

**SAN ANTONIO COLLEGE**  
**RUBRIC FOR EVALUATING DEPARTMENT/UNIT STRATEGIC ASSESSMENT PLAN**

Evaluating

Evaluator

<b>Assessment Element – Mission Statement</b>				
<b>Missing Score = 0</b>	<b>Under Developed Score = 1 – 3</b>	<b>Adequately Developed Score = 4 – 7</b>	<b>Well Developed Score = 8 – 10</b>	<b>Score</b>
<input type="checkbox"/> None	<input type="checkbox"/> Does not include key elements such as purpose, primary function, or stakeholders <input type="checkbox"/> Does not align with division/college/district mission <input type="checkbox"/> Statement is vague, unclear, or inaccurately represents unit  <b>NOTES:</b>	<input type="checkbox"/> Includes statement of purpose <input type="checkbox"/> Identifies stakeholders <input type="checkbox"/> Aligned with college’s/division’s/department’s mission <input type="checkbox"/> Aligned with relevant professional organizations (as applicable) <input type="checkbox"/> Understandable and appropriate  <b>NOTES:</b>	<input type="checkbox"/> Clearly, concisely, accurately, and succinctly written <input type="checkbox"/> Clear and well-written purpose <input type="checkbox"/> Identification of stakeholders <input type="checkbox"/> Aligned/consistent with college’s/division’s/department’s mission <input type="checkbox"/> Notes unique aspects of unit <input type="checkbox"/> Creates a sense of team and “buy-in”; “we” perspective <input type="checkbox"/> Inspirational and aspirational <input type="checkbox"/> Aligned with relevant professional organizations (as applicable)  <b>NOTES:</b>	<b>Mission Statement Score:</b>
<p>Supporting comment(s) to justify or explain a <b>Mission Statement</b> score which is less than 8.</p>				
<p><b>Example Mission Statement</b></p> <p>Source: San Antonio College 2019-2022 Strategic Plan            To empower our community for success by meeting the postsecondary learning needs of all San Antonio College Students through equitable educational practices for diverse populations in a globally networked society. To help students achieve their full potential by preparing them to graduate, transfer, or enter the workforce with effective critical thinking skills, communication proficiency, leadership ability, personal and civic responsibility, empirical and quantitative understanding, performance proficiency, and the ability to work effectively in teams.</p>				

## RUBRIC FOR EVALUATING DEPARTMENT/UNIT STRATEGIC ASSESSMENT PLAN

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<b>Assessment Element – Goals</b>				
<b>Missing Score = 0</b>	<b>Under Developed Score = 1 – 3</b>	<b>Adequately Developed Score = 4 – 7</b>	<b>Well Developed Score = 8 – 10</b>	<b>Score</b>
<input type="checkbox"/> None	<input type="checkbox"/> Not aligned with mission statement <input type="checkbox"/> Too many or too few <input type="checkbox"/> Too vague <input type="checkbox"/> Too specific  <b>NOTES:</b>	<input type="checkbox"/> Alignment to mission <input type="checkbox"/> More specific expression of aspirations than mission but still general  <b>NOTES:</b>	<input type="checkbox"/> Clear alignment of goals to mission <input type="checkbox"/> Thoughtfully presented with depth and breadth to provide direction <input type="checkbox"/> Appears feasible and attainable <input type="checkbox"/> Develops a sense of department/unit intent <input type="checkbox"/> Highly aspirational  <b>NOTES:</b>	<b>Goals Score:</b>
Supporting comment(s) to justify or explain a <b>Goals</b> score which is less than 8.				
<p><b>Example Goals</b>                      Source: San Antonio College 2019-2022 Strategic Plan  <b>Student Success Goal 1:</b> Achieve higher rates of enrollment, persistence, retention, engagement, completion, and graduation across all student groups.  <b>Principle-Centered Leadership Goal 1:</b> Develop strategies and systems that promote leadership development and accountability.  <b>Performance Excellence Goal 1:</b> Implement a college-wide scorecard process to share and cascade goals, measures, and outcomes aligned to the strategic plan.  <b>Equity Goal 1:</b> Define, develop, and implement an equity strategy and action plan that informs each strategic priority.                      Source: San Antonio College 2016-2019 Strategic Plan – Plan Year 2016-2017                      Engage all students in intentional pathways to ensure student access and improve student success.</p>				

## RUBRIC FOR EVALUATING DEPARTMENT/UNIT STRATEGIC ASSESSMENT PLAN

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Assessment Element – Objectives				
Missing Score = 0	Under Developed Score = 1 – 3	Adequately Developed Score = 4 – 7	Well Developed Score = 8 – 10	Score
<input type="checkbox"/> None	<input type="checkbox"/> Not aligned with goal <input type="checkbox"/> Not measurable or verifiable <input type="checkbox"/> Not attainable <input type="checkbox"/> Not relevant or realistic <input type="checkbox"/> Does not include a timeline <input type="checkbox"/> Lacks association to college's/ division's strategic plans  <b>NOTES:</b>	<input type="checkbox"/> Generally aligned and associated with goal <input type="checkbox"/> Somewhat specific <input type="checkbox"/> Measurable <input type="checkbox"/> Seemingly attainable <input type="checkbox"/> Appears to be relevant/realistic <input type="checkbox"/> Includes some timeline <input type="checkbox"/> Is associated to college's/division/s strategic plans  <b>NOTES:</b>	<input type="checkbox"/> Clear and direct alignment with goal <input type="checkbox"/> Very specific and descriptive <input type="checkbox"/> Definitely measurable <input type="checkbox"/> Highly attainable <input type="checkbox"/> Very realistic and relevant <input type="checkbox"/> Includes a clear, well-defined and succinct timeline <input type="checkbox"/> Clear and logical associations to college's/division's strategic plans  <b>NOTES:</b>	<b>Objectives Score:</b>
Supporting comment(s) to justify or explain an <b>Objectives</b> score which is less than 8.				
<b>Example Objectives</b> Source: San Antonio College 2019-2022 Strategic Plan – Plan Year 2019-2020 Improve data-informed pathways to support student academic success. Source: San Antonio College 2016-2019 Strategic Plan – Plan Year 2016-2017 <b>Objective 1: PATHWAYS GOAL 1: Access</b> By Spring of 2018, SAC will define clear pathways by which students may access the college.				

## RUBRIC FOR EVALUATING DEPARTMENT/UNIT STRATEGIC ASSESSMENT PLAN

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<b>Assessment Element – Measures</b>				
<b>Missing Score = 0</b>	<b>Under Developed Score = 1 – 3</b>	<b>Adequately Developed Score = 4 – 7</b>	<b>Well Developed Score = 8 – 10</b>	<b>Score</b>
<input type="checkbox"/> None	<input type="checkbox"/> Not aligned to objective <input type="checkbox"/> Does not use direct measures <input type="checkbox"/> Does not use existing measure <input type="checkbox"/> No clear plan for when, where, how measure will be done <input type="checkbox"/> Measures will not inform the objective  <b>NOTES:</b>	<input type="checkbox"/> Clear alignment with objective <input type="checkbox"/> Use of direct measures <input type="checkbox"/> Planned measure exists (does not have to be created) <input type="checkbox"/> Plan is evident that defines most aspects of the when, where, how <input type="checkbox"/> Measures match the objective being measured to produce clear and accurate information/data  <b>NOTES:</b>	<input type="checkbox"/> Clear alignment with objective <input type="checkbox"/> Effective use of a combination of direct/indirect measures <input type="checkbox"/> Each measure has a clear purpose <input type="checkbox"/> Assessment instruments, measurement tools developed, clearly described <input type="checkbox"/> The plan for when, where, how measure will be given is clear and concise <input type="checkbox"/> Results will provide clear evidence of the progress regarding the objective  <b>NOTES:</b>	<b>Measures Score:</b>
Supporting comment(s) to justify or explain a <b>Measures</b> score which is less than 8.				
<p><b>Example Measures</b></p> <p>Source: San Antonio College 2019-2022 Strategic Plan – Plan Year 2019-2020 Degrees and certificates awarded.</p> <p>Source: San Antonio College 2016-2019 Strategic Plan – Plan Year 2016-2017 Number of connection pathways defined.</p> <p>KPIs: Enrollment Data of FTIC in Fall 2017 (<b>Institutional Research</b>) Transfer Data (<b>Institutional Research</b>) Numbers of New Students per Connection Pathway (<i>FTIC; Transfer Students; Dual Credit; Early College; CE; etc.</i>) (<b>Institutional Research</b>) List of Connection Pathways. (<b>VPAS/Advisors/Chairs</b>)</p>				

## RUBRIC FOR EVALUATING DEPARTMENT/UNIT STRATEGIC ASSESSMENT PLAN

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<b>Assessment Element – Targets</b>				
<b>Missing Score = 0</b>	<b>Under Developed Score = 1 – 3</b>	<b>Adequately Developed Score = 4 – 7</b>	<b>Well Developed Score = 8 – 10</b>	<b>Score</b>
<input type="checkbox"/> None	<input type="checkbox"/> Not aligned with measure <input type="checkbox"/> No timeframe for completion <input type="checkbox"/> No description of results to be achieved  <b>NOTES:</b>	<input type="checkbox"/> Some alignment with measure <input type="checkbox"/> Timeframe for completion <input type="checkbox"/> Sufficient description of result to be achieved  <b>NOTES:</b>	<input type="checkbox"/> Clear alignment with measure <input type="checkbox"/> Clear timeframe for completion <input type="checkbox"/> Effective description of results to be achieved  <b>NOTES:</b>	<b>Targets Score:</b>
Supporting comment(s) to justify or explain a <b>Targets</b> score which is less than 8.				
<b>Example Targets</b> Source: San Antonio College 2019-2022 Strategic Plan - Plan Year 2019-2020 Increase 3 year full-time FTIC graduation by 2 percentage points from benchmark 30.2% by August 31, 2020. Source: San Antonio College 2016-2019 Strategic Plan – Plan Year 2016-2017 By Spring 2017, 100% of connection pathways will be defined.				

## RUBRIC FOR EVALUATING DEPARTMENT/UNIT STRATEGIC ASSESSMENT PLAN

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Assessment Element – Findings				
Missing Score = 0	Under Developed Score = 1 – 3	Adequately Developed Score = 4 – 7	Well Developed Score = 8 – 10	Score
<input type="checkbox"/> None	<input type="checkbox"/> Data not available this cycle <input type="checkbox"/> Findings lack relevance to the goal and the objective <input type="checkbox"/> Findings indicate that measures and targets were not appropriate for the goal and the objective  <b>NOTES:</b>	<input type="checkbox"/> Some findings show adequate relevance to goals and objective <input type="checkbox"/> Multiple findings reported with adequate detail <input type="checkbox"/> Some findings show how results are used to make improvements  <b>NOTES:</b>	<input type="checkbox"/> One finding per target reported <input type="checkbox"/> All findings reported thoroughly and clearly <input type="checkbox"/> All findings show how results will be used to make improvements <input type="checkbox"/> Findings show depth of analysis and comprehensive understanding of data implications <input type="checkbox"/> Findings discuss the patterns and trends over time (year-to-year if appropriate)  <b>NOTES:</b>	<b>Findings Score:</b>
Supporting comment(s) to justify or explain a <b>Findings</b> score which is less than 8.				
<p><b>Example Finding with associated target</b>  <u>Source:</u> San Antonio College Entity Strategic Plans - Plan Year 2018-2019                      Student Success –Target: By the end of each semester, 100% of VA students will be assigned to an advisor.  <b>Finding</b> (2018-2019) – Target: Met                      Most students are assigned to advisors during NSO. For those students who are not assigned at NSO, advisors are assigned within 2 working days of receiving reports from the data analyst.                      Academic Success – Target: 5% increase in the use of our study centers comparing Fall 2017 to Fall 2018 data.  <b>Finding</b> (2018-2019) – Target: Not Reported This Cycle                      Mid-Year Update: Usage of the BioSpot, ChemSpot and GeoSpot has continued to rise based on [students’] check-ins and tutoring sessions conducted. Fall to fall comparisons show a 22.19% increase in student check-ins in all the "Spots" combined and a 31.19% increase in tutoring sessions. We continue to use strategies to increase the visibility of the student centers in each department.</p>				

## RUBRIC FOR EVALUATING DEPARTMENT/UNIT STRATEGIC ASSESSMENT PLAN

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Assessment Element – <b>Action Plan(s)</b> for Targets with status of: Not Met or Partially Met				
Missing Score = 0	Under Developed Score = 1 – 3	Adequately Developed Score = 4 – 7	Well Developed Score = 8 – 10	Score
<input type="checkbox"/> None	<input type="checkbox"/> No action plans evident <input type="checkbox"/> Action plans not aligned with goals and objectives <input type="checkbox"/> No timeframe for completion <input type="checkbox"/> No description of action plans  <b>NOTES:</b>	<input type="checkbox"/> Some action plans developed <input type="checkbox"/> Some action plans aligned to how the goals and objectives will be accomplished <input type="checkbox"/> Action plans are detailed enough to act as a monitoring process for the department <input type="checkbox"/> A process is in place to review and evaluate progress on the goals, objectives, and actions  <b>NOTES:</b>	<input type="checkbox"/> Action plans describe how the goals and objectives will be accomplished <input type="checkbox"/> Action plans are detailed, and show sequential steps to be taken to implement the strategies selected <input type="checkbox"/> Action plans are detailed enough to act as a monitoring process for the department/unit <input type="checkbox"/> Action plans describe how the department/unit plans to review and evaluate progress on the goals, objectives, and actions  <b>NOTES:</b>	<b>Action Plan(s) Score</b>
Supporting comment(s) to justify or explain an <b>Action Plan(s)</b> score which is less than 8.				
<p><b>Example Action Plan</b>                      Source: San Antonio College Strategic Plan – Plan Year 2016-2017  <b>Description:</b> Workforce and transfer programs have been mapped – the process of reviewing accuracy is ongoing.  <b>Implementation Status:</b> Planned  <b>Priority:</b> High  <b>Relationships:</b> Measure: PATHWAYS GOAL 1: Access   <b>Objective:</b> PATHWAYS GOAL 1: Access</p>				

## RUBRIC FOR EVALUATING DEPARTMENT/UNIT STRATEGIC ASSESSMENT PLAN

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<b>Assessment Element – Strategic Planning Outcomes Analysis</b>				
Missing Score = 0	Under Developed Score = 1 – 3	Adequately Developed Score = 4 – 7	Well Developed Score = 8 – 10	Score
<input type="checkbox"/> None	<input type="checkbox"/> Analysis is incomplete or is not provided <input type="checkbox"/> Analysis lacks relevance to the goal and objective  <b>NOTES:</b>	<input type="checkbox"/> Analysis questions are poorly answered and do not clearly/adequately answer how assessment findings are used to make improvements <input type="checkbox"/> Analysis shows relevance to goals and objectives  <b>NOTES:</b>	<input type="checkbox"/> All responses to analysis questions are well developed and thoroughly and clearly answered <input type="checkbox"/> Analysis responses show how assessment findings are used to make improvements <input type="checkbox"/> Analysis shows relevance to goals and objectives <input type="checkbox"/> Analysis demonstrates an understanding of the “big picture” implications of this work  <b>NOTES:</b>	<b>Strategic Planning Outcomes Analysis Score:</b>
Supporting comment(s) to justify or explain a <b>Strategic Planning Outcomes Analysis</b> score less which is less than 8.				
<b>Strategic Planning Outcomes Analysis</b> Completion of the Strategic Planning Outcomes Analysis was new for Spring 2021. Analysis Questions are incorporated in the Strategic Planning Outcomes Analysis.				