



ALAMO COLLEGES DISTRICT  
Palo Alto College



# Palo Alto College

## Strategic Planning Retreat 2023

April 4<sup>th</sup>, 2023



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Malcolm Baldrige  
National Quality Award  
2018 Award Recipient



# Agenda



## AGENDA, Tuesday, April 4

8:00AM-9:00AM	Check In & Breakfast
9:00AM-9:20AM	Welcome, Introductions, and Overview of the Day
9:20AM-9:50AM	Strategic Planning and CAP Processes
9:50AM - 10:15AM	KPI review
10:15AM - 10:30AM	SWOT Review
10:30AM-10:45AM	Break
10:45AM-11:15AM	Environmental Scan Highlights
11:15AM-11:30AM	Review of next steps
11:30AM - 12:30PM	Lunch
12:30PM -12:45PM	Review of breakout group activity / Overview of CAPs for 2023
12:45PM -1:30PM	Group Activity #1
1:30PM - 2:00PM	Group report out on Activity #1
2:00PM-2:45PM	Group Activity #2
2:45PM-3:30PM	Group report out on Activity #1
3:30PM - 4:00PM	Final Discussion and Affirmations
4:00PM-4:05PM	Closing Remarks





# Desired Outcomes of the Retreat

- Understand the purpose and need for our strategic planning process
- Understand the key components of PAC's strategic plan
- Affirm the key elements of the current plan
- Identify and affirm College Action Plans for the following academic year



# Ground Rules for the Retreat

- During our work sessions, give lots of input and be respectful of others' contributions
- Keep our mission statement at the forefront in all the work we do
- There will be an opportunity for questions at the end of the day during group discussions



# Strategic Planning Overview



# Strategic Planning Purpose

- Allows PAC to demonstrate to its students, community, Board of Trustees, accrediting body, and other customers and stakeholders that it is fulfilling its mission and moving toward realization of its vision
- Should be interwoven throughout all of PAC's key institutional effectiveness processes to create organization-wide focus
- Sets the priorities and targets for the institution at every level



# Strategic Planning Process

- Determine PAC's key strategic challenges, advantages, and opportunities
- Establish **Strategic Directions** to create organization-wide focus
- Select **Goals** to guide actions, clarify strategies, and address challenges, advantages, and opportunities
- Develop **Action Plans** to achieve goals
- Establish **Measures** and **Targets** to determine level of performance and success
- Ensure the plan is **Aligned** at every level of the organization





# Strategic Directions

Strategic Directions are the ***foundation stones*** of your strategy. They expand on your guiding principles and begin to create structure around how to get the organization to achieve its vision. They should create focus on broad areas of the organization to permit ***all critical issues to be addressed*** and allow all members of the workforce to have ***line of sight***. Strategic Directions should be simple and memorable – five words or less is best – and limited in number – three to six is best. They should provide for ***alignment*** of the measurement system, work systems, and key processes with the strategic plan.



# Strategic Directions

- Should be identified to:
  - Address your major areas of focus
  - Embrace your mission statement and core values
  - Move you toward realization of your vision
  - Allow top priority initiatives to be included
  - Provide line of sight for the entire workforce
  - Provide the basis for alignment of the organization



# Guiding Principles



# Our Mission

To inspire, empower, and educate our community for leadership and success.

# Our Vision

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





# Our Values

- Students First
- Community-engaged
- Can Do Spirit
- Respect for All
- Collaboration
- Data-informed



# Our Strategic Directions

- Student Empowerment
- Employee Empowerment
- Community Empowerment
- Maximize Capacity to Serve



# Student Empowerment

Palo Alto College is committed to empowering students to explore educational opportunities, identify career and transfer pathways, and discover high-wage, high-demand careers. Palo Alto College meets students where they are by providing tools and strategies to address students' unique interests and to help them succeed academically and professionally.

## Goals

- Increase student completion
- Increase opportunities for students to explore careers pathways
- Increase student transfer outcomes and improve workforce outcomes
- Close equity gaps across student sub-populations
- Increase student proficiency in learning outcomes



# Employee Empowerment

Palo Alto College strives to maintain a culture that promotes professional growth, clear and transparent communication, and cross-college collaboration.

## Goals

- Sustain an organizational culture that supports and encourages equitable professional growth in alignment with the College's mission
- Nourish and strengthen a culture of inclusiveness through clear and efficient communication
- Foster an environment of shared contribution and collaborative effort in which innovation is encouraged





# Community Empowerment

Palo Alto College is dedicated to promoting a college-going culture for the community it serves by engaging and educating community members and creating access to teaching and learning resources.

## Goals

- Increase success rates in existing community programs
- Increase access to teaching and learning resources for the community
- Promote the college-going culture in the community



# Maximize Capacity to Serve

Palo Alto College is dedicated to maximizing existing resources, diversifying funding streams, establishing new partnerships, and enhancing our infrastructure to support the community.

## Goals

- Develop a budget model that is driven by a measurable, multi-year, planning process that includes a focus on enrollment, contact hours, and strategic fiscal stewardship
- Secure alternative funding sources to aid in supplementing institutional activities and supporting growth
- Develop and sustain mutually beneficial partnerships with industry, government, and non-profit sectors
- Strengthen infrastructure by applying strategic budgeting principles to fund technology priorities and innovations, and minimize facilities' deferred maintenance costs



# College Action Planning



# College Action Plans (CAPs)

Specific actions that you take to **achieve short- and longer-term goals**. These plans specify the resources committed to and the time horizons for accomplishing them.

Action plan development is the **critical stage in planning** when you make strategic directions and goals specific so that you can effectively deploy them throughout the organization in an understandable way.

College level plans are developed when issues are **more critical or** when a **cross-functional, more coordinated** approach is desired.





# College Action Plans (CAPs)

- Capture those cross-college initiatives that are having a significant impact on our strategic plan.
- Create greater focus on those areas we believe have the most impact on our key performance metrics.
- Represent a unified way of capturing the effectiveness of our key initiatives and documents, and our efforts to address the goals laid out in our strategic plan



# CAP Selection

- CAPs should be used to address high priority requirements that cut across multiple or all departments
- Can be addressed:
  - By a cross-functional team consisting of the departments impacted to ensure a coordinated effort
  - Using a lead department to organize a coordinated effort of all impacted
  - Allowing each of the impacted departments to develop their plan independently when a coordinated effort is not required
- Lead Facilitators (“Champions”) for each CAP should decide on method to address and coordinate the effort



# Components of CAPs

## Champions and Strategic Planning

A champion or lead facilitator for a CAP is responsible for working with the various department leads to develop the plan, putting together the evaluation pieces, and reporting out on the CAP.

## Measures, Outcomes, Assessment

Identifying short, intermediate, and long-term outcomes for the CAP and linking them to KPIs forms the foundation for evaluation of the work plan.

## Goal Setting and Work Plan

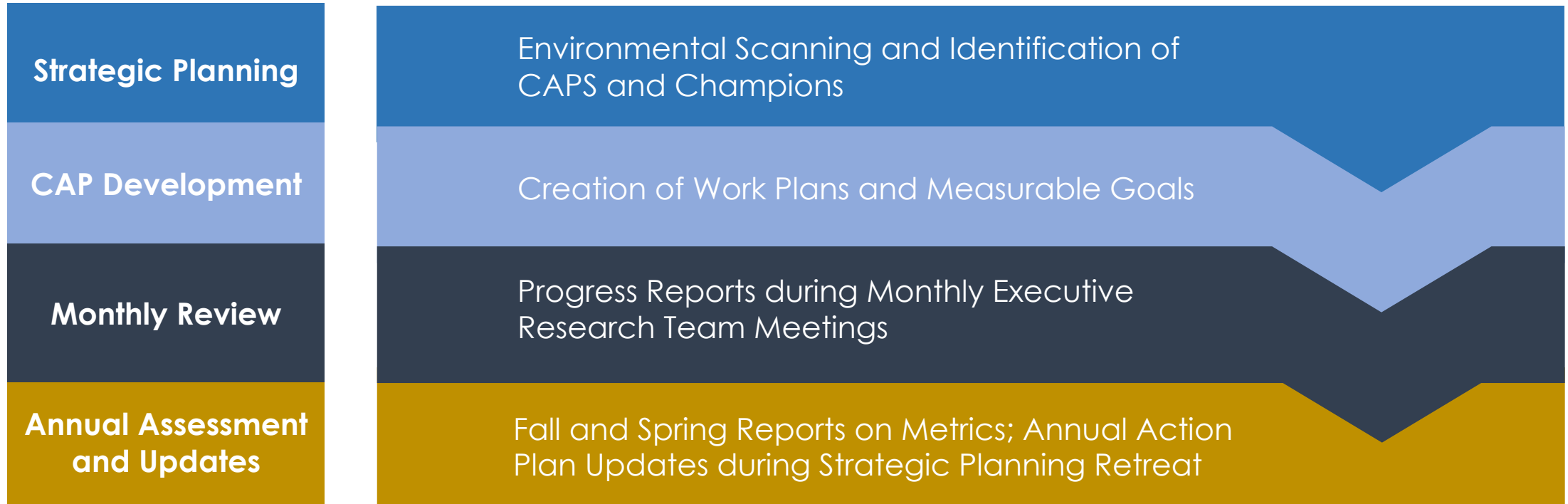
CAP champions will develop 6 to 12 month work plans that detail the efforts that will need to take place to ensure that the CAP is successful in its goals.

## Review and Evaluation

CAP Champions provide updates throughout the year on progress. Champions also provide full-year updates during the college strategic planning retreat to determine goal achievement and modifications needed.



# The CAP Schedule



# CAPs from AY 2022

- Increasing continuing student enrollment
- Increasing high school program enrollment





# Key Performance Indicators



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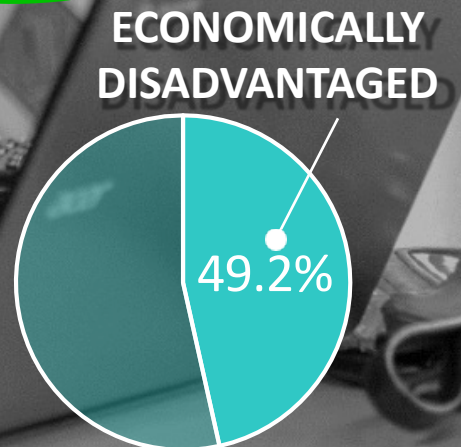
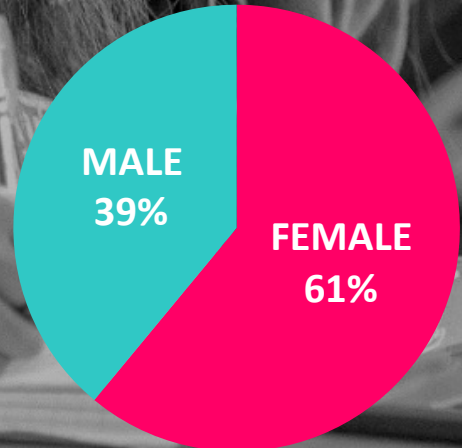
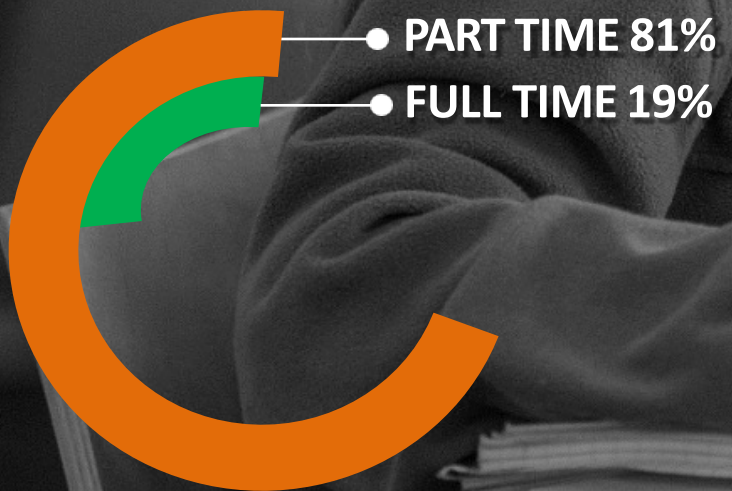
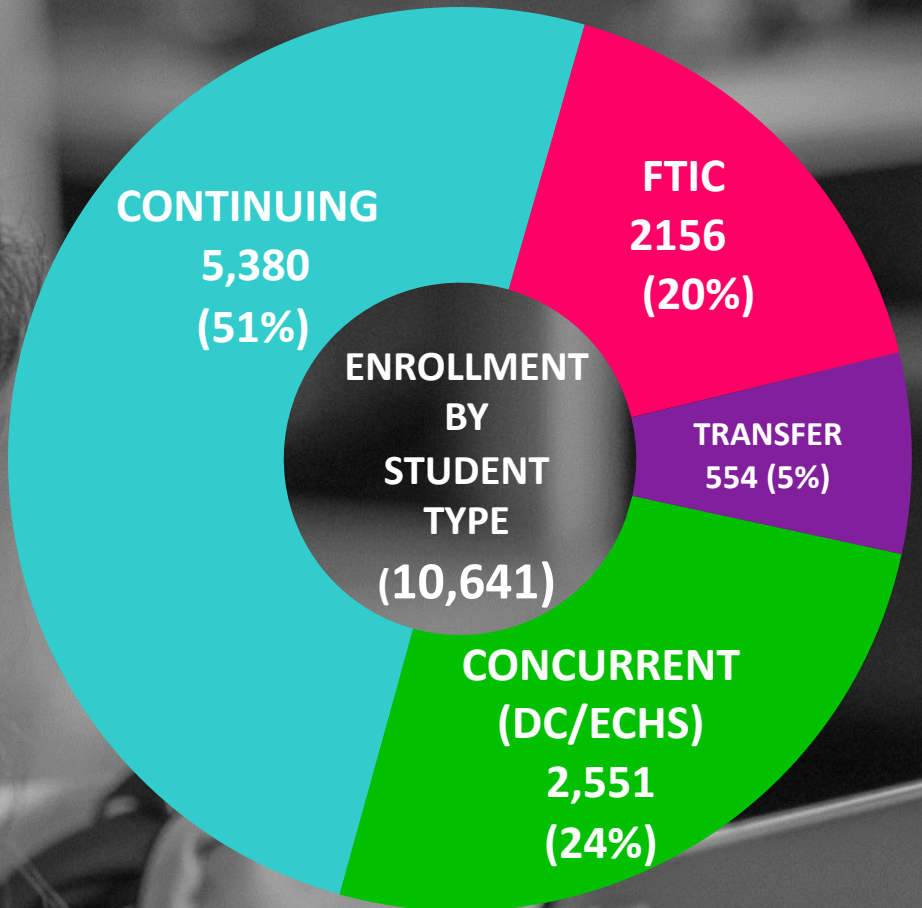
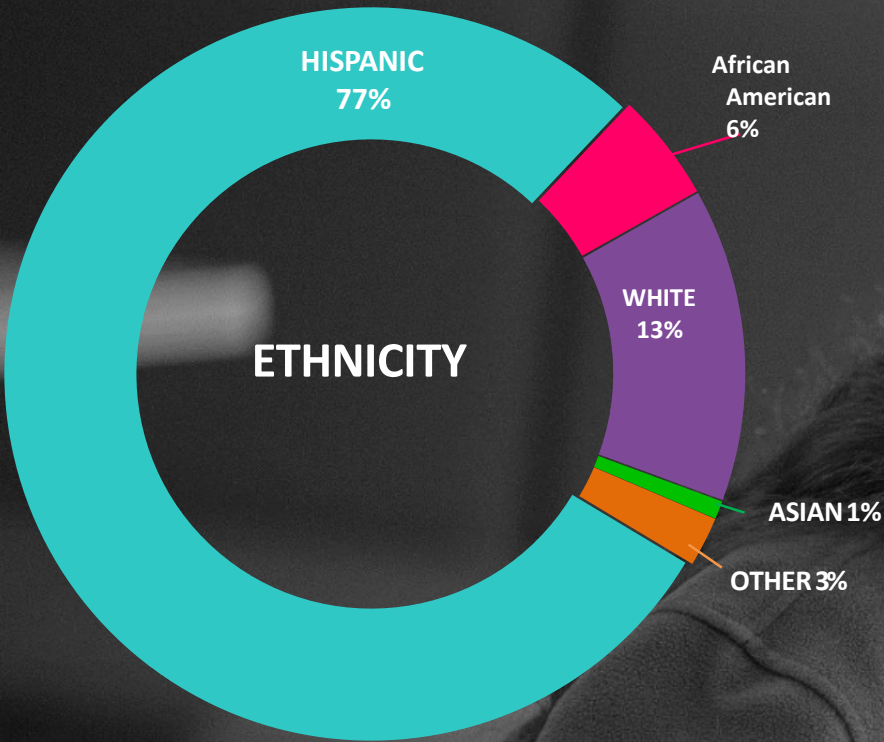


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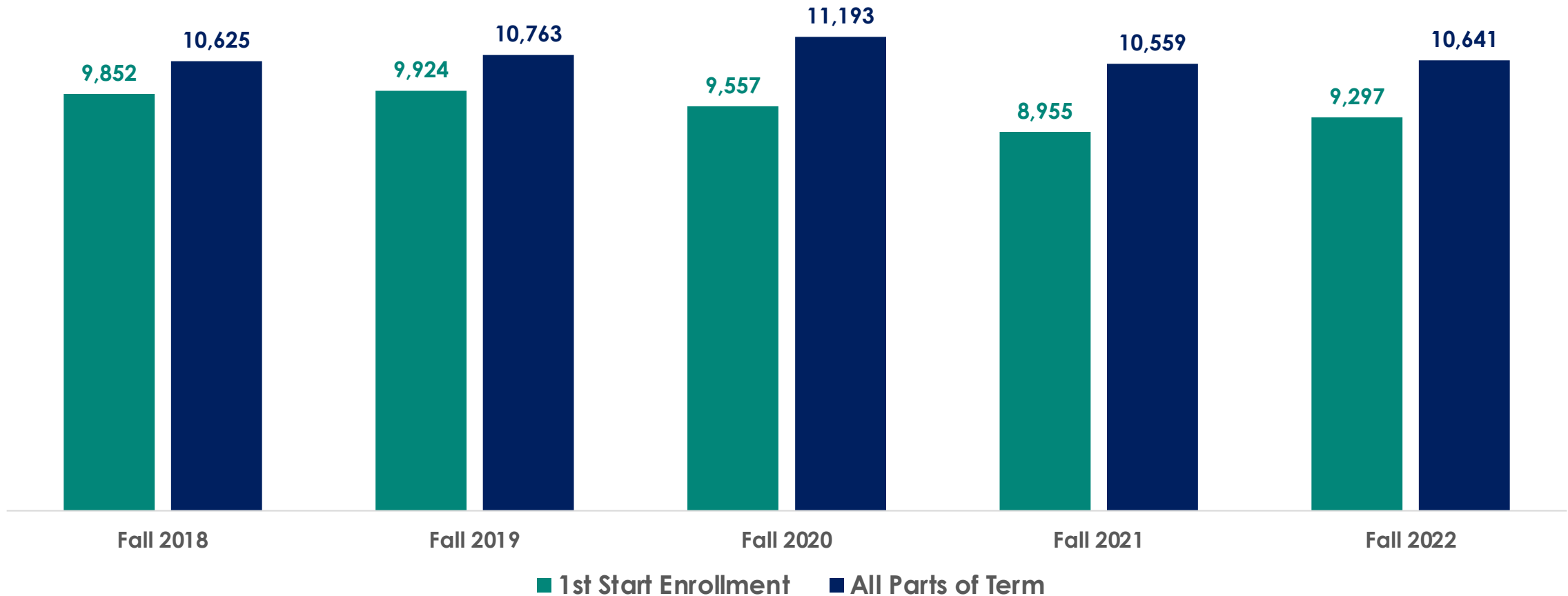
# Student Profile Fall 2022





# Review of Key Performance Indicators (KPIs)

## Fall Enrollment

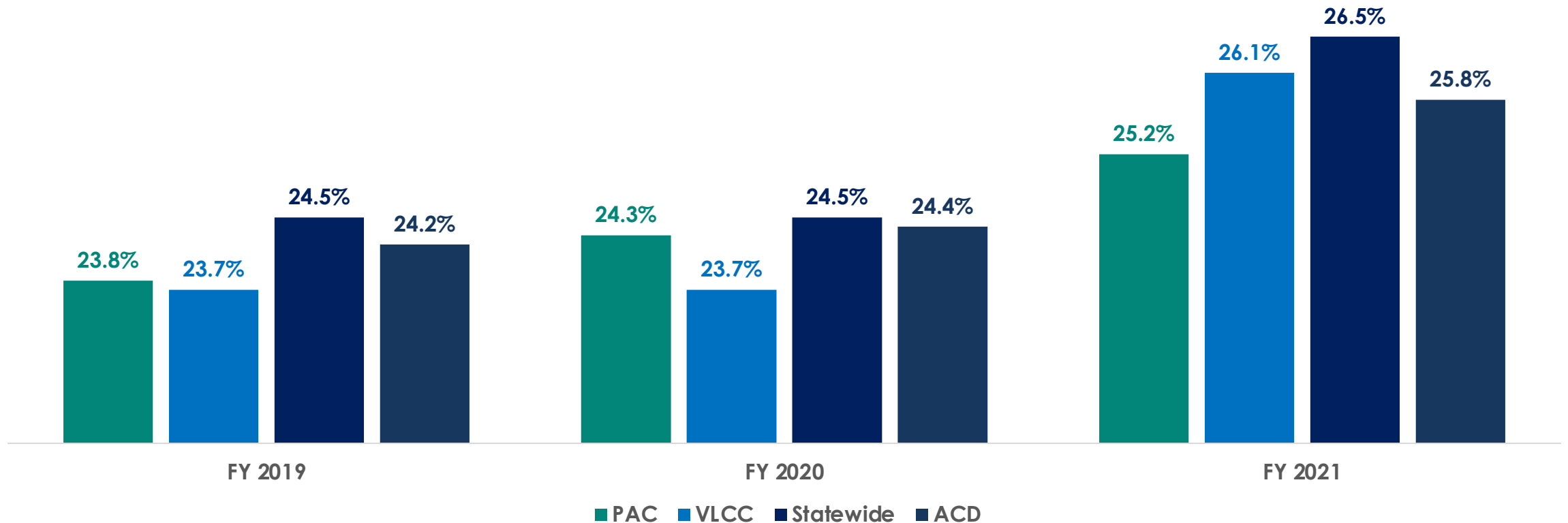


Source: Alamo Colleges Benchmarks Report (2022), Certified CBM0C1, and Certified CBM001



# Review of Key Performance Indicators (KPIs)

## Percent of Fall FTIC Students who Transferred to a Senior Institution in 6 Years (THECB)



Source: Alamo Colleges Benchmarks Report (2022)

\*FY 2022 data will be forthcoming from the THECB and VLCC/Statewide Benchmarks are placeholders



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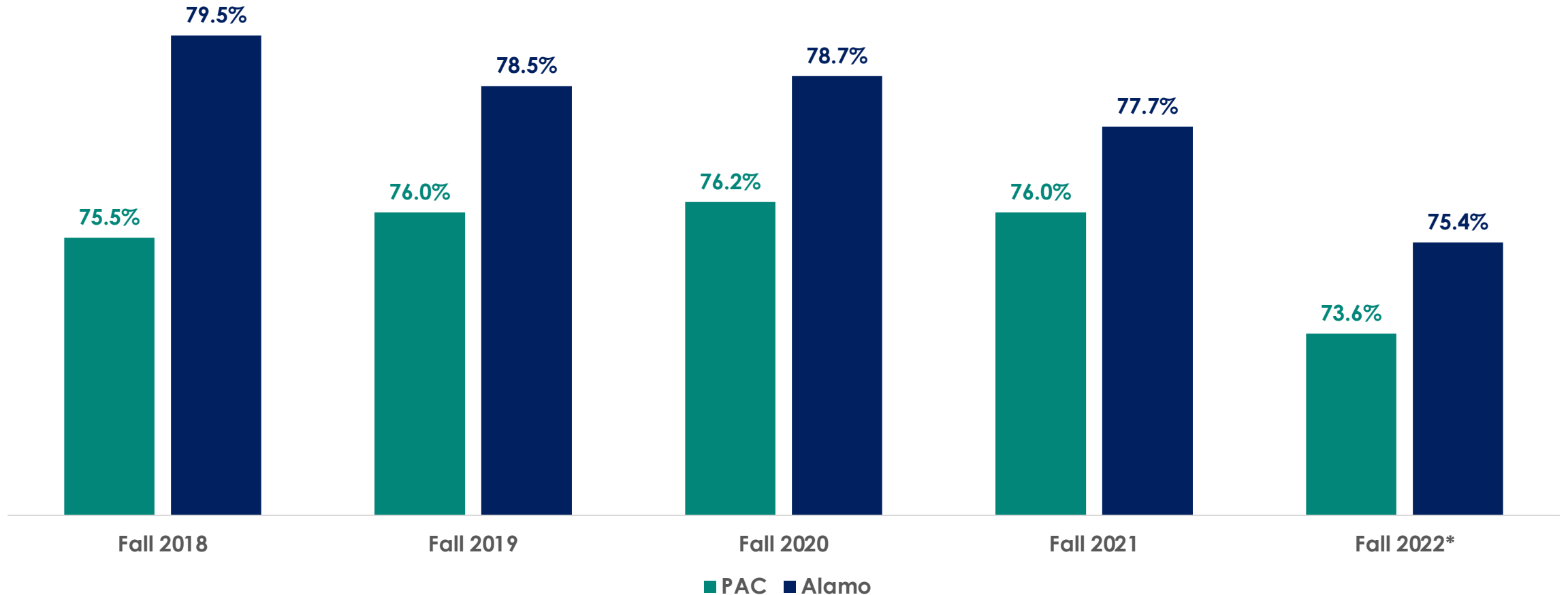


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# Review of Key Performance Indicators (KPIs)

## Productive Grade Rate



Source: Alamo Colleges Benchmarks Report (2022)

\*Fall 2022 data is preliminary



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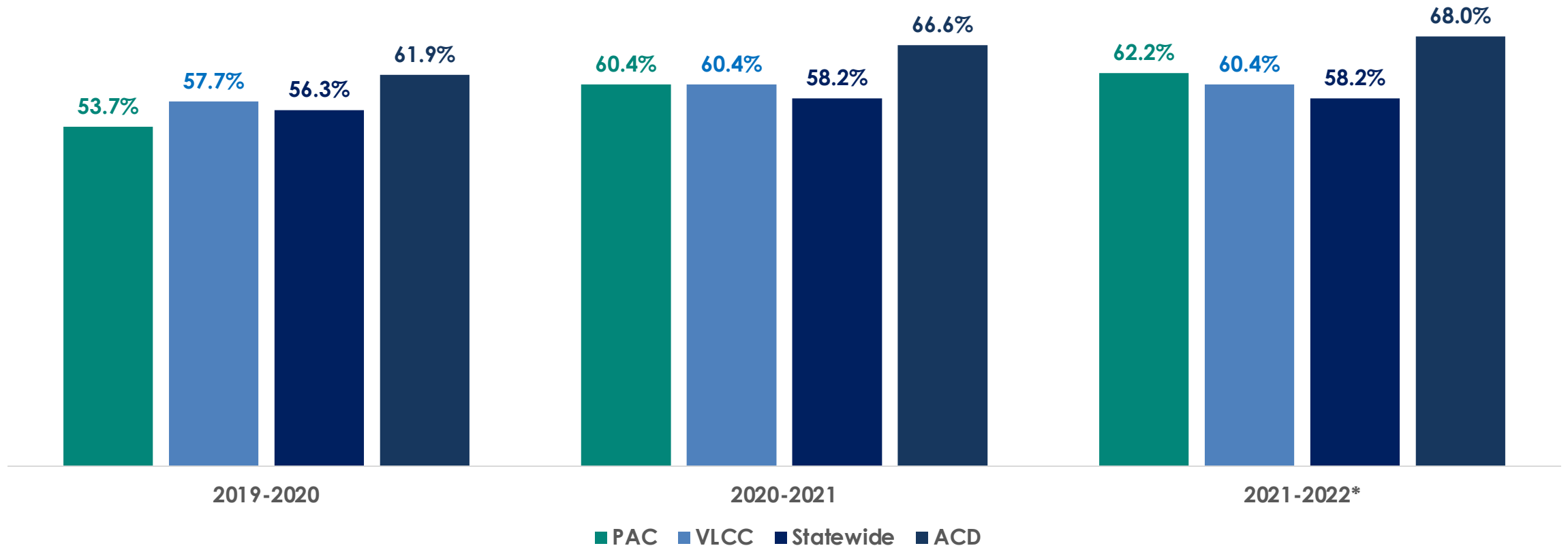


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# Review of Key Performance Indicators (KPIs)

## Fall-to-Fall FT FTIC Persistence Rate



Source: Alamo Colleges Benchmarks Report (2022)

\*Fall 2022 data is preliminary and VLCC/Statewide Benchmarks are placeholders



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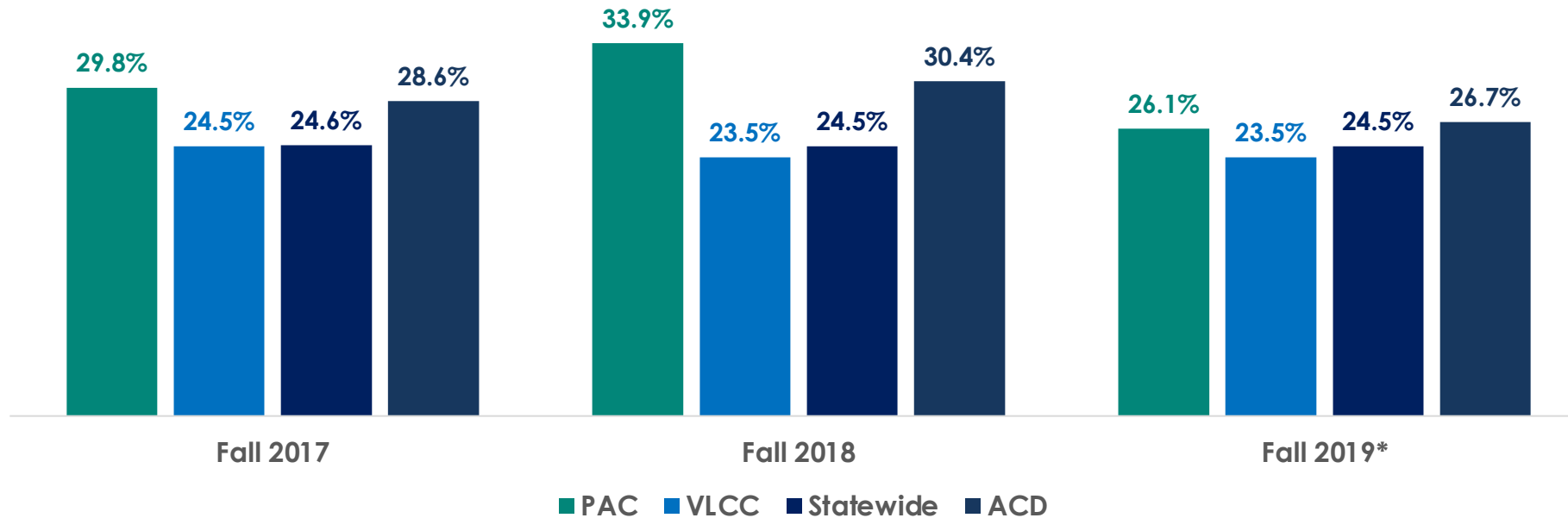


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# Review of Key Performance Indicators (KPIs)

## ACD KPI 3-Year Graduation Rate (Full-Time FTIC Cohort)



Source: Alamo Colleges Benchmarks Report (2022)

\*Fall 2019 cohort data is preliminary and VLCC/Statewide Benchmarks are placeholders



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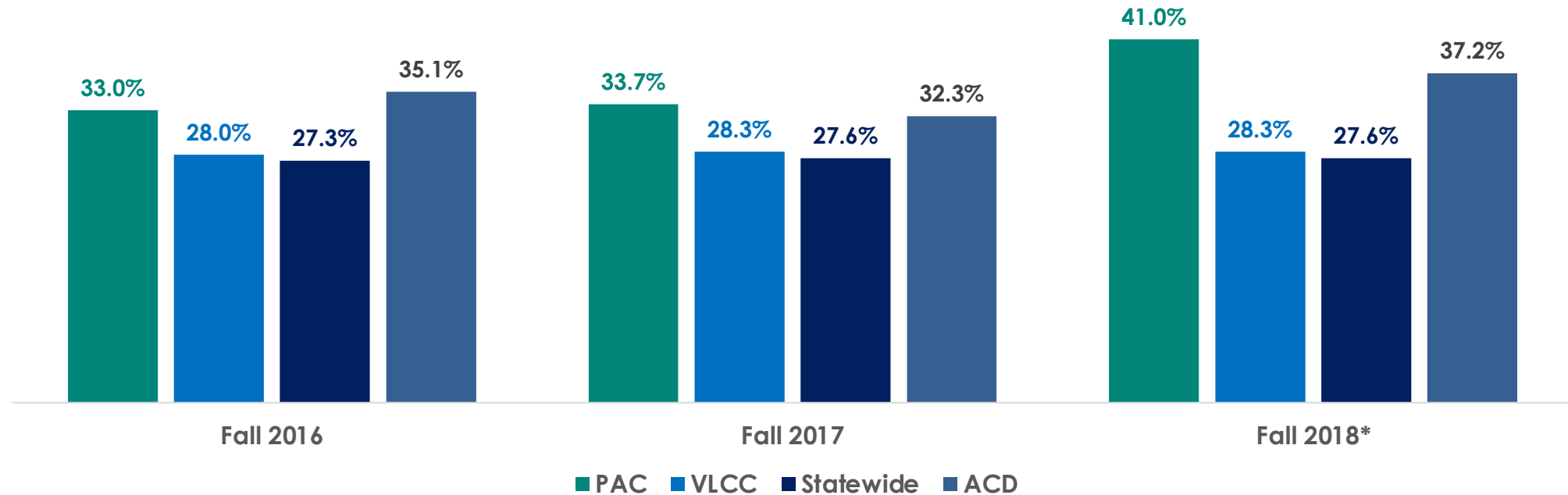


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# Review of Key Performance Indicators (KPIs)

## ACD KPI 4-Year Graduation Rate (Full-Time FTIC Cohort)



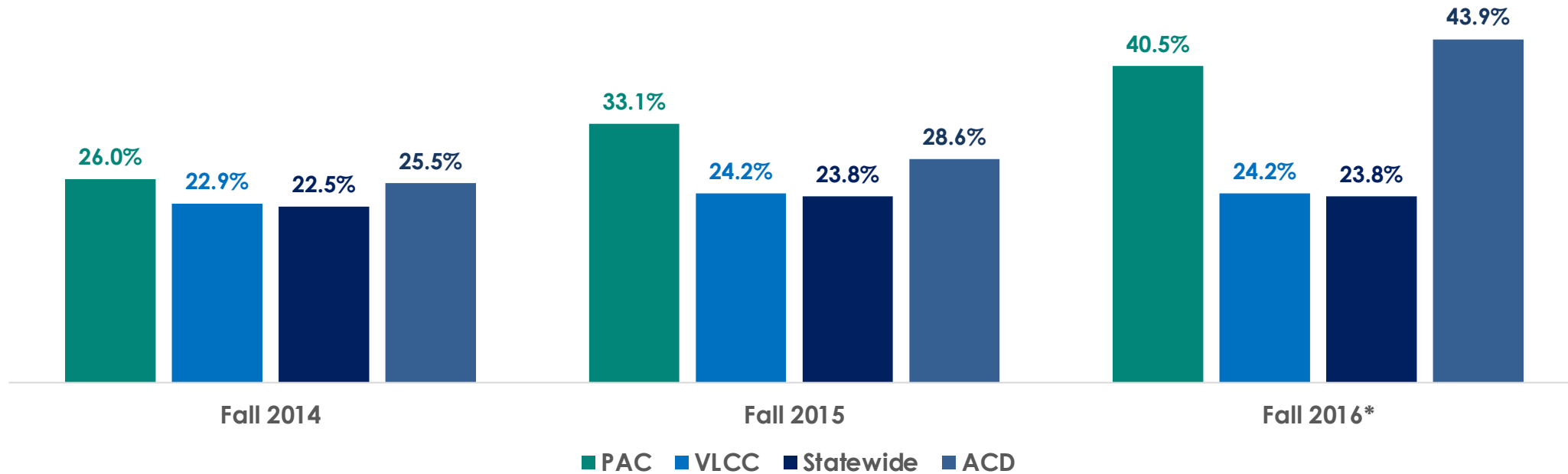
Source: Alamo Colleges Benchmarks Report (2022)

\*Fall 2017 cohort data is preliminary and VLCC/Statewide Benchmarks are placeholders



# Review of Key Performance Indicators (KPIs)

## ACD KPI 6-Year Graduation Rate (Full-Time FTIC Cohort)



Source: Alamo Colleges Benchmarks Report (2022)

\*Fall 2015 cohort data is preliminary and VLCC/Statewide Benchmarks are placeholders



# SWOT Survey



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# SWOT Survey Overview

- Survey was active during the week of March 27th
- Survey was sent to all PAC faculty and staff
- The survey received 117 total respondents



# Q1. Select the top 3 activities you believe PAC performs well

- Affordability/Value (46.1%)
- Student Support Services (22.2%)
- Graduation/Completion (19.7%)
- Institutional Image/Culture/Pride (16.2%)
- Accessibility (13.7%)



## Q2. Select the top 3 activities you believe PAC should improve

- Employee Support (25.0%)
- Internal Communication (24.1%)
- Budgeting/Resource Allocation (23.2%)
- Transparency (23.2%)
- Process Improvement (15.1%)



# Q3. What three opportunities could PAC take advantage of in the next three years?

- Ways to promote work/life balance (51.3%)
- Workforce needs (29.4%)
- Expansion of programs (23.9%)
- Additional professional development (22.0%)
- Articulation agreements with four-year institutions (20.2%)



# Q4. What is changing in the environment which could adversely affect PAC? List the 3 most important

- Inflation/Cost of Living (42%)
- Funding reduction (32.9%)
- Economic downturn (26.1%)
- High School Misalignment with Colleges(23.2%)
- Competition from other institutions of higher education (23.2%)





# Q5. Which of the following best describes you?

- Staff – Professional (39%)
- Full-time Faculty (26%)
- Staff – Administrator (11%)
- Staff – Classified (10%)
- Part-time Faculty (8%)
- Part-time and Work Studies (6%)



# Proposed CAP Focus Areas



# CAPs Focus Areas for AY 2023

## Strategic Enrollment Management

- New Student Enrollment
- Persistence
- Part-time Strategies
- Graduation

## Bolstering Workforce Programs

## Educate South





## Board Policies in Support of Charges

F.2.1 Student Enrollment Requirements

F.6.1 Student Success

F.6.2 Student Responsibility for Success

F.6.3 Mandatory New Student Orientation

## Charges to the Chancellor

Strategic Enrollment Management to facilitate Smart Growth

Achieve Higher Persistence, Graduation and Completion

Workforce Needs of the City/County and Service Area

Strategic Communication and Marketing



# Strategic Enrollment Management

The Alamo College District (ACD) strategic enrollment planning effort has been supported by the expertise of Ruffalo Noel Levitz. The development of a strategic roadmap to ensure enrollment stability and best practices represents a firm commitment from ACD leadership to develop our internal capacity and support the goal of eradicating poverty through education.

## Ruffalo Noel Levitz Approach to Strategic Enrollment Planning



Source: Strategic Enrollment Plan 2021





# Strategic Enrollment Management

The Strategic Enrollment Planning initiative runs parallel and compliments our ACD strategic planning efforts and supports the ACD “Smart Growth” strategy and is aligned with three strategic plan pillars:

- I. Student Success Provide academic and student support and align labor market-based pathways with a focus on student access, completion and social mobility.
- II. Principled-Centered Leadership Provide opportunities for Alamo Colleges District students and employees to develop as leaders and collaborators.
- III. Performance Excellence Continuously improve our student, employee, financial, technological, physical and other capabilities with a focus on effectiveness, efficiency, agility and quality.

Source: Strategic Enrollment Plan 2021



# Considerations for SEM Plans

## Strategic Enrollment Management

- New Student Enrollment - Reduce barriers to new student enrollment/onboarding.

### **Action Plan:**

- Review and evaluate existing processes
- Review Enrollment Coach Model
- Review New Student Orientation



# Considerations for SEM Plans

## Strategic Enrollment Management

- Persistence and Part-time Strategies – Increase part-time student retention, persistence, and completion.

### **Action Plan:**

- Review current data
- Review and evaluate existing outreach and contact with students.
- Increase faculty awareness of student trends.
- Review campaign efforts and focus on all students
- Use data for future programming and marketing strategies for various programs.



# Bolstering Workforce Programs

In addition to developing several new Career & Technical Education (CTE) programs, Palo Alto College seeks to continue to enhance and strengthen existing programs.

We must devise strategies to include internal and external collaborative opportunities and considerations for diverse learner demographics, including high school and dual credit, FTIC, continuing, and transfer students.



# Bolstering Workforce Programs

Some of the components we need to consider are:

- Advising
- Data
- Enrollment and Retention Strategies
- Industry Partnerships (ex., Internships, etc.)
- Budget
- Community Outreach
- Industry-Based Credentials





# Educate South



The goal of Educate South is to work collaboratively with public and private partners to create and sustain a college going culture in south Bexar County.

As an institution of higher education, Palo Alto College is deeply committed to eradicating poverty through the transformational power of education. Educate South is a community effort led by Palo Alto College focused on beginning educational awareness at the earliest years by building public and private partnerships that create and sustain a college-going culture in south Bexar County.



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# Guiding Principles for Educate South

## Exploration 02

Allows students to become comfortable with being on campus and learning about pathways.

## Exposure 01

Introduces future Palominos to the College Starts at Birth conversation.



## Experience 03

Students begin taking part in credit bearing courses and amassing transferrable and degree applicable college level credit.

Conceptual Framework



# Breakout Session #1

We will break out into groups based on seating location. Each group will have a moderator who will assign a timekeeper, a scribe, and a designated person to report out on the work. The activity for Breakout Session #1 will involve the following:

- Review the Environmental Scan Summary and Strengths, Weaknesses, Opportunities and Threats (SWOT) results together. Based on these items, what does the group feel will be key focus areas for the college moving forward? **Identify at least three potential focus areas** and how they tie to our current strategic plan (45 Minutes)
- Breakout groups report out to the larger group (30 Minutes)



# Breakout Session #2:

We will break out into groups based on your tables. Each group will have a moderator who will assign a timekeeper, a scribe, and a designated person to report out on the work.

The activity for Breakout Session #2 will involve the following:

- Review the strategic plan alongside the proposed CAPs. Discuss how you see the work you do fitting into each areas of the strategic plan. Are you able to draw clear linkages from your work to the strategic plan through processes such as unit planning?
- Do these CAPs align to the strategic plan? What are some issues these CAPs should take into consideration before being implemented? Are there other critical areas we should consider for CAPs? (45 Min. for all questions)
- Breakout Groups report out to the larger group (30 Min)



# Discussion and Affirmations

- Discussion on outcomes of the day
- Do we agree that the plan can be affirmed as is?
- Do we agree that the CAP focus areas can be affirmed as discussed today?

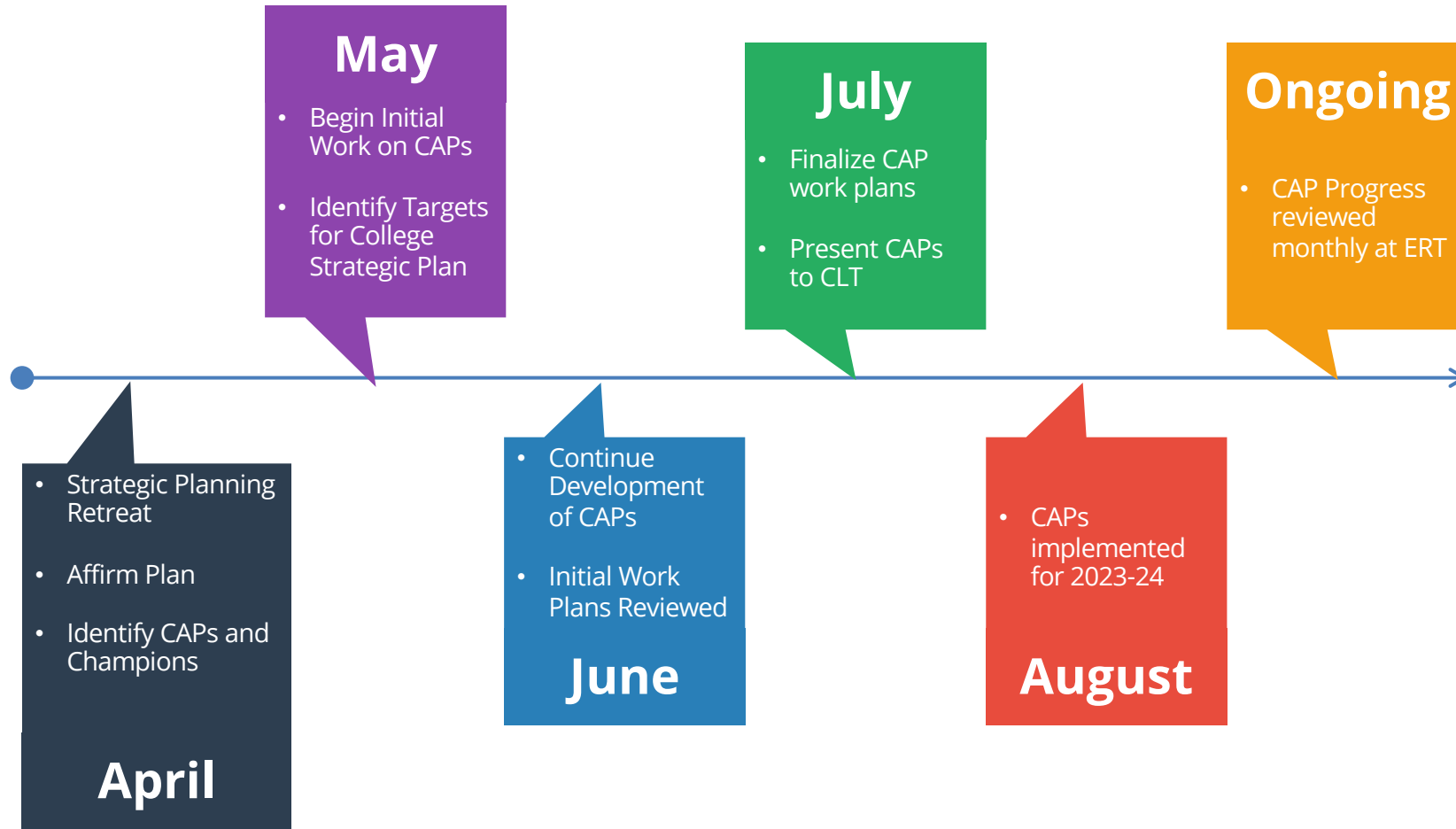




# Next Steps



# Timeline for CAP Development







# #PACFAMILY



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