The Board of Trustees of the Alamo Colleges District in collaboration with its Chancellor, Dr. Mike Flores, work to provide a road map to excellence. The points along the way on this map are called Charges and are communicated to all stakeholders.

- **Active Goals** are those of high interest to the Alamo Colleges District organization and its stakeholders during the evaluation period. The achievement of Active Goals requires that they be specific and measurable.

- **Monitored Goals** are those of continued interest and importance to the Alamo Colleges District and its stakeholders during the evaluation period. Monitored Goals have often been an area of focus in previous evaluation periods. Their achievement continues to be of interest to the organization.

The following Charges for 2021-2022 are built upon the previous years' Charges in order to encourage continuous improvement and innovation for our award-winning district and economic and social mobility for our students.

**ACTIVE GOALS**

1) **Strategic Enrollment Management**

Begin implementation of the overarching Alamo Colleges District-wide Strategic Enrollment Management Plan to facilitate smart growth and increase market penetration.

2) **AlamoPROMISE- Improve College Going Rates**

Successfully expand AlamoPROMISE to graduating seniors from thirty comprehensive high schools and targeted Early College High Schools in Bexar County. Continue to pursue a collective impact strategy to implement and fund AlamoPROMISE.

3) **Support Equity-Mindedness**

Support equity-mindedness at Alamo Colleges District which is a demonstrated awareness and willingness to address and resource equity issues among stakeholders- students, faculty, staff and partners/suppliers.

Support equitable educational outcomes for all students with a focus on limited-income students and students with children. Identify if performance/opportunity gaps exist by reviewing and evaluating student data. Develop action plans to close identified
performance gaps among identified student groups. Increase overall student performance (retention, engagement, graduation, transfer, and job placement) of students.

Emphasize positive attributes of our students by creating a paradigm shift to realize needs of specific student groups and developing or enhancing services provided to them. Develop a plan to better serve “Parenting Students”.

4) **AlamoONLINE**

Build and strengthen each College’s capacity to deliver premier, quality digital learning experiences for Alamo ONLINE students by establishing a comprehensive digital marketing and enrollment strategy to increase enrollment of exclusively online students (excluding dual credit and early college high school) by 5% from Fall 2020 to Fall 2021.

Increase the emphasis on Micro-credentials by increasing the number of student-earned verified digital badges that articulate in-demand marketable skills by 59% from 315 in 2020-21 to 500 in 2021-22.

Develop and increase the number of and implementation of micro-pathways for careers in Health and Biosciences from 0 to 5 in 2021-2022.

5) **Implementation of new Baccalaureate degree programs**

With the successful passage of HB 3348, develop and implement the five workforce oriented Bachelor’s Degree programs at Northwest Vista College, Northeast Lakeview College, Palo Alto College, San Antonio College & St. Philip’s College.

6) **Universal Access to Educational Materials**

Expand our strategies to reduce the costs of educational materials with Open Educational Resources (OER’s), electronic books and related strategies and continue to pursue collaborative strategies to ensure all Alamo Colleges’ students have Wi-Fi access (digital inclusion) both at the Alamo Colleges and at home or in their neighborhood. A community scan and student survey should be conducted to document student’s access.

**MONITORED GOALS**

7) **AlamoENGAGE**

Support the AlamoENGAGE model and its various components, with particular emphasis on the inclusion of Decision-making models within our Principle-Centered Leadership policy/strategic objective that provides opportunities for ACD students and employees to develop as leaders and collaborators. Enhance the overall employee experience to accelerate employees’ level of engagement, satisfaction and performance.
8) **AlamoWAY**

Expand implementation and refinement of continuous improvement activities, including but not limited to the three elements of the Alamo Way:

a. Continue to use the Baldrige model as our basis for quality enhancement and organizational efficiency;

b. Expand development of our Regional ISD Compact Summit;

c. Expand our Principle-Centered Leadership efforts to all students providing them the opportunity to achieve micro-credentials (i.e. badges) and certification and thereby increase their academic success and job market competitiveness into high demand, high wage jobs; and

d. Maintain status as a Leader College within the national Achieving the Dream program and expand 4DX and all related initiatives designed to increase student success and achieve our annual degree/certificate WIG (Wildly Important Goal) annually.

9) **Project Management**

Continue implementation of Project Management as a key performance and process improvement for capital projects, strategic initiatives and the organization.

10) **General Obligation Bond**

Work with the Board Chair to implement strong oversight of the GO Bond and the build-out of the projects scheduled for the entirety of the $450 million bond. Continue to support the Citizens Bond Advisory Committee to gather feedback from community stakeholders. Periodic reports will be provided to the Board of Trustees from the Owners Rep/Project Managers regarding the timeliness of the projects and financial data associated with each project including but not limited to any 'heads up' issues.

11) **Workforce Needs of the City/County and Service Area**

Continue to collaborate with the Mayor, County Judge, and greater: SATX (formerly known as the SA Economic Development Foundation)/SA Works to co-lead with the San Antonio Chamber of Commerce, and area chambers, the region’s Workforce Development effort including establishing employer driven pathways that align with the AlamoINSTITUTES and provide 9th grade through baccalaureate guided pathways in conjunction with our ISD and University partners that meet the needs of local employers:

a. Expand our Access and Completion Regional Advising collaborative;

b. Expand our Regional University Transfer Compact;

c. Continue to expand our Student Advocacy Center Network initiative to provide students with critical wrap-around support services.
12) **Achieve Higher Persistence, Graduation and Completion Rates**

Expand and improve implementation of the Alamo Way, our Strategy Map and the various models and strategies including 4DX to achieve increased levels of persistence, graduates and completers as set forth in our student success metrics and annual WIG. Achieve the 60 x 30 TX goal early at 13,200 to 13,500 graduates/certificated students. Identify areas of student/institutional challenge and set goals for improvement of student outcomes, including metrics that measure connection and completion success for Alamo College District learners.

13) **AlamoINSTITUTES**

Continue to implement the AlamoINSTITUTES and present to the Board, periodically, data that affirms the beneficial impact of the pathways model (including Transfer Advising Guides) coupled with AlamoADVISE. Ensure that 80% of our students are assigned into the appropriate AlamoINSTITUTE through AlamoADVISE and that our five community-based strategies: SAWorks, Access and Completion Regional Advising Summit, the Regional ISD Compact, the Regional University Transfer Compact, and our Student Advocacy Center Network continue to work in tandem to effectively increase student access, success and employment.

14) **Strategic Communication and Marketing**

Strengthen the Alamo Colleges District brand, while promoting awareness of new and emerging Alamo Colleges District initiatives, including but not limited to AlamoPROMISE, using targeted marketing, and communications strategies. Launch Community Connections and other community outreach programs focused on extending the reach of the Alamo Colleges District into the community and neighborhoods. Present regular reports to the board on earned, owned and paid media.

Increase synergy and collaboration in communications and marketing across the Alamo Colleges District by formalizing communications and marketing committees, councils and gatherings of subject matter experts across the Alamo Colleges District family.

Enhance ties with prospective students & parents to encourage enrollment through community and neighborhood based activations.

15) **High School Programs - Improve College Going Rates**

Increase educational attainment rates and improve economic and social mobility through a comprehensive portfolio of high school programs- the Alamo Academies, Dual Credit, Early College High School, P-Tech & other programs.
16) **AlamoEXPERIENCE**

Successfully implement AlamoEXPERIENCE which will provide each graduating student with a workplace-based learning opportunity (i.e. apprenticeship, internship, community service/service learning, on-campus employment).

Utilize the current partnership with Manpower to develop proof-of-concept and begin development of the Earn & Learn component of AlamoEXPERIENCE allowing students to build professional social capital through apprenticeships, community service/service-learning, internships, and employment opportunities.

17) **Improve Collaboration and Teamwork**

Collectively increase collaboration and teamwork at all levels within the Alamo Colleges District family among/between the five colleges and district support operations in support of the student success agenda. Seek to establish a culture of curiosity that sparks further innovation.

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