



ALAMO
COLLEGES
DISTRICT

Vice Chancellor for Finance and Administration

Leadership Profile

June 2025



Executive Summary

The Alamo Colleges District, one of the largest community college systems in the nation serving Bexar County, Texas, seeks an innovative, collaborative and mission-driven leader to serve as its next vice chancellor for finance and administration (VCFA).

[Alamo Colleges District](#) (ACD) is the fourth largest community college district in Texas serving an eight-county region across the San Antonio metropolitan area. Alamo Colleges District is the largest provider of higher education in South Texas with more than 100,000 students across five colleges (Northeast Lakeview College, Northwest Vista College, Palo Alto College, St. Philip's College, and San Antonio College) and additional off-campus locations. 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 as well as workforce-oriented bachelor's degrees. ACD credits transfer to four-year universities for those pursuing advanced degrees, workforce development, and continuing education programs to help individuals build new careers and meet the needs of regional businesses. As a Hispanic-Serving System that includes the nation's only college that is both a Historically Black College and a Hispanic-Serving Institution (St. Philips College), ACD and its local partners are committed to ending poverty, enhancing economic and social mobility, and meeting workforce demands by joining forces to help more student's complete college and obtain the necessary skills to hold high-wage and demanding jobs.

Reporting directly to [Dr. Mike Flores, Chancellor of the Alamo Colleges District](#), the vice chancellor for finance and administration serves as the chief financial officer responsible for creating institutional efficiency and effectiveness, as well as for providing strategic, financial, and operational leadership that aligns with and supports the mission, vision, values, goals, and objectives of the Alamo Colleges District in student success and performance excellence. The VCFA also provides leadership to ACD administrators in the areas of budget and finance, facilities, public safety, acquisitions/purchasing, and administration.

The new VCFA will join ACD during a time of significant transformation and opportunity as the District is experiencing exponential growth and has recently been [awarded a \\$987 million bond](#) which represents a major investment in the future of higher education, workforce training, and economic growth across Bexar County. The bond will fund facilities construction, renovation, and expansion to meet the region's rising educational and workforce needs. Projects include the development of new academic and workforce centers and upgrades across the district's five colleges. While the growth and bond award represent incredible opportunities for impact, the VCFA also will have the ability to support District's efforts to meet established funding criteria as outlined in the recently enacted state outcomes-based funding model, which is aligned with state higher education goals and state workforce needs. This innovative financing model is among the first of its kind in the nation, transforming Texas community college funding from a static allocation system tied to a student's time in the classroom to a dynamic funding formula designed to educate and train Texans for the future workforce.

While the new VCFA must be an especially strong financial leader and manager, the core of this role lies at the strategic level and as a key communicator and collaborator within the ACD community. The VCFA partners closely with the chancellor, District leadership, and the ACD college presidents to advance the mission, goals, and objectives of the ACD community. The next VCFA must be a systems thinker who understands how decisions impact each part of the institution and demonstrates an ability to ensure cohesion and coordination. This individual must be able to build strong teams and empower leaders within the division of finance and administration to partner with campus constituents in problem solving, while ensuring accountability and alignment with institutional goals.

The successful candidate for this position will be committed to ACD's mission as well as its [moonshot](#) of partnering to end poverty through education and training. The leader will be energized by the District's rapid

growth and momentum for the future. The community desires a leader who has demonstrated experience as a seasoned fiscal strategist with proven ability to effectively manage large, complex budgets; evidence of strategically leveraging assets; and applies innovative methods to optimize revenue beyond the existing streams. The leader will bring a deep understanding of financial modeling and analysis, budgeting, and capital and financial transactions; an understanding of current and future trends in higher education; a demonstrated ability to implement strategies to support the long-term financial success of a large complex organization; and a commitment to clear and thoughtful communication with constituents.

Job Requirements:

The next VCFA will have at least seven years of progressive, senior-level administrative experience in business and finance, including complex financial transactions, due diligence, contract negotiations, and strategic planning; as well as earned a master's degree in finance, business, or a related field is required. A combination of relevant experience, education, and training that equates to the required degree will be considered. An earned doctorate is preferred. Additionally, a record of accomplishment in an organization of similar scale and complexity is also preferred as well as demonstrated knowledge in the areas of financial planning, accounting, budgeting, risk management, facilities, public safety, and contract management, and a proven record as an exceptional collaborator with the ability to advocate for the unique needs of a bilingual and multicultural community.

Important note: The annual salary for this role will be \$271,443.99, along with [benefits](#).

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy at the end of this document.



Role of the Vice Chancellor for Finance and Administration

Reporting directly to the chancellor, the vice chancellor for finance and administration serves as the chief financial officer responsible for creating institutional efficiency and effectiveness, as well as for providing strategic, financial, and operational leadership that aligns with and supports the mission, vision, values, goals, and objectives of the Alamo Colleges District in student success and performance excellence. The VCFA also provides leadership to ACD administrators in the areas of budget and finance, facilities, public safety, acquisitions/purchasing, and administration. The organizational chart for the Office of the Vice Chancellor for Finance and Administration can be found in Appendix A.

While the new VCFA must be an especially strong financial leader and manager, the core of this role lies at the strategic level and as a key communicator and collaborator within the ACD community. The VCFA partners closely with the chancellor, District leadership, and ACD college presidents to advance the mission, goals, and objectives of the ACD community.

The VCFA leads a total staff of approximately 400 professionals and a dedicated team of four committed leaders including the associate vice chancellor for financial and fiscal services, the associate vice chancellor for facilities and construction management, the associate vice chancellor for financial planning and auxiliary services, and the chief of public safety. The vice chancellor will be committed to and have proven success in engaging, developing, and leading a team together to ensure the best results are achievable.

The VCFA must be a highly collaborative leader with a demonstrated record of excellence in strategic leadership and organizational and collaborative problem solving with the ability to develop effective relationships across multiple constituencies. The successful candidate will be an experienced leader with a history of ensuring financial success, facilitating critical conversations, and fostering innovations.

Key responsibilities include but are not limited to the following:

- Supports the chancellor and the Board of Trustees in developing planning and evaluation processes consistent with the assessment of institutional effectiveness.
- Directs the planning and administrative procedures required to assure the financial solvency of the ACD, reviewing all financial aspects of ACD operations.
- Assists the chancellor and the Board in developing long- term operating and capital budget strategies and objectives to fund enrollment growth, educational programs, and facilities.
- Ensures broad participation of college and ACD constituencies in budget processes.
- Works with ACD and college councils and committees to promote collaborative policy review and recommendation; works with operating units to obtain continuous improvement of services.
- Reviews budget requests and assembles final budget for submission to the chancellor and the Board.
- Identifies, enhances, and promotes processes, systems, and structures that support coordination, collaboration, and efficiency across the District.
- Serves as a campus-wide communicator on university financial policies, plans, decisions, and performance.
- Leads a team of skilled professionals to fully address and leverage their skills to maximum effectiveness.

- Demonstrates an inclusive style of management, soliciting input from constituents and fostering consultative and collaborative relationships among faculty, staff, and administrators.
- Advances mutual respect, regard, and support among the division's leaders, building them into a cooperative, coordinated, and comprehensive team who view themselves as partners with each other and with their colleagues in other divisions.



Opportunities and Expectations for Leadership

The vice chancellor for finance and administration role is an exceptional opportunity for an accomplished, collaborative, and visionary leader with a strategic and systems thinking mindset coupled with an innovative approach to excellence in financial stewardship and operational efficiency. In addition, the vice chancellor for finance and administration will be expected to lead in the following areas:

Resource Development and Financial Stewardship

The next VCFA will support the pursuit of public and private funding sources to strategically grow the District's revenue streams. Alamo Colleges District has been awarded a AAA Bond rating, making it a fiscally optimal environment for the next VCFA to come on board as a lead partner. Strong public and private partnerships, foundation relations, federal and state grant opportunities, and strategic allocation of resources are all opportunities that must be pursued, as they represent critical investments in the District as well as its students and employees.

The ACD community is deeply interested in promoting and broadening revenue growth to more comprehensively meet the needs of both the District and its students. The VCFA will bring proven leadership, energy, creative thinking, negotiating skill, and data to the conversation around revenue enhancement along with strategic ideas to continue to increase and broaden the District's revenue streams. During these conversations, the VCFA will be committed to providing data and strategic insights to the chancellor, senior leadership, engaged and fiscally savvy members of the Board, and community members. The VCAF will advise and support members of the community as they consider and advance a myriad of initiatives that will be essential to ACD's future. Bringing sophisticated fiscal modeling and a multiyear frame to these critical conversations around potential revenue streams to enhance the District will be key to this leader's success.

New Outcomes-Based Funding Model

The next VCFA will support the District's efforts to meet established funding criteria as outlined in the recently enacted state outcomes-based funding model, which is aligned with state higher education goals and state workforce needs. This innovative financing model is among the first of its kind in the nation, transforming Texas community college funding from a static allocation system tied to a student's time in the classroom to a dynamic funding formula designed to educate and train Texans for the future workforce.

Every college will receive specific performance-tier funding based on the fundable outcomes achieved by their students. A subset of colleges will be eligible for additional base-tier funding, which is based on the availability of local resources. This funding is calculated based on the number of credentials the college awards, with an emphasis on credentials for high-demand occupations; the number of students who earn at least 15 credit hours and transfer to (or are co-enrolled in) a four-year public university; and the number of high school students who earn at least 15 credit hours through academic and workforce dual credit programs. The amount of funding will differ among credentials and include additional funding for credentials in high-demand fields. This model provides exciting opportunities for ACD to receive additional funding for focusing on student success and achieving strong student outcomes.

Promote a Culture of Innovation, Transparency, and Accountability

As the higher education landscape continues to evolve, institutional leadership teams must creatively address new challenges and capitalize on emerging opportunities. The next VCFA will be expected to not only bring innovative ideas to the role but also promote a culture of agility throughout the District. In addition, the VCFA will continue to build and champion a culture of transparency, accountability (at all levels), and communication with the goal of enhancing the effectiveness of the District's new budget process and model. The incoming leader

should be an excellent communicator who listens well, shares information, and takes the initiative to encourage innovation, idea generation, and problem-solving.

Elevate Operational Effectiveness

By bringing a reputation as a systems-activist and experience with contemporary practices, the new VCFA will focus the finance and administration team on improving systems and practices across the District, improving service delivery, and enhancing the overall effectiveness of administration and finance efforts. With energy, enthusiasm, and a solution-oriented mindset, the new leader will promote a culture of continuous improvement and service excellence. In order to advance key District priorities, the leader will bring experience with business process re-engineering and the ability to review and realign systems, policies, people, and culture to improve service delivery, communications, and productivity. The work of improving systems and processes will ultimately result in better constituent experiences and build trust in all aspects of administration and finance.

Create Systems and Controls to Contain Costs

Equally as important as elevating service standards and reducing redundancies in business processes will be identifying ways to optimize technology as a strategy to contain costs given the exponential growth the District is experiencing. By leveraging technology to meet the needs of increased services that come with District growth, the VCFA can mitigate the legacy inclination to add FTEs to meet the growing needs and instead shape a strategy regarding resource allocation that is characterized as both comprehensive and yet nimble and agile.

In addition, with the many vendor contracts currently in place across the District, there is a need for the incoming VCFA to identify opportunities to negotiate current agreements (both large and small) to enhance the benefits to the District and mitigate unnecessary costs that the District incurs, leading to more competitive contracts and cost savings. A leader who is bold and savvy in contract negotiation is desired with the courage to challenge, with diplomacy, the status quo of current agreements. This also includes creating systems and processes to ensure better controls are in place across the District when it comes to negotiating new contracts and revisiting contract renewals.

While optimizing technology, strategically deploying and utilizing human resources, and engaging in savvy contract negotiations are all important elements of this role, it will also be critical for the next leader to engender a culture of accountability while also putting incentives in place for performance to holistically ensure cost containment is continually managed. This requires a leader with seasoning in advancing change via influence across the organization.

Cultivate External and Internal Strategic Partnerships

The next VCFA should cultivate strong partnerships with regional workforce organizations and philanthropic, community development, business, and other economic entities. Engagement with the local business community is essential for creating pathways that allow Alamo Colleges District to be an integral part of economic solutions in the region.

Internally, the VCFA will partner with ACD leadership across the District with fiscal and operational efforts to advance the District's mission. An area of particular opportunity is expanding the strategic partnership with the presidents of the ACD colleges. Each college president who has been charged with substantive student and programmatic growth and has experienced a rapid response from the market. These presidents desire a vice chancellor who will work with each of them as a collaborative and transparent partner, engaging them regularly to both understand their unique needs and challenges and to help them plan, understand, and manage their budgets. The presidents also will seek the VCFA out as a partner when determining the appropriate allocation of internal resources and structure to support the continued growth.

Critical to the VCFA's success will be establishing a reputation of prioritizing transparency through frequent and authentic communication with the college presidents. The VCFA will cultivate an environment of fiscal clarity while translating and communicating complex financial data and processes, building a clear understanding of institutional finances and the budget-planning process fostering an environment of trust, respect, and open dialog.

Invest in and Develop Finance and Administration Leadership

The VCFA will be responsible for the oversight and management of a broad portfolio of units that support all functional areas of administration and finance for the campus. The leader will inspire, mentor, and motivate unit leaders to support their teams in a way that ensures continued growth, development, and an ability to perform at the highest level. There is great opportunity for the VCFA to invest in and elevate the talent among direct reports and divisional leaders cultivating their potential and helping them realize their abilities to advance their impact across the organization. The community desires a leader who brings experience in realizing the potential in high functioning teams and who is known for curating cultures of collaboration, care, operational efficiency, mutual respect, integrity, service, and accountability. The VCFA will set the tone, champion this culture, and provide the unit leaders with any needed leadership, strategic direction, thoughtful change management support, and guidance to develop their teams in a way that ensures continued growth and the ability to perform at the highest levels of contribution.

Demonstrate Respect for All Employees, Students, and Community Members

The next VCFA must be committed to the dignity and respect of all employees, students, and community members. The successful candidate will value belonging and contribute fully to enriching the employee and student experience, teaching and learning environment, and community engagement. They will embrace the cultural, ethnic, gender, and economic diversity of the District's employees, and individuals served by the District.



Professional Qualifications and Personal Qualities

Alamo Colleges District seeks a highly innovative and accomplished leader as its next vice chancellor for finance and administration. The next VCFA will have at least seven years of progressive, senior-level administrative experience in business and finance, including complex financial transactions, due diligence, contract negotiations, and strategic planning. It is required for candidates to have earned a master's degree in finance, business, or a related field; a combination of relevant experience, education, and training that equates to the required degree will be considered. An earned doctorate is preferred. The annual salary for this role will be \$271,443.99, along with [benefits](#).

In addition, the ideal candidate will possess many of the following professional qualifications and personal qualities:

Commitment to Mission

- A deep resonance with and eagerness to embrace Alamo Colleges District's mission to empower its diverse communities for success.
- A passion for a student-centered environment where opportunity, inclusiveness, and student success are highly valued.

Transformational Reach

- A bold, optimistic approach to creative thinking, change management, and the possibilities for a District community that is working together for the greater good.
- An innovative and systems-thinking mindset and an accompanying ability to galvanize new thinking in others.
- Experience enacting and sustaining novel and innovative approaches to strategic financial and operational priorities.

Vision and Leadership

- Fluency with current issues in financial challenges, opportunities, and societal trends facing higher education institutions including the State of Texas, federal, and international dynamics, and the ability to anticipate and capitalize on rapid changes in the global and domestic higher education space.
- A willingness to be creative to explore new opportunities and meet emerging challenges.
- The ability to think entrepreneurially and to galvanize others around a shared, strategic fiscal vision, engaging others in its creation and implementation.
- The ability to develop and direct strategic initiatives that are simultaneously forward thinking and make the District nimble, and to manage complex and intersecting priorities while maintaining forward momentum without losing sight of mission.

Fiscal and Operational Expertise

- Proven ability in successfully managing large, complex budgets in addition to leveraging assets and finding innovative ways to optimize revenue beyond the existing streams.
- A record of accomplishment in an organization of similar scale and complexity and demonstrated knowledge in the areas of financial planning, accounting, budgeting, risk management, facilities, public safety, and contract management.

- Comprehensive knowledge of and successful record of enacting the principles and practices of comprehensive, multi-year capital, and operating budget development and implementation.
- Proven ability in successfully managing large, complex budgets in addition to leveraging assets and finding innovative ways to optimize revenue beyond the existing streams.
- Skillful use of a wide variety of financing techniques, financial forecasting and ratio analysis, business intelligence, policy analysis, data analysis, program evaluation, and cost-benefit analysis.
- Theoretical and practical knowledge and experience with investments, cash/treasury management, and capital markets; understanding of and experience with capital planning, construction, real estate development, facilities maintenance, and renovation as well as public-private partnerships; and demonstrated skill providing sound, ethical financial guidance to university leaders.

Leadership Skills

- A thoughtful, accessible, and solution-oriented leader committed to making principle-based decisions with integrity and transparency.
- Successful experience developing and advancing strategic plans.
- Ability to coalesce institutional priorities and achieve transformative results, especially in close working partnership with campus partners.
- Politically astute and experience in working with federal, state, and local government entities and their employees.
- A strong and informed commitment to collaboration, discussion, and solutions, and the capacity to serve as a key adviser and thought partner with the chancellor, District leadership, and college presidents with the attendant skills of a trusted and additive contributor to the overall leadership of the District.

Management Skills

- Demonstrated success in managing strategically, decisively, and empathetically across complex environments, groups, programs, and operations.
- Proven record as an exceptional collaborator with the ability to advocate for the unique needs of a bilingual and multicultural community.
- Experience in business process re-engineering with the ability to review and realign systems, policies, people, and culture to improve service delivery, communications, and productivity.
- The ability to inspire and effectively supervise others, plan and organize work, partner with colleagues across the District, and make decisions aligned with ACD's priorities.
- An understanding of best practices across all areas of the portfolio.

Analytical and Technological Skills

- The data savvy and direct experience necessary to utilize appropriate technology and tools to model sophisticated short- and long-term financial scenarios to inform strategic decisions and the assessment of opportunities and challenges.
- Evidence of serving as a data-driven decision maker with the ability to take calculated risks to expand and develop programs and services in the best interest of the district.
- Ability to produce forward-looking, transparent budgets and plans, linking expenditures to outcomes; analytical capacity to assess the effectiveness of how funds are employed to achieve ACD goals.

- A sophisticated understanding of the value of technological innovations and investments that can be leveraged for more efficient and effective processes and services.

Communication Skills

- Exceptional communication skills rooted in transparency and honesty, including listening and working collaboratively with senior leadership as well as partners across the District community and industry partners.
- The ability to present a vision and other information effectively, synthesizing complex financial information for non-financial constituents.
- The ability to respond to questions from internal and external audiences with grace and finesse, both orally and in writing; the capacity to formulate, articulate, and galvanize a wide range of audiences around a shared vision, guiding decision making, and critical operations.

Collaboration

- Proven record as an exceptional collaborator with the ability to advocate for the unique needs of a bilingual and multicultural community.
- Evidence of strong interpersonal skills and an ability to establish effective working relationships with faculty, staff, students, and other internal and external constituents.
- Experience creating, building, and supporting a workplace culture committed to partnerships, teamwork, collaboration, accountability, and transparency.
- Demonstrated success in team building, conflict resolution, and negotiation with internal and external parties.

Organizational Capacity and Culture Building

- Ability to inspire trust and build cooperative relationships across constituent groups using collaboration, transparency, and persuasion to guide decision-making and critical operations.
- Demonstrated ability to motivate internal constituencies by cultivating an empowered, collegial culture.
- A record of building an organizational culture that engages internal and external constituents to work toward a common purpose and achieve shared goals.
- Experience attracting and retaining exceptional talent; and the capacity to serve as a trusted, adaptive, and additive contributor to ACD leadership.

Personal Qualities

- A demonstrated confidence and ability as a nimble senior leader with the humility to be an effective part of a collaborative and collegial senior leadership team.
- Comfort and skill to pivot and move quickly in a dynamic environment.
- The ability to listen and hear ideas and thoughts from a variety of interested parties and partners and to integrate the thinking and views of others into one's own.
- High levels of emotional intelligence and political acumen coupled with strong skills in negotiation.
- Approachable, humble, respectful, fair, ethical, and an empathetic listener capable of fostering a family-oriented environment for employees.

About Alamo Colleges District

Overview

Alamo Colleges District (ACD) is one of the largest community college systems in the nation, the fourth largest in Texas, and the largest provider of higher education in South Texas with more than 100,000 students. ACD includes Palo Alto College, Northwest Vista College, San Antonio College, St. Philip's College, Northeast Lakeview College, and off-campus locations throughout the San Antonio metropolitan area, serving an eight-county region. 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 as well as workforce-oriented bachelor's degrees. ACD credits transfer to four-year universities for those pursuing advanced degrees, workforce development, and continuing education programs help individuals build new careers and meet the needs of businesses.

ACD is a Hispanic-Serving System that 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.

ACD and its local partners are committed to 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.

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

Mission: Empowering our diverse communities for success.

Vision: The Alamo Colleges District will be the best in the nation in student success and performance excellence.

Values

- **Students First:** Prioritizing student success in all aspects.
- **Respect for All:** Treating all individuals with dignity and fairness.
- **Community Engagement:** Actively participating and collaborating with the community.
- **Collaboration:** Fostering teamwork and partnerships.
- **Can-Do Spirit:** Embracing challenges and pursuing solutions.

The Alamo Colleges District

The Alamo Colleges District want everyone to have access to college-level education – to complete associate degrees, pursue higher degrees, or advance careers. So, all colleges and programs in the district are designed to serve the people, the communities, and the businesses of San Antonio and our surrounding areas with:

- Open admissions policies.
- Small classes, allowing personalized attention.
- Affordability – plus scholarship and financial aid opportunities.
- Academic and professional excellence of faculty and staff.
- Varied programs – associate degrees, certificates, marketable skills training, etc.
- Transferable academic credits.

- Workforce programs and career curricula.
- Commitment to diversity in the traditional sense, and in thought and conversation.

Northeast Lakeview College: As one of the nation's newest community colleges, NLC currently serves approximately 6,000 students from the ten Metro Communities and northeast San Antonio – including Bexar, Comal, and Guadalupe Counties. It focuses on student success by offering associate degrees and continuing education, promoting engagement in civic activities and organizations, and encouraging participation in cultural and enrichment programs.

Northwest Vista College: Open since fall of 1995, NVC was named best community college in Texas for 2017 by bestcolleges.com. It serves over 18,000 students per semester – on its 137-acre campus, at off-site daytime and evening classroom locations, and via internet, hybrid, and weekend courses. It seeks to empower students by giving them tools to think critically, and to learn and discover on their own beyond the classroom.

Palo Alto College: Founded in 1985 to provide higher education to residents of south San Antonio, PAC is ranked in the top 1% of community colleges in the U.S. and serves more than 9,000 students. It is a recognized Hispanic-Serving Institution and has been widely honored for its strategies for student success (#32 of the top 100 associate degrees awarded to Hispanics, and an average transfer rate for Hispanic students over four times higher than the Texas average).

St. Philip's College: Originally a private Episcopal institution founded in 1898, SPC evolved into a comprehensive public community college – one noted for empowering its student population of 18,000 learners through educational achievement and career readiness. As a Historically Black College and Hispanic Serving Institution, it is a vital facet of a community rich in ethnic, cultural, and socio-economic diversity.

San Antonio College: One of the oldest community colleges in Texas, SAC was established in 1925 and has a proud tradition of producing city, state, and business leaders. It is also the largest single-campus community college in Texas. Located just north of downtown, SAC has a university-like feel, a wide range of specialized facilities and programs, and serves about 20,000 students each semester.

Awards

Alamo Colleges District is a nationally recognized community college district. ACD received the Malcolm Baldrige National Quality Award in 2018 and again in 2024, the nation's highest honor for performance excellence. In 2020, ACD won the Leah Meyer Austin Award given by the Achieving the Dream Network (ATD), recognizing the District's holistic approach to reducing equity gaps between student groups. ACD was awarded a 2023 National Bellwether Award for its off-campus work-study employment program. ACD received one of the 2024 global Best Awards from The Association of Talent Development for its excellence in fostering talent and professional development. Additionally, in 2024, ACD was recognized by ATD as a Leader College of Distinction and also received ATD's 20th Anniversary Network Legend Award. ACD also earned the Great Places to Work certification most recently in 2024. Read about the many awards and recognitions ACD has received here: [Alamo Awards](#)

Governance and ACD Organizational Chart

Alamo Colleges District is led by the chancellor (who serves as the chief executive officer) and a 9-member Board of Trustees; the members represent nine different districts in the San Antonio area and are elected by community members to serve for a term of six years. The Board acts as a committee of the whole and is comprised of eight committees: student success, building, grounds, sites selection, policy and long-range planning, audit, budget and finance, workforce, legislative, community involvement, and legal affairs. Committees provide oversight of operations in their areas of responsibility and issue guidance and direction in the form of Board policies. The Board is the final authority on all matters of governance for the organization. College presidents report to the

chancellor, serve as CEOs of their college; and sit on the Strategic Leadership Team (SLT), the senior decision-making body within the organization.

The organizational chart for Alamo Colleges District can be found in Appendix B.

Leadership

Dr. Mike Flores, Chancellor of the Alamo Colleges District



Dr. Mike Flores assumed the role of chancellor of the Alamo Colleges District on Oct. 1, 2018, after unanimous vote by the Alamo Colleges District Board of Trustees. With more than 20 years of service to the Alamo Colleges District, Dr. Flores possesses the distinction of being the ninth appointed chancellor and the first Hispanic chancellor in the district's history.

Flores' moonshot vision for the Alamo Colleges District – eliminating poverty through education – is based on his personal experience as a child of migrant farmworkers who pursued education to gain economic and social mobility. As a leader, Flores supports empowering students for success through high-impact teaching and learning practices, including academic advising, early access to college through high school programs and experiential learning opportunities through apprenticeships, internships, and volunteer experiences. Aligned with the vision for eliminating poverty, Flores has championed the launch of Student Advocacy Centers at each of the district's five colleges for students' basic needs support.

Through his leadership, the Alamo Colleges District has launched AlamoPROMISE, a tuition-free college program for graduating high school students in Bexar County and one of the most significant initiatives implemented in the region. The program has served over 16,000 students since its inception, has increased Alamo Colleges' enrollment to record numbers, and has increased the overall college-going rate in Bexar County. Flores spearheaded the launch of AlamoBOOKS+ in 2022, a groundbreaking initiative ensuring access to all required textbooks and instructional materials by the first day of class. In 2024, Flores led the district to launch AlamoU, a strategic response to offer bachelor degree programs to support the burgeoning demands of targeted industries, including nursing, operations management, cybersecurity, and cloud computing.

During his first year as chancellor in 2018, Flores led the Alamo Colleges District in its recognition as the first and only community college system in the nation to be awarded the Malcolm Baldrige National Quality Award, the nation's highest presidential honor for performance excellence through innovation, improvement, and visionary leadership. In 2024, Flores led the Alamo Colleges District to make history and became the only recipient in higher education to receive total enrollment: 78,000 students, 68% students of color; Annual all-funds operating budget: \$1 billion *Alamo Colleges District as of AY 2024-2025.

Flores is nationally known as a former coach for Achieving the Dream and as a fellow for the American Council on Education, Aspen Pahlara Institute, and the Hispanic Association of Colleges and Universities. He conducted postgraduate studies at the Harvard University Institute for Educational Management and is in demand as a speaker at national higher education conferences. Flores was also awarded the Ohtli Award, one of the most prestigious awards given by the Mexican government, acknowledging his work to educate and empower Mexican and Mexican-American students. In 2023, he received the Baldrige Foundation Award for Leadership Excellence in Education.

Flores was born in Del Rio, Texas, and is a graduate of Holmes High School in San Antonio's Northside Independent School District. He holds a Ph.D. in educational administration from the University of Texas at Austin, a master's degree in political science from Illinois State University, and a bachelor's degree in political

science from the University of Texas at San Antonio. He lives in central San Antonio with his wife Martha, a talented creative director and entrepreneur, and their daughters, Mara and Mia.

San Antonio, Texas

San Antonio was the fastest-growing city in the nation in 2023 and had a population of almost 1.5 million as of July 2023. 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. Approximately 64% of San Antonio residents are Hispanic or Latino and many are Spanish-speaking or bilingual, preserving the unique historical atmosphere of this fabulous city.

The city is rich in history and cultural diversity and is a popular tourist destination. 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. 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 (DOD), 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.

San Antonio's cost of living makes it a very affordable city. 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.





Procedure for Candidacy

WittKieffer is assisting Alamo Colleges District in this search. Nominations and applications will be accepted until this position is filled, but expeditious application is encouraged. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

Nominations, inquiries, and application materials can be directed to:

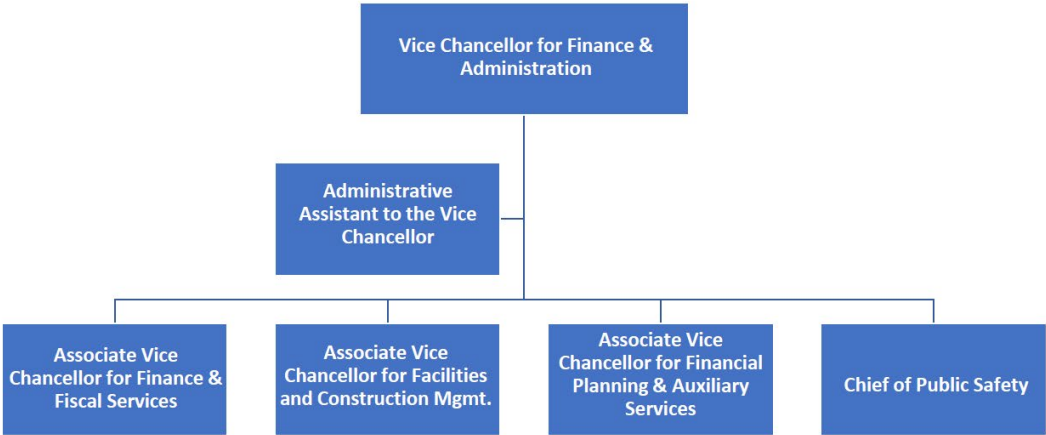
Jen Pickard, Ph.D., Sarah Palmer, and Julia Bradley

AlamoDistrictCollegesVCFA@wittkieffer.com

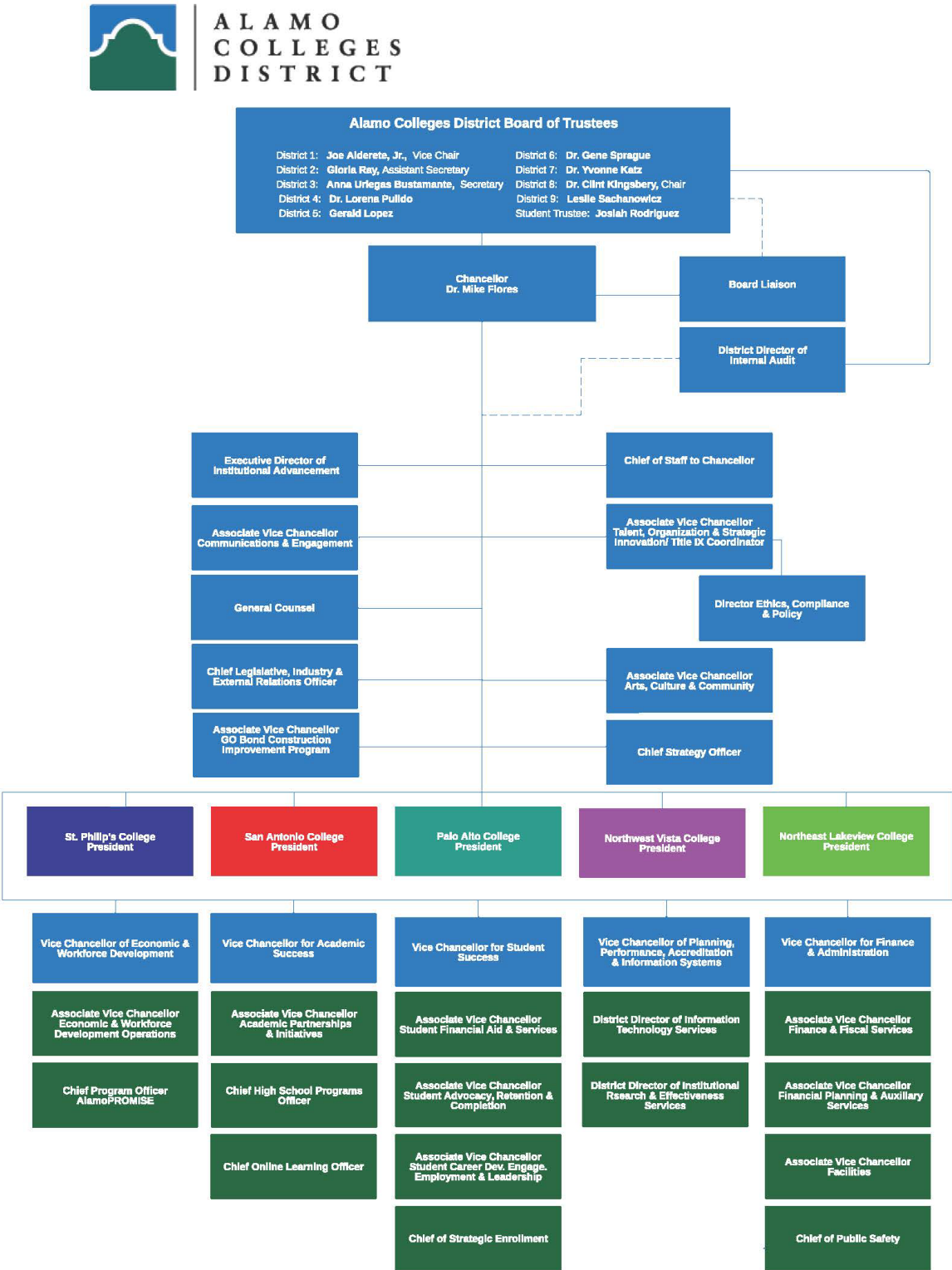
Compensation Information: The annual salary for this role will be \$271,443.99, along with [benefits](#).

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.

Appendix A: Organizational Chart for the Office of the Vice Chancellor for Finance and Administration



Appendix B:
Organizational Chart for the Alamo Colleges District



June 18, 2025

