The ALAMO Way
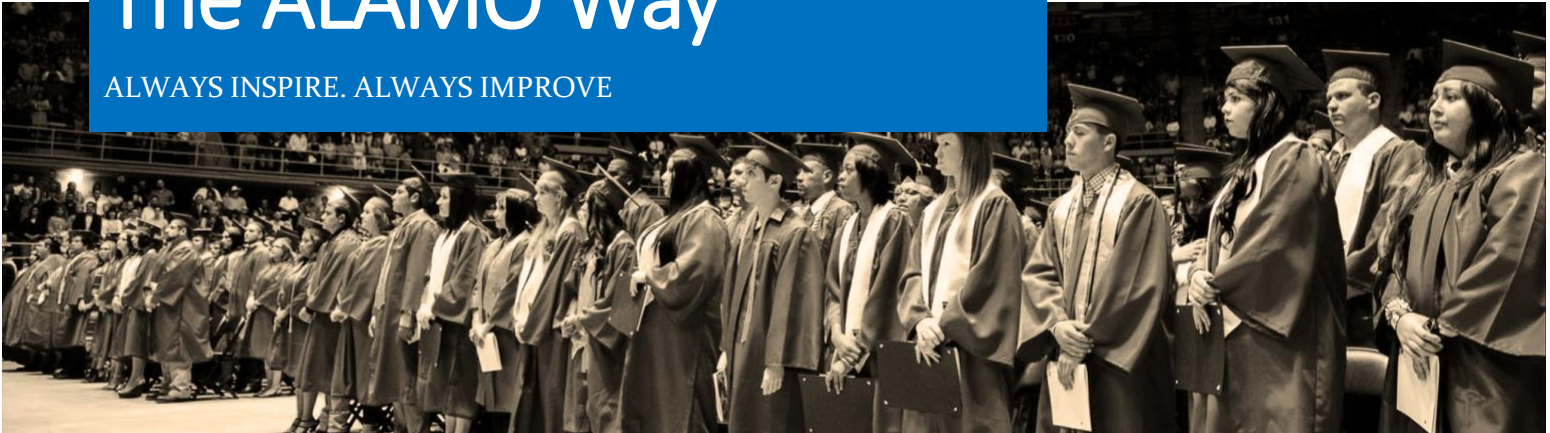
ALWAYS INSPIRE. ALWAYS IMPROVE

WHAT IS BALDRIGE?

The Baldrige Performance Excellence Program is a national public-private partnership run by the National Institute of Standards and Technology, an agency of the US Department of Commerce. The Baldrige Program educates organizations in performance excellence management and administers the Malcolm Baldrige National Quality Award.

The Baldrige Program's main focus areas are to help organizations achieve best-in-class levels of performance; identify and recognize role-model organizations; identify and share best management practices, principles, and strategies

WHY DID WE APPLY?

The Alamo College District started on the Baldrige journey in 2006 as an effort to improve our services and commitment to the students and communities we serve, providing the opportunity for and producing success for each and every student. To receive the Baldrige Award, an organization must have a role-model organization system that ensures continuous improvement, demonstrate effective service, and provide a way of engaging and responding to stakeholders.

OUR QUALITY JOURNEY

Engagement
- FOCUS PDCA Training
- Completion by Design/Texas Completes
- NVC Receives TAPE Award (2007)
- ALAS

Commitment
- Alamo Way (Student Success, Princpled- Center Leadership, Performance Excellence
- Key Performance Indicators (KPI) identified
- Strategic Plan

Progress
- NVC Baldrige site visit and Best Practice recognition (2012)
- DSO and Colleges Unit Action Plans
- MyMap
- AtD Leader College

Achievement Level
- SPC Receives TAPE Achievement Level Recognition (2013, 2014)
- 4DX
- Strategy Map Development and Deployment
- ALAMOInstitutes
- ALAMOAdvise
- ALAMOEnroll

Award Level
- PAC Receives TAPE Award (2015)
- DSO Recieves TAPE Award (2016)
- Acceptance into the AACC Pathways Project (2016)
- PAC Recieves Baldrige Site Visit (2017)
- ACD Baldrige Application Submitted (2017)
- ACD Baldrige Application Submitted (2018)
- Aspen Insitute - SAC, SPC, PAC, NVC among 150 eligible institutions
- Aspen Institute - PAC Top 10 Finalist (2018)
- SPC Recieves TAPE Award (2018)
- LearningElite - Gold Winner (2018)
- ACD Baldrige Site Visit (2018)

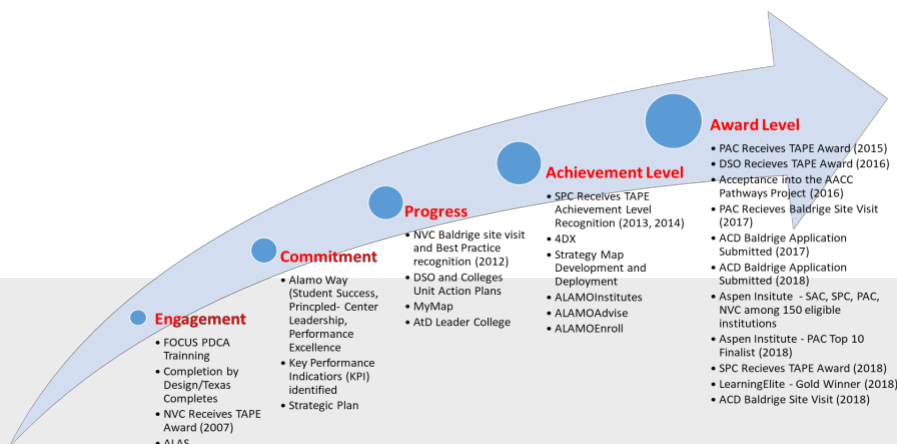## JUDGES' PANEL MOVE 12 ORGANIZATIONS FORWARD FOR SITE VISITS

Malcolm Baldrige National Quality Award (MBNQA) chose 12 organizations from 27 applicants to proceed to Site Visit Review, the final stage of the evaluation process for the nation's highest Presidential award for organizational performance excellence.

The panel selected 3 organizations in the health care category, 4 in education, 3 nonprofits, and 2 small businesses. The site visit evaluation teams, composed of Baldrige examiners, will include experts in each sector. The teams will spend several days interviewing employees at all levels of the workforce to clarify and verify information submitted in the award applications.

CATEGORY 1: LEADERSHIP

The Leadership category asks HOW SENIOR LEADERS' personal actions guide and sustain their organization. It also asks about an organization's GOVERNANCE system and HOW an organization fulfills its legal, ethical, and societal responsibilities.

KEY PROCESSES:

- Alamo Way
- Leadership Team (PVC)
- Deployment of Values
- Radical Innovation Process (R.I.P)
- Succession Planning
- Leadership Communication
- 4DX
- Governance Structure

- Senior Leaders Performance Evaluation
- Legal and Regulatory
- Risk Management
- Ethical Behavior
- Societal Well-Being – economic, social, and environmental initiatives
- Community Support and Improvement

Mission:
Empowering
Our Diverse Communities for Success

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

Key Programs and Services: Dual Credit/Early College High School, Employee Giving Back

Workforce: ALAS, Emerging Leaders, Faculty Fellow, Faculty Leadership Institue

Students, Other Customers, and Stakeholders: Student Success Strategic Objective, New Student Orientation, Website/Social Media, Student Leadership Institute

Strategic Context: Strategic Planning Process – Strategic Planning Retreats, Action Planning, and Unit Planning (DSO and Colleges)

Values: Students First, Respect for All, Community-Engaged, Collaboration, Can-Do Spirit, Data-Informed

Core Competencies: Each Student First, Early Access to Higher Education, Partnership Development

On-Site Contact Persons
Dr. Mecca Salahuddin, 210-485-0274
Dr. Carlos Ayala, 210 -485-0750

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Location: Fiesta Room
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CATEGORY 2: STRATEGY

The Strategy category asks HOW their organization develops STRATEGIC OBJECTIVES AND ACTION PLANS, implements them, changes them if circumstances require, and measures progress.

KEY PROCESSES:

- Strategic Planning Process
- Content of Strategic Plan (SO & KSPs)
- Identification of Strategic Advantages, Challenges, and Opportunities
- Intelligent Risk Assessment in Planning (RIP)
- Work Systems and Core Competencies Development

- Action Planning Process
- Resource Allocation Process
- Process to Develop Workforce Plans
- Ethical Behavior
- Development of Performance Projections
- Progress to Plan Review Process

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Strategic Context:

Key Strategic Advantages – Affordability and Value, Focus on Student Success, Strong Educational Partnerships.

Key Strategic Challenges – Expected improved quality and effectiveness with decreased state funding; public expectation of sustained high performance, increased competition for students.

Key Strategic Opportunities – Provide greater focus on marketing and communicating ACD value to all customers and potential customers; Intensify workforce alignment and articulation through additional partnerships with employers; Advance Digital Learning Strategy toward Competency-Based Education to meet market demands

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CATEGORY 3: CUSTOMERS

The Customers category asks HOW their organization engages its students and other CUSTOMERS for long-term market success, including HOW their organization listens to the VOICE OF THE CUSTOMER, serves and exceeds students' and other CUSTOMERS' expectations, and builds relationships with students and other CUSTOMERS.

KEY PROCESSES:

- Definition of Student and Other Customer Groups
- Listening and Learning Processes (VOC System)
- Use of Social Media and Web-based Technologies
- Complaint Management Process
- Market Segmentation and Relationship Management

- Processes to seek Immediate an Actionable Feedback
- Determine Engagement and Satisfaction
- Develop Program and Service Offerings
- Enable to Seek Support, Information, Gain Access, and Provide Feedback

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Key Programs and Services: Immediate Feedback Methods – POC Satisfaction Surveys, advising sessions, in-class, planning sessions, SLI.

Workforce: ALAS, Emerging Leaders, Faculty Fellow

Students, Other Customers, and Stakeholders: Student Success Strategic Objective, New Student Orientation, Website/Social Media, Student Leadership Institute

Strategic Context: Strategic Planning Process – Strategic Planning Retreats, Action Planning, and Unit Planning (DSO and Colleges)

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CATEGORY 4: MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

The Measurement, Analysis, and Knowledge Management category asks HOW their organization selects, gathers, analyzes, manages, and improves its data, information and KNOWLEDGE ASSETS; HOW they use review findings to improve their PERFORMANCE, and HOW they learn.

KEY PROCESSES:

- Selection of Organizational Level KPIs
- Selection of Process Level KPIs
- Selection of Comparative Data
- Data Analysis Approaches
- KPI Analysis and Review
- Performance Improvement Processes – Future Projections, Continuous Improvement, and Innovation
- Data and IT Management Systems
- Knowledge Management Process
- Best Practice Identification and Sharing
- Process to "Hardwire" Learning

Key Programs and Services: Tableau, AlamoShare, ACES, Banner.
Workforce: 4DX Summits, Data Days, Training
Students, Other Customers, and Stakeholders: Point of Contact Satisfaction Surveys, CCSSE, Noel-Levitz
Strategic Context: College Performance Update, ACD Benchmarks Executive Summary, Board Reports, Radical Innovation Process (RIP), PDM, and FOCUS PDCA
Comparative Data: THECB (State Peers); Aspen Institute (National Peers); CCSSE, Noel-Levitz, IPEDs, ACD Colleges, ATD, CUPA-HR, PACE, Clery Security Report

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CATEGORY 5: WORKFORCE

The WORKFORCE category asks HOW their organization assesses WORKFORCE CAPABILITY and CAPACITY needs and builds a WORKFORCE environment conducive to HIGH PERFORMANCE. The category also asks HOW their organization engages, manages, and develops their WORKFORCE to utilize its full potential in ALIGNMENT with their organization's overall needs.

KEY PROCESSES:

- Workforce Capability and Capacity Management Process
- Recruiting, Hiring, Placement and Retention Processes
- Organizational Structure and Team-based Approach
- Change Management Approach & ADKAR Change Management Model
- Benefits and Policies

- Identify Drivers of Workforce Engagement
- Determine Workforce Engagement Satisfaction
- Individual Performance Development Process
- Learning and Development System and Effectiveness
- Career Progression Approach

Key Programs and Services: ALAS, Emerging Leaders, New Employee Orientation, New Faculty Institute

Workforce: ADKAR Model, Prosci Tools, Rightsizing, HR Champions, Internal promotions and hires

Strategic Context: Budgeting, Individual SMART Goals, Action Plans, PACE

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CATEGORY 6: OPERATIONS

The Operations category asks HOW their organization designs, manages, improves, and innovates its EDUCATIONAL PROGRAMS AND SERVICES and WORK PROCESSES and HOW it improves operational EFFECTIVENESS to deliver VALUE to their students and other CUSTOMERS and to achieve ongoing organizational success.

KEY PROCESSES:

- Process Design Model
- New Program Development Process
- FOCUS PDCA Improvement Model
- Key Work Systems and Processes
- Supply-Chain Management Process
- Innovation Management Approach

- Examples of Key Improvements and Innovations
- Process Efficiency and Effectiveness Approaches
- Information Systems Processes
- Safety and Emergency Preparedness Processes

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Key Processes: PDM, FOCUS PDCA, New Program Development (NPD) Process

Key Work System and Process:
- **Student Intake** (Recruiting & Admissions, Testing & Placement, Financial Aid, New Student Orientation)
- **Student Learning** (Teaching, Tutoring, Curriculum Development/Review, NPD, Program Review)
- **Student Success and Completion** (Degree/Certificate Completion, Transfer)
- **Student Support** (Advising, Disability Support, Veteran's Affairs, Student Engagement, Counseling)
- **Operational Support Systems** (Information Technology, HR Management, Supplier Management, Facilities Management, Safety & Emergency Prep)

Innovation Management: Radical Innovation Process (RIP)

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CATEGORY 7: RESULTS

The RESULTS category asks about their organization PERFORMANCER and improvement in all KEY areas – student LEARNING and PROCESS RESULTS; CUSTOMER RESULTS; WORKFORCE RESULTS; leadership and GOVERNANCE RESULTS; and budgetary, financial, and market RESULTS. The category asks about PERFORMANCE LEVELS relative to those of competitors and other organizations with similar EDUCATIONAL PROGRAMS AND SERVICE offerings.

KEY PROCESSES:

- Student Learning and Customer-Focused Results
- Work Process Effectiveness Results
- Student and Other Customer Satisfaction and Engagement Results

- Workforce Results
- Leadership and Governance Results
- Safety and Emergency Results
- Supply-Chain Management Results

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Student Learning and Customer-Focused Results: Degrees & Certificates, Completion Rates, PGR, Persistence, Graduation Rates, Transfer Rates

Work Process Effectiveness Results: # of High Challenge Course, Student Satisfaction, Student FTE, Scholarship Awards, Default Rates, Financial Aid, HR Services

Safety and Emergency Results: Security Satisfaction, Crimes on Campus

Supply-Chain Management Results: IT Satisfaction & Competency, Supply Chain Cost Reduction, Cycle Time, Deposal Time

Workforce Results: PACE, Workforce Retention and Vacancy Rates, Security Satisfaction and Crimes, Investment in Learning & Development, ALAS & Emerging Leaders, 4DX Engagement & Effectiveness

Students, Other Customers, and Stakeholders: Noel-Levitz Satisfaction and Dissatisfaction; CCSSE Engagement, Satisfaction with DSO Services

Leadership and Governance Results: PACE (Communication, Values, Focus on Action); Noel-Levitz Student Views, SLI, Audits, Accreditation, Employee Give Back, Energy Savings, Water consumption, Innovation Investments

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