Alamo Colleges District
SAN ANTONIO, TEXAS
EXECUTIVE SEARCH PROFILE
VICE CHANCELLOR FOR STUDENT SUCCESS
Alamo Colleges District seeks confidential applications and nominations for the position of Vice Chancellor for Student Success. This position reports directly to the Chancellor of Alamo Colleges District (ACD). The Vice Chancellor for Student Success will be a visionary, student-centered, data-informed, systems thinker who thrives in a fast paced, high-achieving environment. The successful candidate will have a deep knowledge of best-in-class student experiences and a strong track record of successful co-creation and collaboration to enhance student success. The Vice Chancellor is responsible for the coordination of exemplary enrollment management, student support, academic advising, student life, financial aid, student contact center, and Alamo Promise programs across the five Alamo colleges to maximize student outcomes and meet the needs of the diverse San Antonio region.
Alamo Colleges District (ACD) is a nationally recognized community college district and the recipient of the 2018 Malcolm Baldrige National Quality Award, the nation’s highest honor for performance excellence. In 2020, ACD won the Leah Meyer Austin Award given by the Achieving the Dream Network, recognizing the District’s holistic approach to reducing equity gaps between student groups. And in 2021, San Antonio College won the Aspen Prize for Community College Excellence, the nation’s signature recognition of high achievement among America’s community colleges. Alamo Colleges District was awarded a 2023 National Bellwether Award for its Off-Campus Work-Study Employment program.

The Alamo Colleges District includes Palo Alto College, Northwest Vista College, San Antonio College, St. Philip’s College, and Northeast Lakeview College, along with a number of off-campus locations throughout the San Antonio metropolitan area, serving an eight-county region with a total Fall enrollment of over 66,000 students.

From ACD’s formation as a community college district in 1945 through decades of change and expansion, the District has worked to make higher education accessible and affordable for all. Today, these five colleges fulfill their mission with a vast array of certificates, courses, and 2-year degrees. To add to educational offerings, ACD will soon launch its first Institute’s Top 150 community colleges this year: San Antonio College, St. Philip’s College, and Northeast Lakeview College, among a network of off-campus locations throughout the San Antonio area, serving an eight-county region with a total Fall enrollment of over 66,000 students.

Today ACD is one of the largest community college systems in the United States and the largest provider of higher education in South Texas. San Antonio is one of the fastest growing, and the seventh-largest, city in the nation. With almost 1.5 million people, San Antonio is the second most populous city in Texas. The District is representative of the community it serves with a majority Hispanic student population.

62% HISPANIC
57% FEMALE
81% PART-TIME
70% RECEIVE FINANCIAL AID
ACD is a Hispanic-Serving System which includes the nation’s only college—St. Philip’s College—that is both a Historically Black College and a Hispanic-Serving Institution. The District is the nation’s third largest producer of Hispanic nurses and is one of Texas’ largest providers of online post-secondary education. A diverse international program brings Central American teachers and those from other regions to San Antonio for advanced education while affording students and faculty the opportunity to gain the skills to work in a global economy.

Over the past fifteen years, ACD has completed Capital Improvement Projects, which added 24 buildings and 1.3M square feet and is continuing to expand facilities through generous CIP funding.

ACD and its local partners are committed to the “Moonshot Goal” of ending poverty, enhancing economic and social mobility, and meeting workforce demands by joining forces to help more students complete college and obtain the necessary skills to hold high-wage and demanding jobs.

The members of Alamo Colleges are committed to building individual and collective character through the following set of shared values in order to fulfill our mission and vision:
Alamo Colleges District Service Area Map

Atascosa, Bandera, Bexar, Comal, Guadalupe, Kendall, Kerr and Wilson

100,000+ students annually
Largest provider of higher education in South Texas

81% minority
Represents the diversity of the community

10,864 degrees + certificates
were awarded in FY 2021

$9,400 earnings increase
The average associate degree graduate from the Alamo Colleges District will see an increase in earnings of $9,400 each year, compared to someone with a high school diploma working in Texas.

100,000+

81%

10,864

$9,400

students annually
minority
degrees + certificates
earnings increase
San Antonio is a city rich in history and cultural diversity. It is the second most populous city in Texas. Founded in 1718 as a Spanish mission and colonial outpost, San Antonio was the first chartered civil settlement in Texas in 1731 and is the state’s oldest municipality. The Greater San Antonio metropolitan area has a population of 2.5 million and hosts a colorful blend of cultures—Tejano, Mexican, Irish, German, Czechoslovakian and many more. Cultural attractions include: the River Walk, the Tower of the Americas, the Alamo Bowl, and the historic Alamo Mission.

As home to one of the largest concentrations of military bases in the United States, San Antonio is known as Military City USA. The city has the largest single installation within the United States Department of Defense, Joint Base San Antonio, which also houses the largest medical center for the DOD.

San Antonio has a strong and vibrant economy, supported by consistent commercial and residential growth. The city boasts spectacular parks and green spaces, festive seasonal events, and magnificent dining, entertainment, and sporting events. Much of the population is of Hispanic descent and many are Spanish-speaking or bilingual, preserving the unique historical atmosphere of this fabulous city.

Census data for 2020 reveal that San Antonio is one of the fastest growing cities in the US and its cost of living make it very affordable. According to PayScale, San Antonio, Texas's overall cost of living is 8% lower than the national average, housing expenses are 20% lower, utilities are 11% lower and groceries are 11% lower than the national average. In addition, Texas has no individual state income tax.
# Key Indicators

<table>
<thead>
<tr>
<th>District Student Success Division</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Budget:</td>
<td>$7,363,407 (FY2024 w/o benefits)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Campus Based Title IV</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Financial Assistance (annual, Aid Year 2024)</td>
<td>$6,393,830</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Current Tuition</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>State resident in district:</td>
<td>$99/credit hour</td>
</tr>
<tr>
<td>State resident out of district:</td>
<td>$215/credit hour</td>
</tr>
<tr>
<td>Out of State &amp; International:</td>
<td>$466/credit hour</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FTE Student Enrollment (District):</th>
<th>30,068 (Fall 2022)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Headcount (District):</td>
<td>66,148 (Fall 2022)</td>
</tr>
<tr>
<td>% referred to Developmental Programs:</td>
<td>68%</td>
</tr>
<tr>
<td>% in Transfer Programs:</td>
<td>78%</td>
</tr>
<tr>
<td>% in Career &amp; Technical Programs:</td>
<td>22%</td>
</tr>
<tr>
<td>Non-Credit Enrollment:</td>
<td>2899, unduplicated annual (2022)</td>
</tr>
</tbody>
</table>

| Student Diversity Statistics:     | Asian: 2.6%; Black: 7.1%; Hispanic: 67.2% |
|-----------------------------------| Native American: 0.2%; Non-Resident/Alien: 0.1% |
|                                   | Pacific Islander: 0.1%; Two or more: 3.3% |
|                                   | Unknown: 1.2%; White: 18% |

<table>
<thead>
<tr>
<th>Student Demographic Statistics:</th>
<th>43.7% (Fall 2021)</th>
</tr>
</thead>
<tbody>
<tr>
<td>% on Pell</td>
<td>12.5% (Fall 2022)</td>
</tr>
<tr>
<td>% receiving Promise grants</td>
<td>24.5%</td>
</tr>
<tr>
<td>% over 24 years of age</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>High School Penetration Rate (Bexar Co.):</th>
<th>18% of ISD students choose Alamo Colleges</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Year Retention Rate:</td>
<td>67.6% full-time; 51.7% part-time</td>
</tr>
<tr>
<td>Number of Degrees Awarded:</td>
<td>10,864 (2021-2022)</td>
</tr>
<tr>
<td>Student/Faculty Ratio:</td>
<td>24:1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Board of Trustees – Alamo Colleges District</th>
<th>The Alamo Colleges District Board of Trustees has 9 elected members and one student trustee</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><a href="https://www.alamo.edu/about-us/leadership/board-of-trustees/">https://www.alamo.edu/about-us/leadership/board-of-trustees/</a></td>
</tr>
</tbody>
</table>
The Vice Chancellor for Student Success reports to the Chancellor of Alamo Colleges District and provides strategic leadership for the effective planning, implementation, expansion, and assessment of Alamo Colleges District (ACD)-wide student success programs with a focus on scaling evidence-based practices that support the overall student experience, from student enrollment to retention and completion. The Vice Chancellor provides leadership in establishing ACD student support goals, objectives, and key performance indicators (KPIs) by developing, implementing, and coordinating district-wide programs supporting ACD students. The Vice Chancellor must be a highly collaborative leader with the ability to develop effective relationships across multiple constituencies and a demonstrated record of excellence in collaborative and organizational problem solving and success. The Vice Chancellor will be a seasoned higher education expert with a clear understanding of the needs of underserved students and direct experience leading evidence-based programs and initiatives within and across colleges that improve student outcomes and close opportunity gaps.
The new Vice Chancellor for Student Success will join a fast-paced environment and team of high performing colleagues at the executive leadership level of Alamo Colleges District as well as lead a talented team in the District Office of Student Success who are student focused and committed to the mission of Alamo Colleges District and each of its respective colleges.

The new Vice Chancellor for Student Success will provide leadership for a wide variety of key stakeholders and be a strong advocate for student success among peers and colleagues within a large, complex, and diverse multi-college district serving a rapidly growing and diverse community.

With a deep understanding of student success practices and the latest research in the field, the new Vice Chancellor for Student Success will have a proven track record in co-creating and implementing "best in class" strategies and experiences that promote optimum student access and success.

The new Vice Chancellor for Student Success will have the opportunity to enhance the student experience holistically for all types of learners through the use of existing and new technology, tools and software (e.g. Banner, EAB Navigate, and recently adopted Salesforce) in order to build relationships with prospective students, foster student engagement and success, streamline on-boarding processes, and maximize staff efficiencies.

The new Vice Chancellor for Student Success will effectively incorporate two new areas within the expansive District Office of Student Success - Financial Aid and the Student Contact Center – and will build and support the entire team through new hires and professional development opportunities.

The new Vice Chancellor for Student Success will develop a keen understanding of the communities served by the five colleges of the Alamo Colleges District along with the unique characteristics of each campus and maintain close relationships with the student success service providers at the colleges.

The new Vice Chancellor for Student Success will establish and maintain a strong, engaged community presence and will represent the Student Success office and work to the District Board of Trustees.

With a keen eye toward effective use of data, strategic initiatives and calculated risk taking, the new Vice Chancellor for Student Success will meet ambitious KPI goals in partnership with leadership at the five colleges and the district level to maximize performance in the new State Funding Model.

The new Vice Chancellor for Student Success will cultivate and expand a culture of decision making and action within the district and across the colleges based on refined data collection, thorough data analysis, and a comprehensive assessment of results.

The new Vice Chancellor for Student Success will have the opportunity to effectively leverage and steward Alamo’s solid financial resources to foster optimum student success and innovation.

The new Vice Chancellor for Student Success will expand opportunities for co-creation and collaboration with college personnel through intentionally inclusive processes and by enhancing the District Office’s presence and visibility at the five colleges.

The new Vice Chancellor for Student Success will have a proven track record in team and partnership building at multiple levels and enjoy being actively involved in the student success work.

With a matrix style leadership model, Alamo Colleges new Vice Chancellor will want to enhance communication and quickly build trust and a reputation for transparency within and across the District Support Offices and five colleges.

The new Vice Chancellor for Student Success will be an authentic and consistent advocate for students and staff and will be skilled at motivating employees within the District Office of Student Success as well as employees who work and report to the five colleges.

With a keen understanding of organizational development and an eye toward the capacity of district and campus teams, the new Vice Chancellor for Student Success will see the “big picture” and use excellent leadership skills to effectively implement and sustain new initiatives to enhance the student experience.
Essential Job Functions

- Assumes the primary responsibility for developing, administering, supervising, coordinating, reviewing, and evaluating the activities of district-wide student educational support services and programs including, but not limited to: admissions and enrollment, academic advising, advocacy wrap-around supports, disabled student and interpreter services, student financial services, student programs, military education & veterans, student life and leadership and other assigned areas.

- Identifies priorities, initiates and recommends policies and procedures; and reviews and evaluates the effectiveness of student support programs, recommending and implementing appropriate strategies.

- Promotes a fully integrated student experience and enhances the strong, existing, collaborative connections between the curricular and co-curricular dimensions of student life.

- Utilizes national evidence-based best practices to optimize ACD’s ability to serve current and future students and creates a robust evaluation/assessment agenda based on established benchmarks.

- Serves on the Chancellor’s Cabinet and Leadership Team.

- Performs other duties as assigned.
Qualifications for Appointment

Education
Master's degree or a combination of relevant experience, education and training that equates to the required degree. Prefer earned doctorate.

Experience
Seven years of experience as a Chief Student Affairs Officer and/or experience as a cabinet-level administrator in a multi-college or multi-campus community college district. Prefer some teaching experience.

Compensation & Benefits
The salary for this position is $262,265. The Alamo Colleges District offers an outstanding benefits package.
Application Procedures

Completed applications are due by **October 22, 2023**. To ensure full consideration, you will be required to submit:

1) a current resume or CV;
2) a cover letter addressing the position; and
3) the contact information for three professional references.

Submit your application online [here](#).

For further information, please contact:

**Dr. Joanne Bashford**
SENIOR CONSULTANT  
(305) 467-9488  
AlamoStudentSuccess@RHPerry.com

**Dr. Greg Thomas**
SENIOR CONSULTANT  
(813) 390-9718  
AlamoStudentSuccess@RHPerry.com

RH Perry & Associates  
206 East Chestnut Street  
Asheville, NC 28801  
www.rhperry.com

 RH Perry Policy

RH Perry & Associates is committed to the highest standards of professionalism in all dealings with candidates, sources, and references. We fully respect the need for confidentiality and assure interested parties that their background and interests will not be discussed without their consent.

Alamo Colleges District Policy

Alamo Colleges is committed to provide equal employment and educational opportunities for all qualified persons without regard to race, color, sex, pregnancy, religion, creed, national origin (including ancestry), citizenship status, physical or mental disability, age, marital status, sexual orientation, gender, transgender status, gender identity, gender expression, veteran or military status (including special disabled veteran, Vietnam-era veteran, or recently separated veteran), predisposing genetic characteristics, domestic violence victim status, any other protected category under applicable local, state or federal law, or persons who have opposed discrimination or participated in any complaint process on campus or before a government agency.