

Leadership and Governance via a Performance Management System



ALAMO COLLEGES DISTRICT

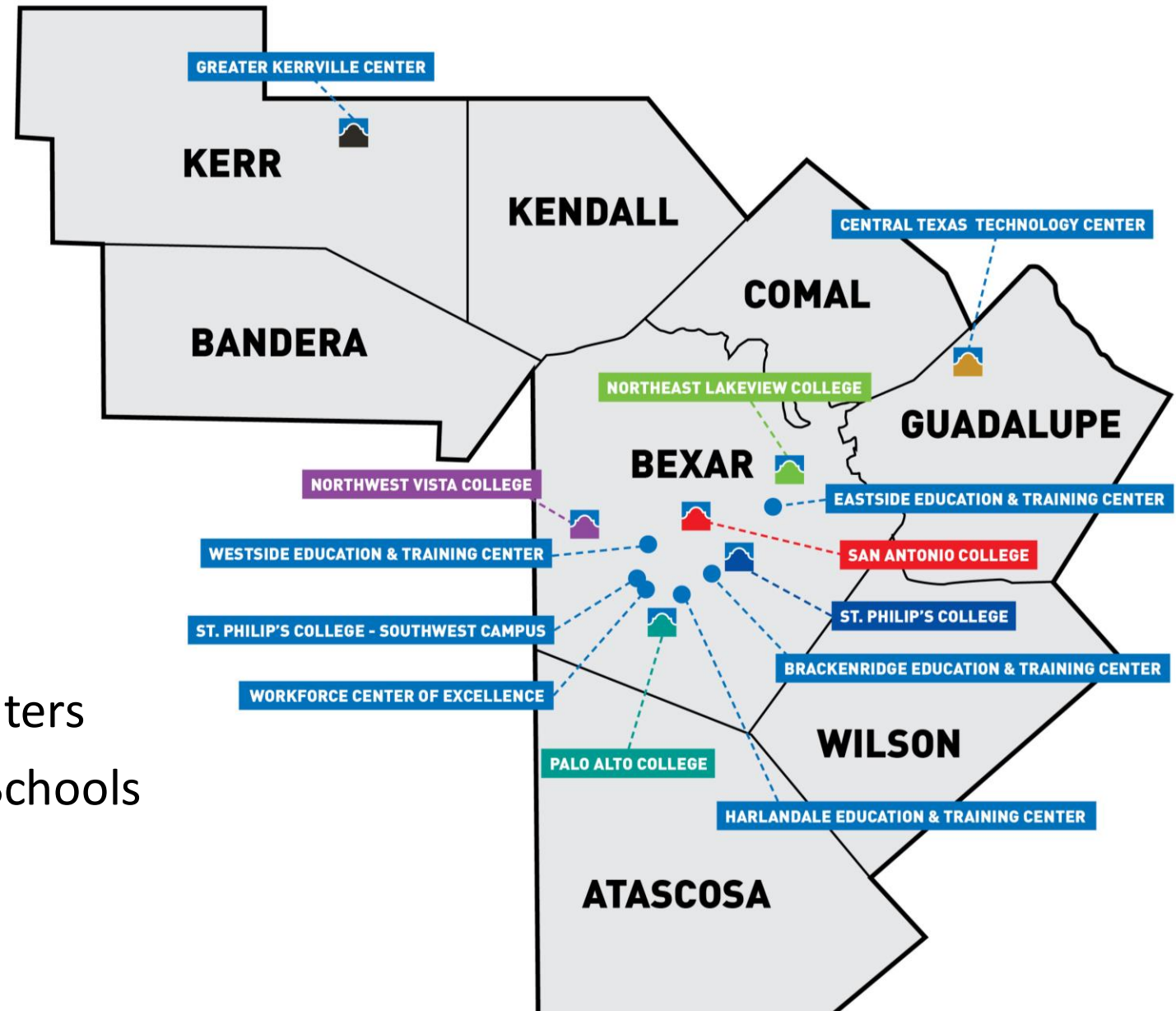


Malcolm Baldrige
National Quality Award

AWARD RECIPIENT
2024 2018

THE ALAMO COLLEGES DISTRICT FAMILY

- 5 Alamo Colleges
 - Northeast Lakeview College
 - Northwest Vista College
 - Palo Alto College
 - St. Philip's College
 - San Antonio College
- 8 Regional & Neighborhood Centers
- 25 Early College & Career High Schools



LEARNER PROFILE

79,000+ Students Enrolled Fall 2024

66% Hispanic

9% African-American

19% White

3% Asian

3% Other

61% Female

39% Male

26% Adults 25+

32% Full-Time

68% Part-Time

70% Rely on Financial Aid & Scholarships

29% Economically Disadvantaged

17% Academically Disadvantaged

7% Military Affiliated



NORTHEAST LAKEVIEW COLLEGE

NORTHWEST VISTA COLLEGE

PALO ALTO COLLEGE

ST. PHILIP'S COLLEGE

SAN ANTONIO COLLEGE

**Updated Q4 2023*

MISSION

Empowering our diverse communities for success.

VISION

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

VALUES



STUDENTS FIRST



RESPECT FOR ALL



COMMUNITY-ENGAGED



COLLABORATION



CAN-DO SPIRIT



DATA-INFORMED

OUR MOONSHOT

“Partnering to end poverty through education and training”



STUDENTS FIRST



STUDENT SUCCESS

Organizational Chart

Students

All Employees of the Alamo Colleges

NLC

NVC

PAC

SPC

SAC

ACCESS



THE ALAMO WAY



Student
Success



Principle-Centered
Leadership



Performance
Excellence

Board Policy B.9.1



Foundation of Performance Management System



Organizational Philosophy:
“Always Inspire, Always Improve” in Board Policy
(B.9.1): *ACD’s Business Model*

Student Success

- Achieving the Dream Framework: Best- and Promising-Practices at 2-Year Colleges

Principle-Centered Leadership

- “A Leader in Every Seat”

Performance Excellence

- Baldrige Framework



Mission, Vision, Values and Strategic Plan in Board Policy (A.1.3)

3 Strategic Objectives: Student Success, Leadership, Performance Excellence



Student Success Metrics Codified in Board Policy (F.6.1)



STUDENT SUCCESS PERFORMANCE MEASURES

- ✓ Graduates
- ✓ Graduation Rates
- ✓ Transfer Rates
- ✓ Retention Rates
- ✓ Course Completion Rates
- ✓ Productive Grade Rates
- ✓ Persistence Rates
- ✓ Employment Rates
- ✓ Licensure Pass Rates
- ✓ Success Rates In Developmental Education

Board Policy F.6.1



“NEXT LEVEL” METHODOLOGY



Key Components of Our Performance Management System

- Annual “Chancellor’s Charges” from Board
- Strategy Maps (District and Colleges)
- Performance-Based Funding (100% of State Allocation)
- KPIs from State and National Peer Groups
- KPI Report-Outs to Board and Community (Report Cards)
- Tableau as our primary Business Intelligence Platform
- 4DX and WIG (Wildly Important Goal)
- Strategic Priority/Initiative Review and Effectiveness (SPIRE)
- ACD Benchmark Report
- Dashboards at Programmatic- and Unit-Level
- Employee Development and Performance Review Plans



CHANCELLOR'S CHARGES

- Student Equity and Success
- Credentials of Value
- Economic and Workforce Development
- AlamoONLINE and Digital Learning
- College Access and Completion
- Competitive Employee Compensation
- High School Programs – Improve College-Going Rates
- Institutional Excellence and Continuous Improvement
- Strategic Communication and Marketing
- AlamoEXPERIENCE and Workplace-Based Learning
- AlamoENGAGE and Employee Collaboration



6 Key Strategies	Measures of Success	Most Recent Outcomes	2024 Target	2026 Target
COMPLETION <ul style="list-style-type: none"> 4DX Core Completion High Risk Courses Baccalaureate Achievement 	<ul style="list-style-type: none"> Degrees & Certificates Awarded (FY 2023) 	<ul style="list-style-type: none"> 10,324 	<ul style="list-style-type: none"> 10,882 	<ul style="list-style-type: none"> 11,970
AlamoADVISE <ul style="list-style-type: none"> Milestones Achieved Career Advising Faculty Mentoring 	<ul style="list-style-type: none"> Percent of Students with Career Goal & Academic Plan (Fall 2023) Student Satisfaction with Advising (Fall 2023) 	<ul style="list-style-type: none"> 91% 96% 	<ul style="list-style-type: none"> ≥85% ≥95% 	<ul style="list-style-type: none"> ≥90% ≥98%
AlamoINSTITUTES <ul style="list-style-type: none"> Complete course guide alignment from 9th grade through Associa... and Bachelor's degrees. 	<ul style="list-style-type: none"> Percentage of Students in Good Standing: Graduated, Transferred, Still Enrolled (by FTIC Cohort) 	<ul style="list-style-type: none"> 85% 	<ul style="list-style-type: none"> 88% 	<ul style="list-style-type: none"> 90%
AlamoENROLL <ul style="list-style-type: none"> Enrollment Management (credit/non-credit) Alamo Colleges Online Prior Learning Assessment 	<ul style="list-style-type: none"> Head Count Credit (Fall 2023) 	<ul style="list-style-type: none"> 66,148 	<ul style="list-style-type: none"> 68,810 	<ul style="list-style-type: none"> 79,304
High School Programs <ul style="list-style-type: none"> Growth Quality Cost Sharing 	<ul style="list-style-type: none"> Dual Credit Head Count (Fall 2023) 	<ul style="list-style-type: none"> 12,734 	<ul style="list-style-type: none"> 13,000 	<ul style="list-style-type: none"> 14,000
Quality <ul style="list-style-type: none"> Employee Engagement Accreditation Academic Quality Student Engagement 	<ul style="list-style-type: none"> Great Place to Work Survey Overall Results (Spring 2024) Texas Award for Performance Excellence/Baldrige Award Percent of students who would recommend Alamo Colleges to a friend or family member (Spring 2023) 	<ul style="list-style-type: none"> 62% 4/0 97% 	<ul style="list-style-type: none"> 65% 5/1 ≥95% 	<ul style="list-style-type: none"> 80% 5/2 ≥97%



Texas Community College Performance-Based Funding Model

College District	FY2023 Formula Funding (Formula + Rider 26 Supplement)	FY2024 Performance Tier	Difference FY24- FY23	Percent Change
Alamo	\$63,938,380.00	\$88,641,433.00	\$24,703,053.00	38.6%
Austin	\$49,194,187.00	\$56,050,458.00	\$6,856,271.00	13.9%
Collin	\$44,609,466.00	\$51,540,138.00	\$6,930,671.00	15.5%
Dallas	\$91,194,681.00	\$96,999,738.00	\$5,805,056.00	6.4%
El Paso	\$31,545,292.00	\$38,675,854.00	\$7,130,562.00	22.6%
Houston	\$62,399,718.00	\$62,670,854.00	\$271,136.00	0.4%
Lone Star	\$82,949,102.00	\$97,794,246.00	\$14,845,144.00	17.9%
San Jacinto	\$41,307,655.00	\$54,995,750.00	\$13,688,095.00	33.1%
South Texas	\$40,094,033.00	\$52,949,625.00	\$12,855,592.00	32.1%
Tarrant	\$58,943,345.00	\$63,972,046.00	\$5,028,701.00	8.5%
Peer Group Average	\$502,237,479.00	\$575,648,709.00	\$73,411,228.00	14.6%
All Texas Community Colleges	\$922,259,716	\$1,133,240,836	\$210,981,120	22.9%

IN- AND OUT-OF-STATE PEER GROUPS

Texas

- Very Large Community Colleges (9)
- Texas Higher Education Coordinating Board-defined

National

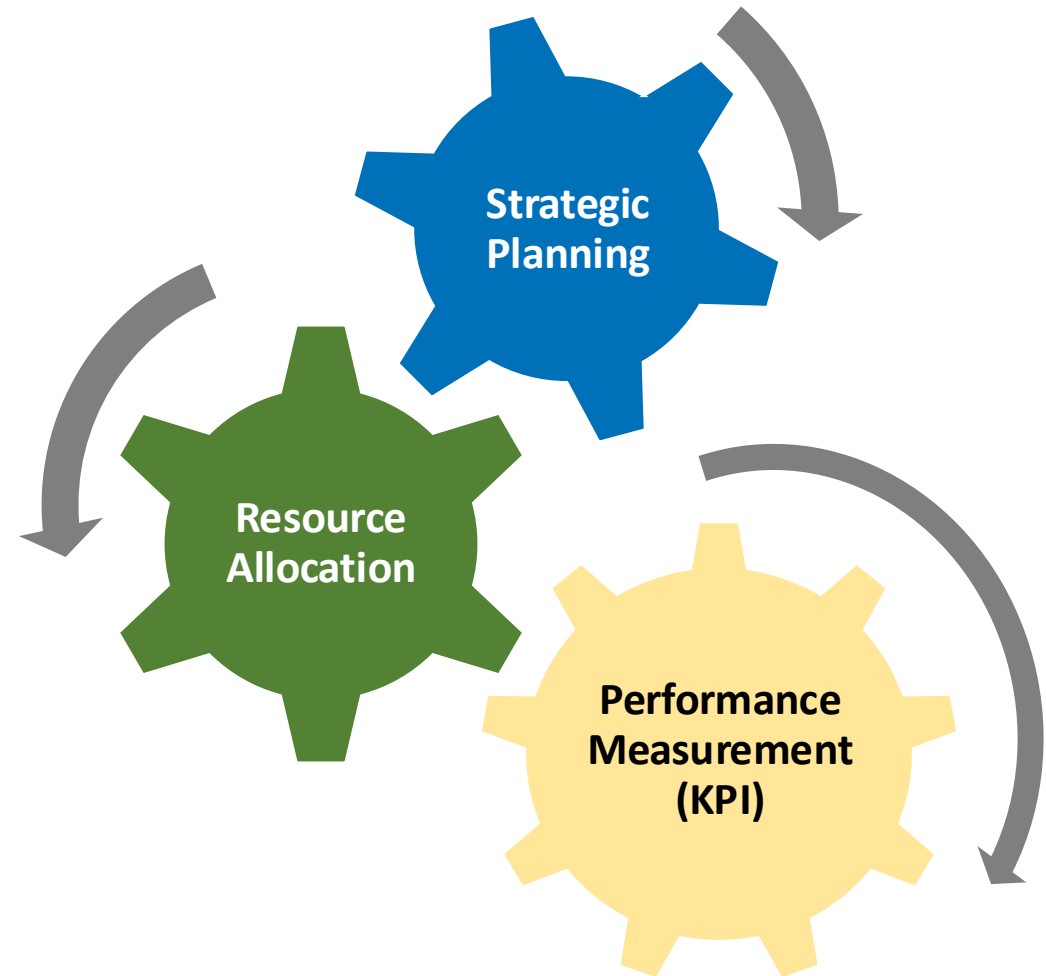
Selected from “Top 150” Aspen institutions (Top 15%)

- Broward College (FL)
- CUNY Borough of Manhattan College (NY)
- Central New Mexico College (NM)
- Ventura College (CA)
- CUNY LaGuardia College (NY)
- CUNY Queensborough College (NY)
- Pasadena City College (CA)





Integrated Performance Model





Strategic Alignment Across The Alamo Colleges District

Putting It Together: Integrated Performance Excellence

Alamo Way Policy

- Student Success
- Principle-Centered Leadership
- Performance Excellence

Putting It Together: Integrated Performance Excellence

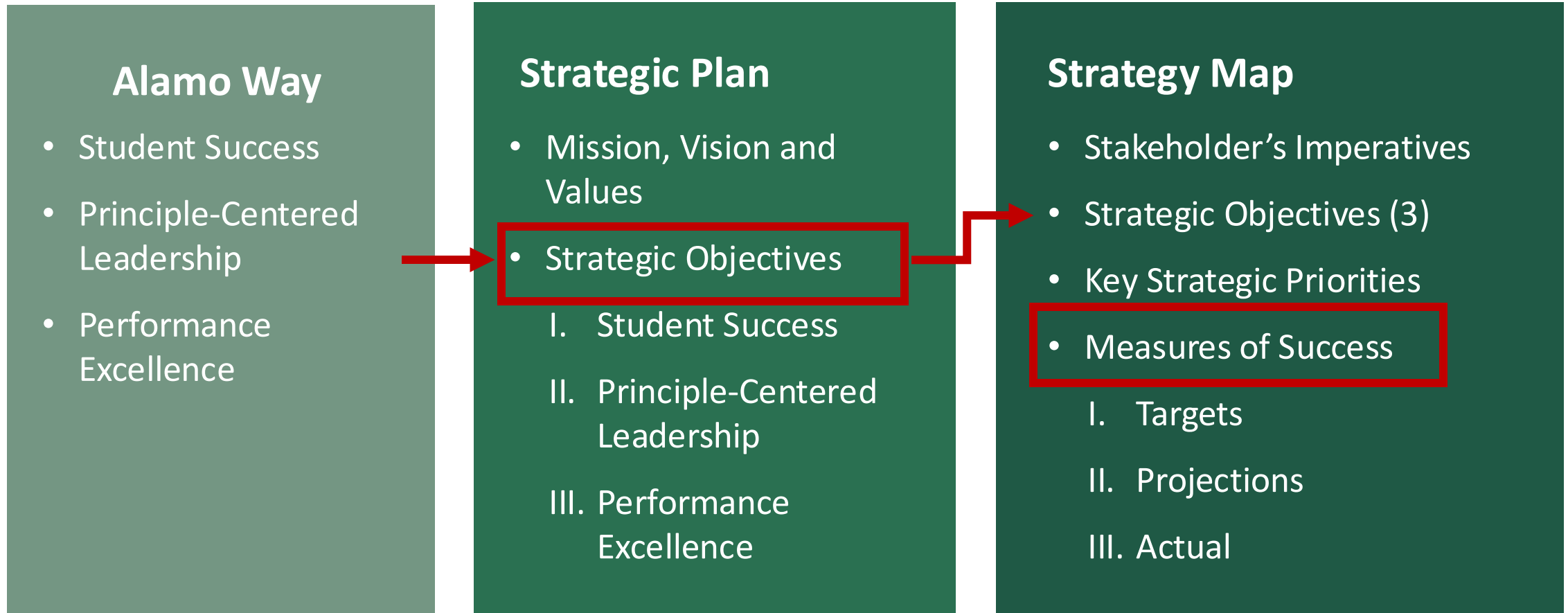
Alamo Way Policy

- Student Success
- Principle-Centered Leadership
- Performance Excellence

Strategic Plan

- Mission, Vision and Values
- Strategic Objectives
 - I. Student Success
 - II. Principle-Centered Leadership
 - III. Performance Excellence

Putting It Together: Integrated Performance Excellence



PERFORMANCE EXCELLENCE

EVENTS

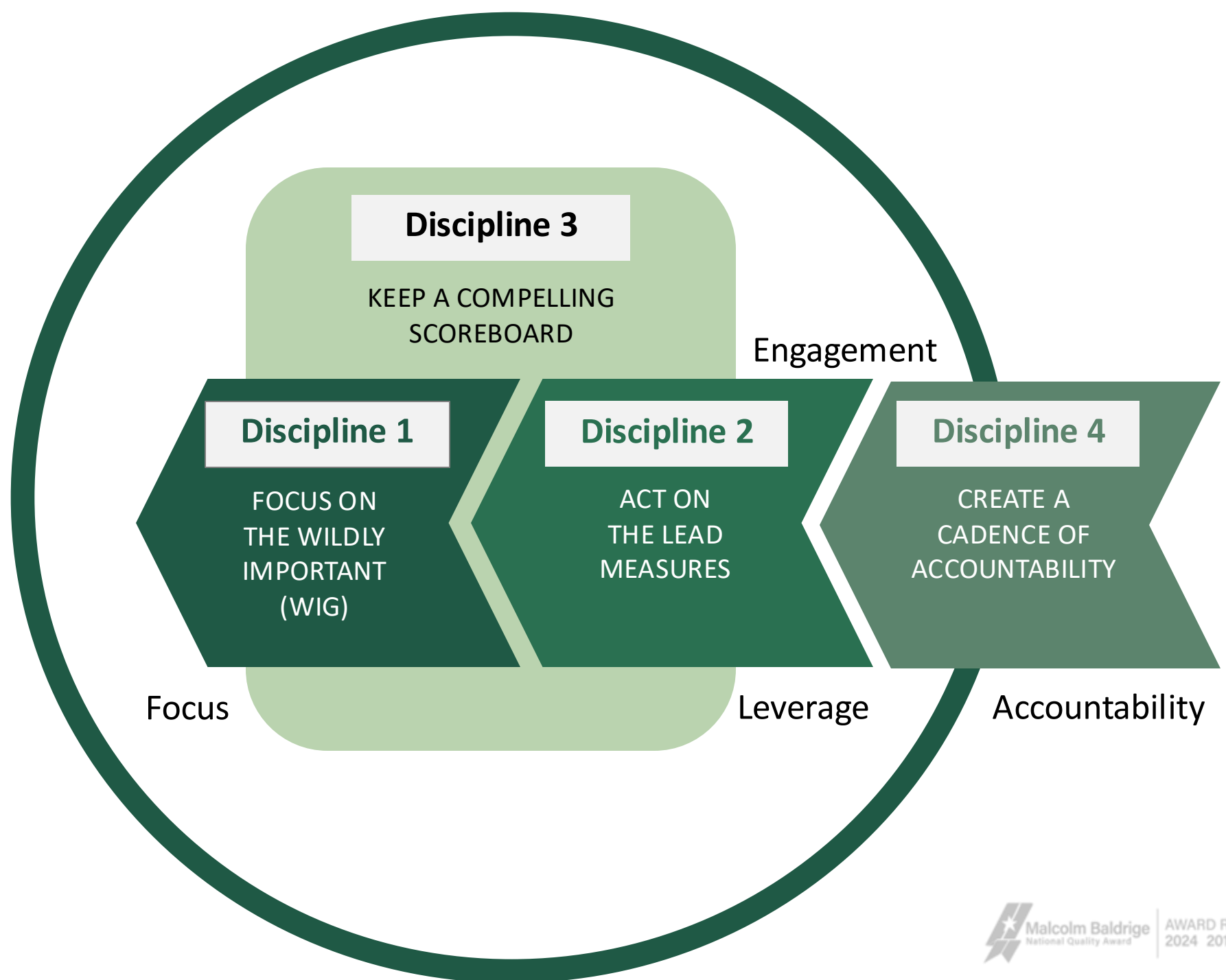
- Data Days
- 4DX Summits
- SLT/Board Reports

TOOLS

- Focus PDCA
- 4DX
- Dashboards
- Surveys



4DX Model: The Four Disciplines Of Execution Process



2025 ANNUAL PERFORMANCE CYCLE TIMELINE

(Full Time Staff, Chairs & Administrators)



3 SMART Goals

DECEMBER - JANUARY

Discuss and create your individual 3 SMART Goals with 3-5 Tasks for each goal and submit to your supervisor for review and approval in AlamoTALENT.

*** Due Friday,
 January 31, 2025**



Development Plan

JANUARY - FEBRUARY

Identify 3 Competencies and create your Development Plan with 3-5 trainings / developmental actions for each competency and submit for approval in AlamoTALENT.

*** Due: Friday,
 February 28, 2025**



Check-in & Update Status

MARCH - DECEMBER

Schedule frequent 1-on-1 check-in meetings with supervisor to discuss and update progress towards the completion of 3 SMART Goals and Development Plan.

*** Weekly, Bi-Weekly
 or Monthly**



Annual Progress Review

OCTOBER - DECEMBER

Launch your Self-Review to rate your 3 SMART Goals and the 3 Competencies you selected to develop, then submit so your supervisor can complete the Manager Review.

*** Self-Review Due:
 Friday,
 November 28, 2025**

*** Manager-Review
Due: Friday,
 December 19, 2025**



ALAMO
 COLLEGES
 DISTRICT



AWARD RECIPIENT
 2024 2018

THEN and NOW

Taking a big step forward in student success



2005 - 2006

2023 - 2024

% Increase

Enrollment by College of Attendance: Fall Term

50,166

71,237

42%

Degrees and Certificates Conferred

3,707

10,324

179%

Fall to Fall Retention Rate

60%

65.5%

9%

3-Year Graduation Rate

6%

33.1%

451.7%

Productive Grade Rate

67%

78.7%

17.5%

Course Completion Rate

80%

91.9%

14.9%

Operating Budget Total Expense

\$208,717,222

\$503,850,223

141.4%

Bond Rating: S&P / Moody's

AA / Aa2

AAA / AAA



Foundation Total Assets

\$5,202,174

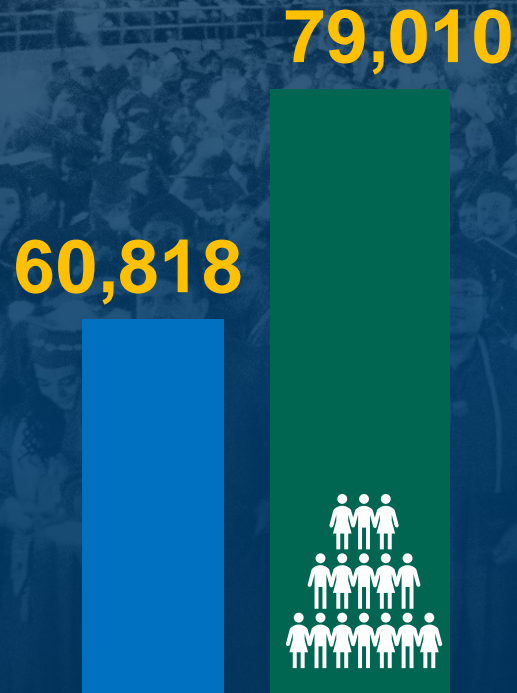
\$77,365,552

1387.2%

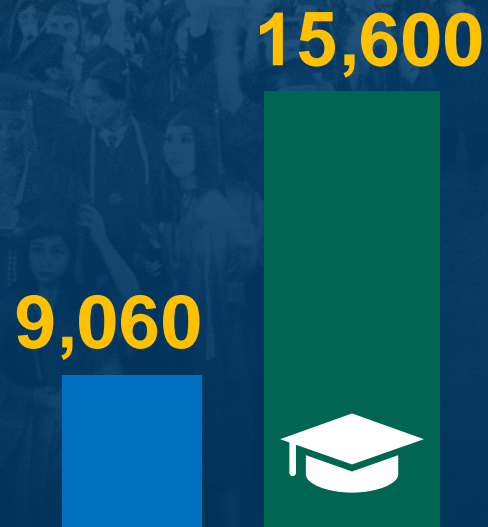
THEN & NOW

2018

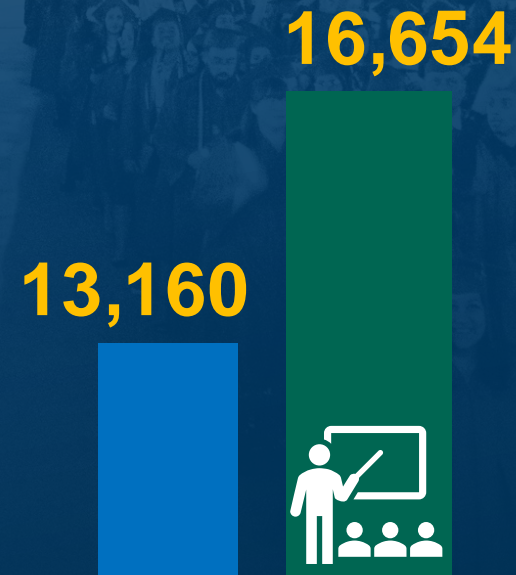
2024



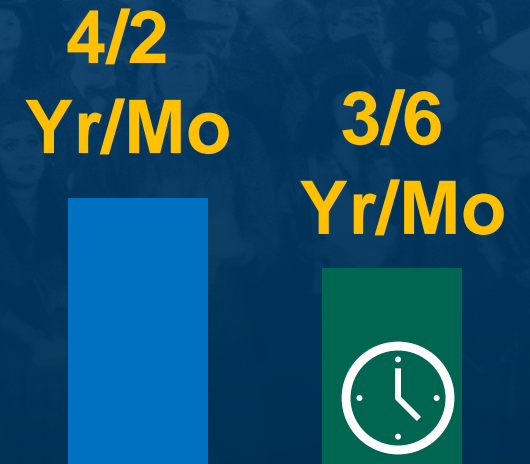
Enrollment



College Freshmen



HS Dual Credit



Time to Degree

 30%

 72%

 27%

 8 Months

THANK YOU



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Presenters

Dr. Thomas Cleary

Vice Chancellor for Planning, Performance,
Accreditation and Information Systems

Dr. Franc Solis

President of San Antonio College (Interim)

