

San Antonio College Strategic Plan for 2016-2019

<Enter Department/Unit Name>

STRATEGIC PRIORITY

DEVELOP PATHWAYS: Develop an integrated approach to student success that guides students effectively from connection (pre-entry) to attainment of education/career goals and credentialing.

PATHWAYS GOAL 1: Engage all students in intentional pathways to ensure student access and improve student success.

Pathways Objective	Key Strategies/ Action Steps	Baseline Measure if applicable	Success Measures	Timeline	Responsibility/ Lead Units
1.1 By Spring of 2018 SAC will define clear pathways by which students may access the college.					
1.2 By Fall 2018 SAC will design and deploy clear pathways for college completion for all institutes and corresponding academic programs.					
PATHWAYS GOAL 2: Enhance effectiveness of key system-wide processes necessary to support and advance student pathways.					
2.1 By Spring of 2018, SAC will define, map and evaluate the key processes supporting the success of student pathways.					
2.2 By Spring of 2019, SAC will plan and integrate results-based improvements to key processes that support student pathways.					

STRATEGIC PRIORITY**STRENGTHEN SUSTAINABILITY:** Establish, align, and reinforce systems and processes that position the college to respond to internal and external challenges.**SUSTAINABILITY GOAL 1:** Strengthen the college's infrastructure and resources to prepare for and manage internal and external changes.

Sustainability Objective	Key Strategies/ Action Steps	Baseline Measure if applicable	Success Measures	Timeline	Responsibility/ Lead Units
1.1 By Spring of 2017, SAC will develop master plans, with a vision toward the future, for the college's physical, technological, and fiscal resources.					
1.2 By Spring of 2019, SAC will institute, assess, align and improve the master plans pertaining to the college's physical, technological, and fiscal resources.					

SUSTAINABILITY GOAL 2: Identify, review and evaluate up-coming changes and external challenges that could potentially impact the college.

Sustainability Objective	Key Strategies/ Action Steps	Baseline Measure if applicable	Success Measures	Timeline	Responsibility/ Lead Units
2.1 By Spring of 2017, SAC will established structures designed to conduct on-going internal and external scanning to identify changes that may impact the college and require a strategic response.					
2.2 By Spring of 2019, SAC continuously define and implement strategies to address identified upcoming changes/challenges that impact the college.					

STRATEGIC PRIORITY

FOSTER EXCELLENCE: Create an organizational context which encourages behaviors that, when deployed, continuously improve student, employee and organizational performance and effectiveness.

EXCELLENCE GOAL 1: Incorporate and support a culture of responsibility for students as an inherent part of their SAC experience.

Excellence Objective	Key Strategies/ Action Steps	Baseline Measure if applicable	Success Measures	Timeline	Responsibility/ Lead Units
1.1 By Fall 2016-Spring 2019, SAC will work to ensure students understand the responsibilities and expectations associated with each aspect of their college journey.					
1.2 By Fall 2016-Spring 2019, SAC will support all students in fulfilling expectations by providing guidance, instruction, and resources to promote individual excellence.					
1.3 By Fall 2016-Spring 2019, SAC will expand and enhance opportunities for students to receive timely feedback regarding progress and to celebrate accomplishments.					
1.4 By Spring 2019, SAC will create or expand processes within the college by which students are assessed and appropriate follow-up is completed.					
EXCELLENCE GOAL 2: Embrace and support a performance-based culture to optimize effectiveness of the college workforce.					
Excellence Objective	Key Strategies/ Action Steps	Baseline Measure if applicable	Success Measures	Timeline	Responsibility/ Lead Units
2.1 By Spring 2017; SAC will ensure that all					

employees clearly understand the responsibilities/expectations of their positions.					
2.2 By Spring 2019; SAC will support employees in fulfilling position expectations by providing appropriate employee development for success in their defined roles at the college.					
2.3 By Spring 2019; SAC will expand and improve opportunities for employees to be appreciated, acknowledged or recognized for individual performance excellence.					
2.4 By Spring 2019; SAC will create processes to verify all employees within the college are evaluated regularly and that any necessary follow-up is completed appropriately					
EXCELLENCE GOAL 3: Utilize comprehensive assessment of operational and learning outcomes to advance effectiveness of the college and individual college units.					
Excellence Objective	Key Strategies/ Action Steps	Baseline Measure if applicable	Success Measures	Timeline	Responsibility/ Lead Units
3.1 By Spring 2017; SAC will develop a more comprehensive plan for					

aligning the college budgeting process with strategic planning.					
3.2 During 2017, 2018 and 2019 strategic planning cycles, all units of the college will complete operational planning and assessment for their units and participate with efforts to continuously improve the quality of this process.					
3.3 During 2017, 2018 and 2019 assessment cycles, all instructional and student support units of the college will complete assessment of learning outcomes attainment at the student, course and program level and will participate with efforts to continuously improve the quality of this process.					
<u>STRATEGIC PRIORITY</u> EMBRACE DIVERSITY AND INCLUSION: Respect and value differences in our students, workforce, and community and develop conditions that support and encourage each individual to attain their full potential.					
DIVERSITY GOAL 1: Establish college strategies that result in a more complete understanding of our students and position the college to better meet student needs and increase student success.					
Diversity Objective	Key Strategies/ Action Steps	Baseline Measure if applicable	Success Measures	Timeline	Responsibility/ Lead Units

<p>1.1 By Spring 2017, SAC will develop and utilize predictive/prescriptive analytics and other data to develop a more comprehensive understanding of SAC students.</p>					
<p>1.2 By Spring 2018, SAC will communicate expanded information (data) regarding students to the college at large and create employee development opportunities anchored around the expanded understanding of SAC students and their needs.</p>					
<p>1.3 By Spring 2019, SAC will strengthen academic and student success processes in response to results from expanded metrics around SAC students and their needs.</p>					

DIVERSITY GOAL 2: Increase outreach and strengthen partnerships with SAC’s neighboring communities, local business, government or educational entities to expand diversity/inclusion.					
Diversity Objective	Key Strategies/ Action Steps	Baseline Measure if applicable	Success Measures	Timeline	Responsibility/ Lead Units
2.1 By Spring 2017; SAC will identify existing programs and opportunities for meeting the needs of students in our “backyard”.					
2.2 By Spring 2018; SAC will create and/or improve programs and opportunities for meeting the needs of local business, government or educational entities to increase diversity and inclusion.					
DIVERSITY GOAL 3: Recognize the differing levels of expertise and knowledge of SAC’s workforce by developing opportunities for each individual employee to attain their full potential.					
Diversity Objective	Key Strategies/ Action Steps	Baseline Measure if applicable	Success Measures	Timeline	Responsibility/ Lead Units
3.1 By Spring 2017, SAC will develop initiatives designed for sharing best practices and success strategies among SAC faculty and staff to encourage innovation and continuous improvement of the workforce.					