

Case Study: Austin Community College Builds Pathways, Partnerships, and Resilience

Case Summary. Austin Community College (ACC) is guided by strong institutional leadership and excellent foresight. It also benefited from empowering stretch goals from state-level leadership in the decade leading up to COVID, providing a transformative vision for 2030 for Texas higher education. ACC used this time to build robust student success programs, digital learning, pathways, partnerships, and the talent of its faculty. These helped the College to both weather the COVID disruptions and continue moving forward toward the transformative goals it established for 2030. In these efforts, Chancellor Richard Rhodes has been guided by his formula, ***“Innovation + Collaboration = Transformation.”***

Why Read This? The nature of transformative leadership in this community college is clearly displayed through savvy navigation through COVID and uninterrupted movement forward toward the 2030 vision.

The Case Study

(Referenced in Chapter IV)

Over the past decade, Austin Community College (ACC) has continuously transformed and regenerated its leadership, curriculum, and student support services, significantly improving student achievement and success. The vision, processes, pathways, partnerships, and analytics it had mastered by 2019-20 positioned ACC to respond decisively and with resilience to the COVID-19 challenge and to the opportunities that will emerge on the road to 2030 and beyond. ACC was established in 1973, serving 1,726 students from one campus. Today its 11 campuses are the primary gateways to higher education and career training in Central Texas. ACC is now one of the largest community colleges in the Nation, serving over 76,000 students in credit and continuing education programs and 5500+ dual enrollments of high school students. Fall 2019 enrollments were 43% male/57% female; 78% part-time/22% full-time; and 44% white, 37% Hispanic, 7% black, and 5% Asian. The College mission is to provide open-door access to an affordable college education for those who want to earn a degree or certificate, learn a marketable skill, and advance in their careers. <https://www.austincc.edu/oira/pubs/factbook/>



A Sense of Urgency

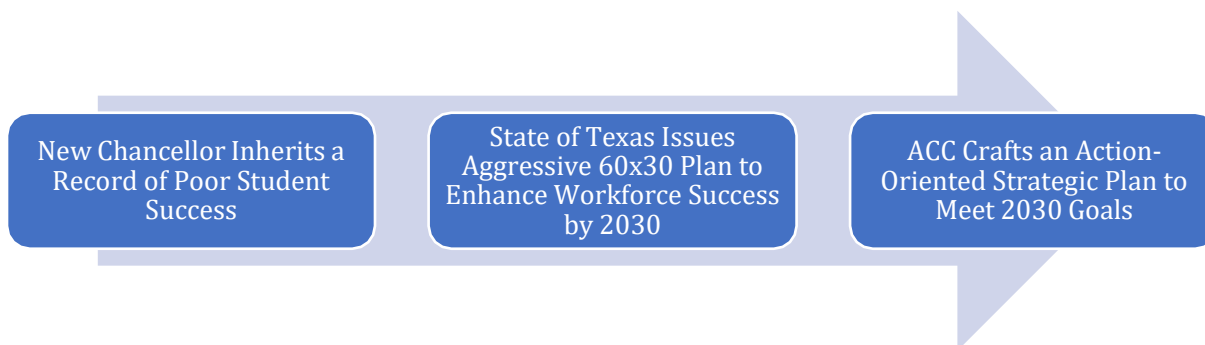
In 2011, Chancellor Richard Rhodes was hired to lead ACC and was immediately presented with a major challenge. ACC had a three-year completion rate of just 3.9%. Moreover, the Texas Higher Education Board had just directed all community colleges to develop strategic plans to achieve the aggressive stretch goals contained in the 60x30 Texas Higher Education Plan.²³ These goals set several expectations for the Texas higher education system:

- By 2030, at least 60% of Texans, ages 25-34, would have a certificate or degree;
- By 2030, at least 550,000 students would complete a certificate, associate, bachelor's, or master's degree from a Texas institution of higher education;
- Each of these graduates would complete programs with identified marketable skills; and
- Undergraduate student loan debt would not exceed 60 percent of first-year wages for these graduates.

With this imperative, Chancellor Rhodes led the College community in developing an action-oriented strategic plan to meet these goals. The plan set the College on an expedition to achieve this vision by 2030 as portrayed in Figure 1:

Austin Community College will be among the premier colleges in the nation — a leader in closing equity gaps, increasing student completion rates, and putting students on guided pathways to reach their educational and career goals.

Figure 1- ACC's Pathway to Progress



²³ <https://www.highered.texas.gov/about-us/60x30tx>

The College's Strategic Plan for 2017-2021 defines the most recent strategic goals and targets for moving the College toward this vision. They include:

- **Goal #1: Access & Enrollment:** Increase annual unduplicated enrollment at ACC to 85,000 students by 2030 through equity-focused connection and entry processes.
- **Goal #2: Persistence & Engagement:** Develop an equitable and inclusive learning and student support environment that increases fall-to-fall persistence rates to 58 percent for all students.
- **Goal #3: Completion and Transfer:** Achieve equitable results in completion and increase annual credential awards to 15,000 by 2030 to improve transfer and employment outcomes for all ACC students.
- **Goal #4: Effective and Efficient Operations and Infrastructure:** Ensure an organizational environment that promotes equitable student and employee success through effective and efficient operations and infrastructure.

The Strategic Plan contains excellent graphics portraying progress toward achieving these goals.²⁴ As ACC moved into 2021, six Chancellor Priorities emerged, as portrayed in Figure 2 on the next page.



²⁴ <https://drive.google.com/file/d/1t2bJpOIZO4tsQvywbDwBf9TjUWhvtwqU/view>.

Figure 2 – Six Chancellor’s Priorities 2021

Priorities	Description
<p>1. Reduce Equity Gaps in Access and Success</p>	<ul style="list-style-type: none"> • The college completed its equity council bylaws, structure, and budget. • ACC’s inaugural Equity Council, made up of 24 districtwide representatives, hosted its first meeting Wednesday, January 13, 2021. • The college launched more than 50 internal professional development opportunities focused on equity and diversity. • Four grants, totaling \$11,000, have been approved for equity and diversity initiatives. Additional mini-grant proposals are underway. • Training for 110 non-faculty supervising and hiring managers and 90 employees involved in faculty hiring is scheduled. • The Truth, Racial Healing & Transformation Campus Center (TRHT) completed 10 of 12 targeted faculty/staff engagements and nine of 20 targeted student engagements. Community engagement completed 23 programs, impacted 529 community members. • The college’s Strategic Enrollment Management Committee (SEMC) completed goals for targeted students.
<p>2. Modernize ACC’s Technology Resources</p>	<ul style="list-style-type: none"> • HR and finance modules completed • Update the student module • Workday vendor, Salesforce as platform as CRM
<p>3. Provide Exceptional Online Education</p>	<ul style="list-style-type: none"> • Quality Matters (QM) standards for online education • Train all faculty, • All courses are being certified as Quality Matters • Since they are staying in virtual environment, they commit to doing it right
<p>4. Help Central Texans Get Back to Work</p>	<ul style="list-style-type: none"> • ACC established deep tuition discounts for 12 fast-track programs in highest demand sectors in the region including health care, IT and skilled trades. Grew more industry partnerships. See Innovation + Collaboration Table. • Tripled numbers in those programs directly to workforce. • Established the Promise Program <ul style="list-style-type: none"> ✓ Career scholarships to unemployed and underemployed out of HS ✓ Interest from industry to help. Offers of employment at completion as long as successful in program. ✓ Moved from 53% to 95% persistence rate!
<p>5. Increase Course Success Rates</p>	<ul style="list-style-type: none"> • Civitas Learning Platform has played a big part in improving course completion. • ACC is using data to better understand and predict what students need. These interventions include early alerts, embedded tutoring, outreach, and advising. •
<p>6. Foster a Safe Physical and Cultural Environment</p>	<ul style="list-style-type: none"> • This includes plans to ensure a safe return to campus. • ACC is on track to implement its culture of collaboration, connection, and caring (3Cs) to improve college functioning and employee morale which will enable employees to improve outcomes for students and eliminate equity gaps.

Strategic Plan + Priorities

The Chancellor's priorities are designed to make the most progress toward achieving ACC's Strategic Plan goals. These priorities and goals continue to build a strong foundation as ACC moves through the pandemic. <https://www.austincc.edu/offices/chancellor/priorities>

Figure 3 Chancellor's Priorities and Goals 2021

	Goal 1: Increase annual unduplicated enrollment at ACC to 85,000 students by 2030 through equity focused connection and entry processes.	Goal 2: Develop an equitable and inclusive learning and student support environment that increases fall-to-fall persistence rates to 58 percent for all students.	Goal 3: Achieve equitable results in completion and increase annual credential awards to 15,000 by 2030 to improve transfer and employment outcomes for all ACC students.	Goal 4: Ensure an organizational environment that promotes equitable student and employee success through effective and efficient operations and infrastructure.
Reduce Equity Gaps	●	●	●	●
Modernize ACC's Technology Resources	●			●
Provide an Exceptional Online Education	●	●	●	●
Help Central Texans Get Back to Work	●	●	●	
Increase Course Success Rates	●	●	●	●
Foster a Safe Physical & Cultural Environment	●	●	●	●



Building Blocks for Transformation

From the beginning, ACC leaders understood that achievement of the 2030 Vision would involve a two-decade expedition requiring a comprehensive, institution-wide effort to identify and implement best practices and processes. To this end, they joined various national efforts that supported community college innovation and transformation. Through this exposure, they identified several approaches that have inspired the transformation and regeneration of the College and those associated with it. Figure 3 illustrates ACC’s transformation building blocks.

Figure 4 – Transformation Building Blocks



ACC is an “Achieving the Dream” (ATD) institution²⁵

The focus of ATD institutions is on improving the use of data in assessment and decision making to enhance student success, with a particular focus on underserved students. Much of this work involves eliminating the structural barriers to equity these students face and investment in equity-minded policies, practices, and behaviors that lead to success for all students.

ACC discovered that they learned many lessons by looking through the lens of data for student success. ACC further enhanced its data, information, and analytics capabilities by working with The Bill & Melinda Gates Foundation on several grants to embed predictive analytics in its

²⁵ <https://www.achievingthedream.org/>

processes, practices, and services to optimize student success. These efforts enabled leadership, staff, and faculty to develop their talents and to share best practices with other analytics leaders across higher education.

ACC is a Member of the League for Innovation

The League serves as a catalyst for introducing and sustaining deep, transformational innovation within and across colleges and international borders to increase student success and institutional excellence. League activities and initiatives center on diversity, equity, and inclusion; information technology; leadership development; learning and student success; research and practice; and workforce development.²⁶ In 2017, to better prepare ACC for the future, the campus did a League innovations self-study to target goals and actions to maintain and thrive in the future, “Mapping a Course for the Future.”²⁷

ACC also established a Futures Institute focused on building “Guided Pathways” for students

The goal of the effort is to redesign each part of the student experience, from beginning to end, to provide students with better guidance and support so that they achieve greater college success.

<https://drive.google.com/file/d/0B-EwSafm0XzVRUVpRXhwUUw3M00/view>

Redesign is a big deal at ACC

All the core processes involved in the four goals articulated in its Strategic Plan underwent some degree of realignment, redesign, and reinvention. Specific examples include:

- student services consolidated twelve steps for entering students into four,
- required information sessions for all students to get the overview of College programs and their field of study,
- redesigned degree programs to help more students finish on time and be better prepared for employment, and similar degrees were grouped into broad paths or areas of study, and
- established a six-week training module for advisors and counselors, to help advisors navigate and better use these changes.

<https://www.aacu.org/diversitydemocracy/2017/fall/bailey>

²⁶ <https://www.league.org/about>

²⁷ <https://drive.google.com/file/d/0B-EwSafm0XzVODVMNW5IODJwWWs/view>

Affordability counts at ACC

Because many students were unable to pay for textbooks, the campus joined the OER open textbook initiative, saving students over \$10 million dollars in textbook costs since 2017.

<https://www.austincc.edu/news/2020/08/acc-students-have-saved-more-10-million-textbook-costs>.

Partnerships and Collaborations Were and Continue to be Critical

Virtually all of ACC's actions to realign, redefine, redesign, and reinvent elements of its curriculum, processes, and practices involved partnerships with foundations, national and international organizations, technology vendors, peer institutions, the community, and business and industry. Sharing know-how and best practices accelerated ACC's progress pre-COVID. This positioned ACC for resilience in the face of COVID and also accelerated action after COVID to 2030 and beyond.

Focusing on Equity is a Core Value

ACC was selected as a ***Leader College of Distinction by Achieving the Dream*** (ATD) for supporting underserved students, closing equity gaps, and increasing completion rates. It also received the ***Seal of Excelencia*** for its commitment to work in partnership to learn strategies that align data, practice, and leadership to accelerate Latino student success. ACC is a Hispanic Serving Institution, serving 25% or more Hispanic students.

ACC is one of only ten institutions nationwide selected to establish a ***Truth, Racial Healing and Transformation (TRHT) Campus Center offered by the Association of American Colleges and Universities***. The goal of the TRHT is to work with internal and external partners to create a community where race, ethnicity, and other human differences are no longer predictors of success and well-being in any sector of the community.²⁸



²⁸ <https://www.austincc.edu/news/2019/12/acc-names-director-truth-racial-healing-transformation-campus-center>.

A New Sense of Existential Urgency: A Rapid and Assured Response to the Challenges of COVID-19.

As with most higher education institutions, COVID-19 hit ACC with unparalleled speed and disruption. ACC leaders realized immediately the magnitude of the changes facing their institution and shepherded the rapid development of an action plan which enabled them to pivot to shut down immediately in the spring.

COVID 19: ACC's Promise

"We are applying lessons learned to become more effective and better prepared. The transition back will be gradual. It will be a team effort that requires our continued flexibility, ingenuity, and commitment to student success." — Dr. Richard Rhodes, ACC Chancellor²⁹

The institution assessed the opportunities and challenges posed by COVID-19, using their well-established student-centric approach, and undertook the following actions:

- Launched consistent and regular communication with staff and students.
- Immediately shifted to online classes and remote offices.
- Quickly ordered 1000 iPads, to be followed by a fall order of 500 additional iPads, all distributed through student support.
- Contacted all students who were enrolled for spring and summer to see why they had not enrolled for fall. They were able to troubleshoot the reasons why students were not reenrolling and took the steps defined in #5 below. They continue to monitor student needs.

Due to slow enrollment for fall 2020, they *shifted 150 sections to a shorter-term length, moving from 16 weeks to 14 weeks*. The college also launched 12- and 8-week options In addition to the 14-week short semester.³⁰

- Established a Student Emergency Fund which was moved to the Student CARES Act Fund. <https://www.austincc.edu/coronavirus/cares-act-student-aid>
- Coordinated 60 days of free internet. See Student Technology Access Form.³¹
- Contacted all students who were enrolled for spring and summer to see why they had not enrolled for fall. They were able to troubleshoot the reasons why students were not reenrolling. They continue to monitor student needs.

²⁹ <https://www.austincc.edu/coronavirus>

³⁰ <https://www.austincc.edu/news/2020/08/acc-launches-new-14-week-short-semester-option>

³¹ <https://www.austincc.edu/coronavirus/message-1>.

- As of fall 2020, enrollment numbers were only down 1.5% below last Fall's enrollment in headcount, but in contact hours, the basis for funding, they were mostly flat (about 0.4% above)
- Due to slow enrollment patterns for fall 2020, they shifted 150 sections to a shorter-term length, moving from 16 weeks to 14 weeks. In addition to the 14-week short semester, the college also offers 12- and 8-week options.
<https://www.austincc.edu/news/2020/08/acc-launches-new-14-week-short-semester-option>
- Fall 2020, ACC remained online as main delivery with three campuses opened in a limited context for practicums.
- ACC established deep tuition discounts for 12 fast-track programs in highest demand sectors in the region including health care, IT and skilled trades.
<https://www.austincc.edu/news/2020/09/acc-cuts-tuition-50-percent-fast-track-ce-training-programs>
- The Army Futures Command (AFC) named Austin Community College District (ACC) as the home for its new Software Factory. The Software Factory at ACC will be the first of its kind and will provide a training pipeline for soldiers and ACC students. The factory is designed to help students rapidly scope and solve real-life problems through advanced software development processes.
<https://www.austincc.edu/news/2020/09/army-futures-command-selects-austin-community-college-district-home-new-afc-software>



Financial Strength in the Midst of the COVID Crisis

The ACC District continued to show financial strength according to the latest bond ratings released by Moody's Investors Service in July 2020. The Service also cited factors including ACC's history of financial performance, the district's large tax base, steady enrollment numbers, and increase in demand for College offerings.³²

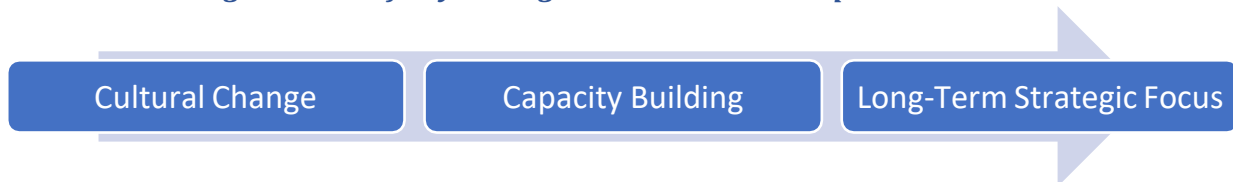
Austin Community College provides a powerful example of what can be achieved by campus leadership leveraging four factors:

- a long-term commitment to the spirit of transformation and regeneration,
- a strong future vision, widely shared, understood, and acted upon,
- building organizational capacities in strategic areas key to student success and employability, including analytics to guide dynamic, real-time intervention, and
- creating a student-centric culture dedicated to delivering on measurable stretch goals.

ACC is only halfway through an institutional expedition planned to run to 2030

The journey is about cultural change, capacity building, and long-term strategic focus as suggested in Figure 5. These three elements combined as the campus moved from the sense of urgency in 2011 - when the crisis of student completion became a major theme to 2020 when COVID brought a full stop to business as usual. Comprehensive strategic thinking and action, based on nationally recognized best practices for building an innovative, data-informed, diverse, learner-centric institution have transformed Austin Community College – and will continue to do so. By 2030 ACC will be an even stronger, more resilient, and adaptive institution that thinks and acts expansively whenever the times call for it.

Figure 5 – Halfway through an Institutional Expedition to 2030



³² <https://www.austincc.edu/news/2020/07/strong-bond-rating-shows-acc%E2%80%99s-continued-fiscal-strength>

When asked about the biggest challenge for the future, Chancellor Rhodes indicated that it was enrollment. There was a 10% decline in the last year and it's not improving. Many students graduating from high school took a gap year due to the pandemic. Once they did that, it's hard to get them back. ACC believes they must be nimble to provide skill sets for living wage.

Projected Progress by 2030 and Summary of ACC's Actions and Accomplishments

Figure 6 on the next page presents the projected progress ACC will make by 2030. Then Figure 7 on the next page summarizes the collaborations used by ACC to make its accomplishments possible, following Chancellor Rhodes' motto, ***Innovation + Collaboration = Transformation***. This is an impressive combination of pathways and early college high school programs, partnerships with industry, and learning partnerships.

Finally, Figure 8 on the final page summarizes ACC's actions and accomplishments: pre-COVID, Coping with COVID, and post-COVID (projected/potential) on the following dimensions:

- Sense of Urgency
- Foresight and Vision
- Strategies and Action Plans
- Organizational Capacity Built
- Four R's of Transformation – Realign, Redesign, Redefine, Reinvent/Reengineer
- Culture Change



Figure 6 - Austin Community College Projections to 2030

<p>GOAL Increase annual unduplicated enrollment at ACC to 85,000 students by 2030 through equity focused connection and entry processes.</p>	<p>GOAL Develop an equitable and inclusive learning and student support environment that increases fall-to-fall persistence rates to 58 percent for all students.</p>	<p>GOAL Achieve equitable results in completion and increase annual credential awards to 15,000 by 2030 to improve transfer and employment outcomes for all ACC students.</p>	<p>GOAL To ensure an organization-al environment that promotes equitable student and employee success through effective and efficient operations and infrastructure.</p>
<p>LEADING INDICATORS</p>	<p>LEADING INDICATORS</p>	<p>LEADING INDICATORS</p>	<p>LEADING INDICATORS</p>
<ol style="list-style-type: none"> 1. Support all ACC students in achieving their educational goals by identifying and removing barriers. 2. Attract a diverse student population by ensuring that marketing, recruitment, and enrollment strategies are equitable, and designed to support student access and success. 3. Develop partnerships that provide equitable opportunities for high school students. 4. Ensure instructional programs, academic support, and student support initiatives are designed to serve a diverse student population. 5. Advance diversity, inclusiveness, equity, and social justice through internal and external communication, collaboration, and practices. 6. Ensure accountability through active and continuous analysis of equity/access data. 	<ol style="list-style-type: none"> 1. Continually improve instructional programs with an emphasis on equity and inclusion. 2. Provide equity focused student services support that address the diverse financial, social, and personal needs of all students. 3. Develop learning environments that encourage equity and inclusion and increase diverse student engagement. 4. Create an environment of excellence, equity and inclusion for all faculty, staff, and administrators. 	<ol style="list-style-type: none"> 1. Increase credential attainment and close gaps for under-represented students enrolled at ACC. 2. Provide services/resources to address barriers to transfer so that all students may pursue baccalaureate options. 3. Provide career services to students to increase equitable employment and facilitate their transition to the workplace. 4. Increase collaboration with community, government, and industry partners, who appreciate and encourage diversity to advance inclusiveness in the regional economy and community. 	<ol style="list-style-type: none"> 1. Improve communications for all stakeholders. 2. Formalize selection and integration of end-to-end technology processes and solutions. 3. Develop comprehensive and equitable human resource management programs. 4. Optimize operating efficiencies and effectiveness. 5. Enhance the learning and working environment with equitable and accessible facilities. 6. Increase collaboration with service providers who appreciate and encourage diversity, equity, and inclusion in their business practices.

**Figure 7 – Major Collaboration at Austin Community College
Innovation + Collaboration = Transformation**

Collaboration	Description	Outcomes
Early College High School, Degree Pathways Programs		
Early College HS through ACC	ACC work with local High Schools Programs serve 14 school districts out of 26 in ACC’s service area	Complete associate degree before finishing High School
UT Austin 4-Year Degree Pathway	UT Austin PACE Program, student in top 10% of HS class have pathway to UT Austin through ACC	First two years with ACC, keep GPA and finish classes, promise transferability to UT Austin
Texas State University Development Work Through Co-Enrollment	Developmental/remediation work + courses + stay in dorms	Co-enrollments + remediation + transfer to Texas State University
Texas Tech – Tech Teach Program	Allow students to stay in Austin for associate degree in teacher education, third year in Austin not Lubbock, take courses on line, one full year of student teaching	Pathway to teacher education bachelor’s degree, while remaining in Austin for four years
Texas A&M Co-Enrollment	Two years pre-engineering at ACC, one class on campus with TAMU	If maintain 3.0 GPA, guaranteed enrollment at TAMU Chevron Engineering, if 3.5 guaranteed program of choice
Collaborations/Partnerships with Industry		
Army Futures Command Rio Grande Campus Software Factory	Developing soldiers for future through technology. Working on real world problems in collaboration with ACC software development.	Sharing content, resources, and bringing attention to ACC.
Tesla Training to Employment	Tesla is building a giga-factory in Austin. Advanced manufacturing robotics. Start first cohort in August, new cohort every 6 weeks.	ACC students are paid apprentices from the beginning of program and go to work with Tesla after graduation
Samsung	Provide all of their training that’s specifically for Samsung.	Training to employment
Bioscience Incubator Highland Campus \$5M State of Texas	Space on Highland campus for small start-up companies to develop products before going to market.	Small companies employ ACC students and graduates.
Fashion Incubator City of Austin partner	City of Austin provided equipment for fashion design	
Advanced Manufacturing Incubator and NSF Center of Excellence in Mfg	Received grant for equipment bioscience integrator, advanced manufacturing from NSF	
Career and Technical Education Campus Toyota and Tesla are partners	Land bank of 124 acres near Austin airport for Career and Technical Education campus	Will focus on automobile, advanced manufacturing, trades.
Highland Mall Development Project	Purchased Highland Mall, buy was 4 years in the making. Redevelop parking lots into living and working spaces - mixed use community.	Turned JC Penny facility into 200 ft2 accelerator. Other academic programing within the old mall facilities.
Learning Partnerships		
Open Educational Resources (OER) Partners	Develop OER in collaboration with partners to eliminate need for textbooks	Over past four years have saved students \$17M in textbook costs through using OER
Offer baccalaureate degrees not in competition with 4-year institutions – collaborate with Legislature	Collaborate to carve out programs in key areas – Applied Technology, RN → BSN, BS Software Development, BS Advanced Manufacturing	Serve emerging applied technology fields
Established 12 fact track programs with business & industry	ACC established deep tuition discounts for 12 fast-track programs in highest demand sectors in the region including health care, IT and skilled trades.	Increased persistence from 38% to 95%.

Figure 8 - Summary of Austin Community College Case Study

Key Factors	Pre-COVID	During COVID	Post-COVID
Sense of Urgency	<ul style="list-style-type: none"> 2011, new President articulated need for dramatic performance improvement Terrible student completion rates Texas Higher Education 60x30 mandate 	<ul style="list-style-type: none"> “Existential Urgency: Decisive Action During COVID-19” 	<ul style="list-style-type: none"> Opportunity exists to extend sense of urgency in workforce focused training, to capturing the impact of augmented intelligence on work/jobs
Foresight and Vision	<ul style="list-style-type: none"> 2030 Vision from State of Texas 	<ul style="list-style-type: none"> Insights from “Existential Urgency” Continued 2030 TX Vision 	<ul style="list-style-type: none"> Continued 2030 Vision Will do Updated Strategic Plan for 2022-2025
Strategies and Action Plans	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Qui/ck Wins, Continuing Wins	<ul style="list-style-type: none"> Delivered immediate and continuing improvement in metrics for four goals in strategic plan, targeted wins in key areas Continuing growth in enrollments 	<ul style="list-style-type: none"> Rapid response to shift to online, connect with learners to troubleshoot Deep tuition discounts for 12 fast track programs in high demand areas iPad procurement 	<ul style="list-style-type: none"> Build on capacity to create new products, services, and experiences to serve learners and employers in the Central Texas market
Organizational Capacity Built	<ul style="list-style-type: none"> Access & enrollment Persistence and engagement Completion and transfer Effective operations Data, information, & analytics Innovation + Collaboration 	<ul style="list-style-type: none"> Rapid response in shifting to online classes and remote officing Pre-COVID advances in organizational capacities enabled greater resilience during COVID 	<ul style="list-style-type: none"> ACC’s developed organizational capacity in student success and employability will enable acceleration of its efforts post-COVID. Key Collaborations
4 R’s of Transformation – Realign, Redesign, Redefine, Reinvent	<ul style="list-style-type: none"> Realign offerings with marketplace “Redesigning the Student Experience: Guided Pathways” Redefine roles and talent Reinvent academic, academic support, and back office processes 	<ul style="list-style-type: none"> Realign – New ERP, speed to change, online curriculum. limited onsite to practicums Redesign – Remote delivery, further focus on workforce needs in curricula, during COVID and post-COVID Redefine – All hands-on deck, iPad program, connect with learners to troubleshoot Reinvent – 14-week sessions, fast track sessions for high need training 	<ul style="list-style-type: none"> Realign – major need to realign with post-COVID workforce Redesign – further design of curricula and experiences Redefine – new roles and responsibilities are needed Reinvent – the road to 2030 will require continuing process reinventions
Culture Change	<ul style="list-style-type: none"> Delivered on becoming a learner-success-centered culture Culture of evidence, action, & performance improvement – based on data analytics 	<ul style="list-style-type: none"> Demonstrate a culture of resilience, crisis management 	<ul style="list-style-type: none"> Expand participation of executives, staff, faculty in foresight, planning. Prototyping – new coalitions