement and satisfaction with their leadership development.

Metric/Indicator of Implementation Success:

1. Number of students completing a student leadership career pathway.
2. Number of students involved in organizations (SGA, PTK, SDC, etc.), existing Federal and community work-study programs, and student engagement grants.
3. Number of internal/external business partners providing leadership development opportunities for students through programs/services.
4. Enrollment in an Entrepreneurial Academy and continued attendance at an ACD college.



BIG IDEA Strategy 3: Develop marketable leadership skills of faculty and staff.

Activities:

1. Align employee marketable skills/training with ACD student leadership development.
2. Provide marketable leadership skills/training to faculty and staff, emphasizing how to implement them in their classes/programs.
3. Establish a website to connect students with faculty or staff to learn from their experience and skill sets.

Expected Outcome(s):

1. Capable faculty and staff fully engaged in developing student leaders.
2. Students having hands-on leadership experience, tools, certifications and benefitting from provided incentives for success.

Metric/Indicator of Implementation Success:

1. Number of faculty and staff with identified ACD marketable leadership skills or credentials.
2. Number of students with leadership experiences and credentials in their Experience Transcript.



BIG IDEA 3

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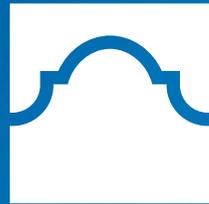
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BIG IDEA 4

Same Day Access:

Complete the enrollment process in one day.



Same Day Access

BIG IDEA Goal: Improve persistence, retention, and graduation rates for better careers and higher income. Developing strong marketable skills such as teamwork, leadership, communication, social and personal responsibility.

Alignment of BIG IDEA to ACD Strategic Objectives and Goals:

1. Strategic Objective I (Student Success), Goal A:

Identify, improve, and fund processes, instructional programs and services designed to promote student success.

2. Strategic Objective I (Student Success), Goal B:

Strengthen the approaches to outreach and onboarding to eliminate barriers to enrollment and accelerate students' progress toward their academic and career goals

3. Strategic Objective III (Performance Excellence), Goal D:

Maximize the purchase and use of technology to support student and employee success.

Overall Expected Impact: Increase student enrollment to impact retention, persistence, and completion for social and economic mobility.



BIG IDEA Strategy 1: Develop Alamo Colleges Student Application

Activities:

1. Evaluate and determine which elements of the ApplyTX application should carry over.
2. Determine which new questions/fields should be included that are ACD specific.
3. Determine test population for pilot.

Expected Outcomes:

1. Implementation of a more efficient and responsive student application system for ACD.
2. Reduced processing time student application to improve student onboarding experience.

Metric/Indicator of Implementation Success:

1. Mock up of ACD student application draft.
2. Identified student population for pilot.



BIG IDEA Strategy 2: Remove barriers to non-enrolled students having to reapply term-to-term.

Activities:

1. Evaluate current processes associated with student reapplication and onboarding.
2. Identify SME group to discuss data and process improvements to current student experience.
3. Design a new student experience to support student reapplication and onboarding.

Expected Outcome(s):

1. Improved student re-engagement metrics.
2. Improved student completions.

Metric/Indicator of Implementation Success:

1. Identification of barrier impacting this student experience.
2. Development of a new student reapplication process.



BIG IDEA Strategy 3: Modify existing enrollment holds to enable easier onboarding (i.e. refreshers).

Activities:

1. Identify all holds currently utilized.
2. Discuss the impact of our current hold practices.
3. Determine new opportunities for how holds can be utilized to improve the speed of student onboarding.
4. Discuss impact of refreshers and determine necessity.

Expected Outcomes:

1. Reduced initial student onboarding holds.
2. Streamlined onboarding process to improve student application complete status.

Metric/Indicator of Implementation Success:

1. Reduction of front-end holds.
2. Development of new student onboarding experience.



BIG IDEA Strategy 4: Refined application readability and refinement of modalities of applicant communication.

Activities:

1. Evaluate the readability score of newly developed ACD student application.
2. Make adjustment to readability score to support student access.
3. Evaluate and refine institution-to-student onboarding communication strategies.

Expected Outcomes:

1. Improved student readability and ease of onboarding.
2. Improved institution-to-student onboarding communication strategies.

Metric/Indicator of Implementation Success:

1. Low ACD application readability score audit.
2. Implementation of new institution-to-student communication strategies.



BIG IDEA 4

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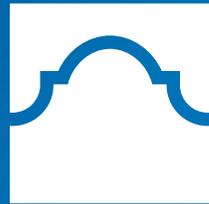
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BIG IDEA 5

Robust Pathways to Career:

Credential to Career: All students are guaranteed a relevant connection to an employment opportunity.



Robust Pathways to Career

BIG IDEA Goal: Build on existing pathways' framework to *further align* to careers, job opportunities and employer connections.

Alignment of BIG IDEA to ACD Strategic Objectives and Goals:

1. Strategic Objective I (Student Success), Goal B:

Strengthen the approaches to outreach and onboarding to eliminate barriers to enrollment and accelerate students' progress toward their academic and career goals.

2. Strategic Objective III (Performance Excellence), Goal 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.

Overall Expected Impact: Holistic approach to career pathways and career success; Economic mobility for graduates; Prepared, talented workforce for the community.



BIG IDEA Strategy 1: Expand and enhance employer partnerships

Activities:

1. Gain access to additional assets and resources for all pathways through increased partnerships
 - Career days; Student teaching for a day; technical and degree areas
 - Include universities, foundations, and non-profits (e.g. TATE/UTSA, literacy and supervision programs)
 - Extend partnership down to the high schools and middle schools
2. Develop a menu of pathway options; Delineate and group existing partnerships and services
3. Align Experiential Learning; Build upon middle to high school to Alamo to university; Ensure programs are scalable across multiple institutions

Expected Outcome:

Increased opportunities to explore and experience diverse careers, connect with employers, and secure job placement.

Metric/Indicator of Implementation Success:

1. CCSSE student engagement survey questions; opportunity to drill down based on first generation; ethnicity; full time; part time;
2. Strategy Map metrics (student selection within the first 30 hrs.); Assess student engagement and tie to the larger metrics; touch point on the mission statement



BIG IDEA Strategy 2: Improve overall student experience

Activities:

1. Ensure all pathways include Experiential Learning and career components are recognized in TAGs
2. Tailor pathways (continuing education to associate degrees) to meet the needs of our diverse student populations (e.g. adult learners, some college, FTIC, etc.)
3. Introduce career pathways in middle school
4. Identify a career pathway in high school and align high school endorsements to Institutes

Expected Outcome(s):

Students will receive a degree, occupational skills award, or credential that makes them marketable

Metric/Indicator of Implementation Success:

1. Degrees and certificates awarded
2. Headcount by Institute
3. Increase in high school graduates entering college



BIG IDEA Strategy 3: Enhance internal and external communication

Activities:

1. Develop a communication and marketing plan
 - Identify various marketing platforms; (e.g. Social media platforms used by students)
 - Tell “our” story; Promote affordability, education increases job opportunities and share success stories
 - Recruit and message career paths to high school students
 - Target adult learners and those interested in returning to school
 - Promote job markets and potential earnings
2. Gather partner/employer skill sets needs
 - Market employment opportunity and skill set requirements to students

Expected Outcome(s):

Increased knowledge of job markets, required courses, and skill sets; Better prepared and talented graduates; Expanded “local” workforce pool for community partners

Metric/Indicator of Implementation Success:

1. Degrees and certificates awarded
2. Course completion rates
3. Headcount by Institute
4. Graduate salaries



BIG IDEA 5

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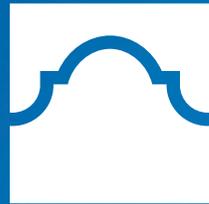
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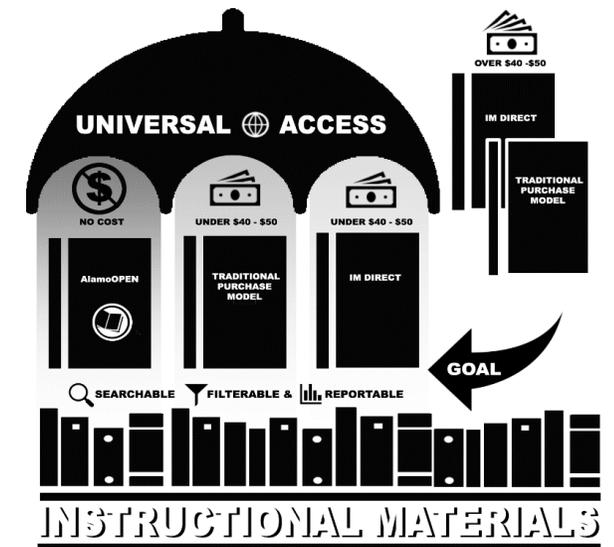


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BIG IDEA 6

Universal Access: Instructional Materials

Students will receive no-cost and low-cost quality textbooks and learning materials.



Universal Access – Instructional Materials

BIG IDEA Goal: To provide students with no-lost and low-cost high-quality instructional materials in order to remove potential barriers to completion.

Alignment of BIG IDEA to ACD Strategic Objectives and Goals:

Strategic Objective I (Student Success) Goal A: Identify, improve, and fund processes, instructional programs, and services designed to promote student success.

Strategic Objective I (Student Success) Goal C: Increase performance (retention, engagement, graduation, transfer, and job placement) of all students through development and improvement of our student resources and advocacy supports.

Overall Expected Impact: Through research, organizational design and faculty professional development, ACD can successfully implement universal access of low-cost and no-cost instructional materials at scale. By removing this potential financial barrier for students, we can improve completion rates that serve to support local labor needs and ensure social mobility of our students. We will also further identify ourselves as an essential partner in the success of our community.



BIG IDEA Strategy 1: Research

Activities:

- Inventory courses with low-cost materials
- Identify best practices
- Gather stakeholder feedback
- Expand inventory
- Review literature

Expected Outcome(s):

- Identified existing zero-or-low-cost resources at the colleges and resources at external organizations (i.e. OERTX Repository)
- Identified current cost to completion
- Assessed impact of modality and course sequence with instructional materials
- Outlined the creation of a District-wide repository and identify best practices in supporting faculty
- Assessed impact on student learning and identify potential equity gaps

Metric or Indicator of Implementation Success:

- Improved metrics for Productive Grade Rate (PGR), Course Completion Rate (CCR), Course Retention Rate, Fall-to-Fall Persistence Rates, Graduation Rates, and average semester credit hour to degree completion.
- Decreasing average cost of instructional materials by semester decreasing costs for programs associated with student debt
- Compare costs of printed materials on shelf with cost of used and rental materials
- Increasing percentage of courses/programs with low/no cost sections
- Increased satisfaction with low-cost instructional materials, gathered through student and faculty surveys
- Shorten average timeline to adopt materials

Notes/Issues:

In 2017, the average cost of textbooks per student at public community and technical colleges reached \$ 1,440 per year (Ma *et al.*, 2018).



BIG IDEA Strategy 2: Organizational Design

Activities:

- Develop a framework with guiding principles and assessment component
- Develop personnel needs with organizational chart to include OER librarians
- Develop a shared ACD/College repository for FT and Adjunct faculty
- Include support for Teaching and Learning Centers at the colleges
- Establish budgetary needs and pursue grant development opportunities

Expected Outcomes:

- Established a district-wide framework to support this initiative
- Identified staffing and budget requirements
- Identified Faculty Champions
- Established processes associated with supporting/maintaining instructional materials, including alignment of the college IMDirect processes

Metric or Indicator of Implementation Success:

- The establishment of a District-wide repository for faculty
- Sustainable funding source
- Determine benchmark and baseline for this work across colleges
- Assessment structure is in place and supports continual improvement
- Alignment with BOT tuition and fees

Notes/Issues: Ensure that the creation of instructional materials integrates effectively with scheduling courses; sections may be scheduled before the materials are reviewed and revised.



BIG IDEA Strategy 3: Professional Development and Support

Activities:

- Develop professional development sessions for faculty i.e. How to develop and maintain free instructional materials
- Provide an allocation of time for faculty to identify, update, and integrate instructional materials
- Create opportunities for collaboration across the colleges
- Ensure allocation of time for faculty to design courses for OER materials
- Define academic freedom in the context of curriculum development for instructional materials

Expected Outcome(s):

- All full-time and adjunct faculty will have access to a repository and quality professional development
- Faculty will prioritize integrating low-to-zero cost instructional materials in courses and programs
- Faculty involvement and engagement with project
- Intentional outreach and inclusion of all faculty, including dual credit and adjuncts
- Peer review process in place for instructional materials and course design

Metric or Indicator of Implementation Success:

- Equity of access to IM's is assured
- Free or low-cost IM's are available on or before the first day of class in courses
- Feedback from faculty interest surveys indicates the implementation has been comprehensive and successful
- Evaluation of the quality of instructional materials indicates current, effective materials are in place



Big Idea 6

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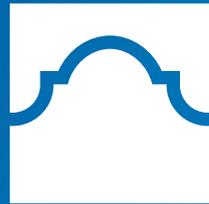
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BIG IDEA 7

AlamoAnytime: Provide a laptop and internet service to any student and allow them to take a class at any time



AlamoAnytime

BIG IDEA Goal: Provide a laptop and internet service to any student and allow them to take a class any time

Alignment of BIG IDEA to ACD Strategic Objectives and Goals:

1. Strategic Objective I (Student Success), Goal A:

Identify, improve, and fund processes, instructional programs and services designed to promote student success.

2. Strategic Objective I (Student Success), Goal B:

Strengthen the approaches to outreach and onboarding to eliminate barriers to enrollment and accelerate students' progress toward their academic and career goals.

3. Strategic Objective III (Performance Excellence), Goal D:

Maximize the purchase and use of technology to support student and employee success.

Overall Expected Impact: Increase computer literacy, enrollment, graduation rate, and access to college



BIG IDEA Strategy 1: Address the Technology Needs of Our Students

Activities:

1. Perform an environmental scan to assess current technology usage and needs of our students
2. Conduct qualitative analyses (e.g. focus groups) to better understand how our students are using technology to access college.
3. Develop seamless delivery process so that students have immediate access to the technology they need upon registration (e.g. receive hardware and software at NSO)

Expected Outcome:

The technology needs of our students will be fully captured and addressed

Metric/Indicator of Implementation Success:

1. Number and percentage of students expressing a need for some type of technology
2. Number and percentage of students who received needed technology
3. Number of students enrolled, especially among those identifying technology as a barrier



BIG IDEA Strategy 2: Target the Needs of Specific Student Populations

Activities:

1. Identify student populations that may experience inequities and barriers to technology and college access
2. Extend the research of the environmental scan and qualitative analyses to further understand the technology needs of these student populations
3. Crosswalk the programmatic and course needs of our students to determine what types of specialized software or equipment may be needed.
4. Develop an inventory of student technology needs throughout all of the colleges

Expected Outcome:

Students who are enrolled at any of the colleges have the tools provided to them for academic access and success.

Metric/Indicator of Implementation Success:

1. Number and percentage of students in specific sub-populations with technology needs
2. Number and percentage of student in specific sub-populations having their technology needs met
3. Number of students in specific sub-populations enrolled, especially those with technology barriers
4. Number and percentage of students in specific sub-populations retained and persisted



BIG IDEA Strategy 3: Expand Technology Literacy for Our Students

Activities:

1. Identify computer/tech comfort level of our students through environmental scanning and focus groups
2. Create videos specifically on accessing existing and newly developed knowledge bases (e.g. where to go to find these resources)
3. Develop literacy curriculum and pathways based on the students' level of comfort with tech

Expected Outcome:

Increased technology literacy and access to college for our students

Metric/Indicator of Implementation Success:

1. Number of students accessing tech learning resources
2. Technology literacy rates and knowledge gains based on pre/post testing



BIG IDEA 7

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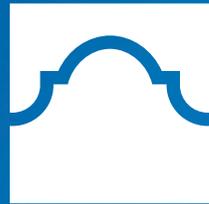
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Thank you



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Malcolm Baldrige
National Quality Award
2018 Award Recipient



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Universal Access: Instructional Materials

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7 BIG IDEAS

5 SESSIONS

164 PARTICIPANTS

21 STRATEGIES

Thank