

San Antonio College Strategic Planning Terms

Terms appear in the order utilized in documenting a unit strategic plan at San Antonio College.

Term	Definition/Description	Remarks
Mission Statement	<p>The mission statement is a broad statement, which describes your unit/department direction/purpose. Your unit/department mission statement should reflect your unit/department contribution to the San Antonio College mission.</p> <p>Mission statements should communicate</p> <ul style="list-style-type: none"> • WHO you are <ul style="list-style-type: none"> ○ State the name of your unit/department • WHAT you do <ul style="list-style-type: none"> ○ Include the primary functions/activities of the unit/department • For WHOM you do it <ul style="list-style-type: none"> ○ Who are the stakeholders of your unit/department? ○ The groups or individuals participating in your unit/department and those that are to benefit from your unit/department • WHY you do it <ul style="list-style-type: none"> ○ The unit/department's purpose – the primary reasons for the major activities/operations being performed <p>The mission statement gives your unit/department a unique identity distinguishing it from similar areas.</p>	<p>A mission statement may have the following general format; the order of the various elements may be different, they do not need to follow the order shown.</p> <p>The mission of the [name of your unit/department] is to [unit's/department's primary purpose(s)] by providing [primary functions or activities of the unit/department] to [your stakeholders]. (Additional clarifying statements.)</p>
	<p>Examples</p> <p>Student Success – The mission of the Office of Student Records is to maintain stewardship and integrity of student academic records, manage student and institutional academic policies, enroll undergraduate applicants who will, both individually and collectively, benefit from the college learning environment through academic and personal enrichment development.</p> <p>Academic Success – The Student Development Department supports students' transition to college through the development of motivation, self-responsibility and success strategies. We guide students in determining degree and career goals and establishing concrete plans to meet those goals.</p> <p>College Services – The mission of the Institutional Research Department at San Antonio College is to facilitate institutional decision making at San Antonio College by * providing integrated analysis and research needed by decision makers, * building data collections, * facilitating access to data, * and providing training and tools. <i>"Information at your fingertips"</i></p>	

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Goal	<p>A goal broadly describes what is essential to move from the mission toward the vision. Goals are written, long-range outcomes in broad, sometimes general language.</p> <p>Click Strategic Plan 2019-2022 to view San Antonio College strategic goals.</p>	<p>A goal normally begins with words or a phrase such as</p> <ul style="list-style-type: none"> • Achieve • Develop • Implement • To provide • To establish • To ensure
	<p>College Goal Examples</p> <p>Student Success Goal 1: Achieve higher rates of enrollment, persistence, retention, engagement, completion, and graduation across all student groups.</p> <p>Principle-Centered Leadership Goal 1: Develop strategies and systems that promote leadership development and accountability.</p> <p>Performance Excellence Goal 1: Implement a college-wide scorecard process to share and cascade goals, measures, and outcomes aligned to the strategic plan.</p> <p>Equity Goal 1: Define, develop, and implement an equity strategy and action plan that informs each strategic priority.</p> <p>Unit/Department Goal Examples</p> <p>To provide accurate and timely reports to San Antonio College administrators.</p> <p>To provide safe, clean, well-maintained and visually attractive buildings and grounds for the enjoyment of students, faculty, and staff.</p>	
Objective	<p>An objective is a task, to be completed in order to achieve a goal. An objective is specific and measurable, and it is essential to accomplish the objective within a specified timeframe.</p>	<p>Achieving a goal may entail accomplishing a number of objectives.</p>
	<p>Examples</p> <p>Student Success – Increase the number of high school seniors who complete enrollment and register for SAC classes prior to graduation.</p> <p>Academic Success – The [Mexican American Studies], MAS program will offer courses in different parts of term (Flex) and through different modalities (online, hybrid).</p> <p>College Services – Acquisition of the imagery required to complete the visualizations of the Scobee Planetarium “Ancient Observatories” presentation.</p>	

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Measure	A way for gauging attainment of projected outcomes.	<p>A measure specifies a performance target, for example a percentage or a number.</p> <p>Tips – Developing Methods and Measures and Data Collection</p> <ul style="list-style-type: none"> • Before data collection commences, setting methods and measures is essential. • For targets easily met – raise the bar, or change the method, measure, and/or the target to improve outcomes. • Do not recommend completion of a project, as an assessment method, since completion of the project will not provide information on how to improve. • Data collection needs to occur as a regular activity of your unit/department. The more automated or routine data collection is for your unit/department; it will be easier to integrate with your activities. • Data collection, as a responsibility, assigned to an individual increases the probability data collection occurs.
	<p>Examples</p> <p>For administrative units – satisfaction surveys, number of complaints, count of participants, growth in participation, average wait time, average service time, staff training hours, etc.</p> <p>Weekly Argos report to identify students without an assigned advisor.</p> <p>Course completion rate, productive grade rate, etc.</p>	
	Target	
Target	A target is a specific value you expect to achieve, for example – percent.	<p>Develop targets or benchmarks for each objective-measure.</p> <ul style="list-style-type: none"> • Beginning with the 2020-2021 Plan Year, the recommended format to convey a target: <p>From Point A (starting point – % or number) to Point B (projected achievement – increase or decrease by % or number), by time frame (if using semester, indicate beginning or end of semester) or specific date to review/analyze data.</p> • If a new measure is established, indicate benchmark data (or standard) to evaluate the new measure is being collected.

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	Examples Student Success – By the end of each semester, 100% of VA students will be assigned to an advisor. Academic Success – 5% increase in the use of our study centers comparing Fall 2017 to Fall 2018 data. College Services – Excel report validating 100% completion of installation of FileVault configuration on all pre-identified laptops.	
Finding	Comparing and reporting on results – the actual/achieved with the established target.	Once data is collected – compute results or findings; consider the following. <ul style="list-style-type: none"> • What do the results mean for your unit/department? • What did your unit/department learn? • Did your unit/department meet the target or not? • Why did your unit/department reach or not reach the target? • What strength does the data reflect relative to your unit/department or its operations? • How can identified strengths, be further strengthened? • In terms of strategies, <ul style="list-style-type: none"> ○ Which were successful? ○ Which were not successful? ○ What strategies will be utilized to improve outcomes? • Based on the results, what area(s) are excelling? • Based on the results, what area(s) need attention to correct problems/issues? • What highlights or challenges did the entity encounter?
	Examples – Finding with associated target. Student Success – Target: By the end of each semester, 100% of VA students will be assigned to an advisor. Finding (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.	

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	<p>Finding (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> <p>College Services – Target: Excel report validating 100% completion of installation of FileVault configuration on all pre-identified laptops.</p> <p>Finding (2018-2019) – Target: Not Reported This Cycle Mid-Year Review: 1-25-2019 This year the team will continue the encryption process for MAC Laptops. The project is on target for completion on [8-30-2019]. Tasks pending: Development of procedures for File Vault, Train Technical Staff, Implement and Test solution.</p>	
Action Plan	<p>A sequence of steps that must be taken, or activities that must be performed well, for a strategy to succeed. An action plan has three major elements (1) Specific tasks: what will be done and by whom. (2) Time horizon: when will it be done. (3) Resource allocation: What specific funds are available for specific activities. Also called action program.</p>	<p>In assessing outcomes, you gain information, which helps you determine where implementing change can improve outcomes and make your unit/department and San Antonio College more effective. Just as identified problems or concerns demonstrate an improvement or correction opportunity, successfully met or exceeded targets also represent an opportunity to further improve. Consequently, determining how to use results to improve performance and stating those actions in the Action Plan is important.</p> <p>In the assessment process leading to an Action Plan, consider WHAT:</p> <ul style="list-style-type: none"> • Changes need to be made • Additional data are needed • Resources are needed • Actions you plan to take <ul style="list-style-type: none"> • WHO is responsible? • WHEN will it be done? <p>When a target is met or exceeded, the unit/department may determine no change is required and state, "No action required." The unit/department should assess the same target the next year; if repeated results occur, and the staff insure the target's attainment, the unit/department should consider assessing a different target the following cycle.</p>

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	Example template for documenting an Action Plan. <div><table><tr><th colspan="7">Goal:</th></tr><tr><th>Objective</th><th>Target</th><th>Success Indicators</th><th>Action Steps</th><th>Time Frame/ Deadline</th><th>Responsible Person(s)</th><th>Status</th></tr><tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr></table></div>		Goal:							Objective	Target	Success Indicators	Action Steps	Time Frame/ Deadline	Responsible Person(s)	Status							
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Strategic Planning Outcomes Analysis	The priority, goal, objective, measure, and target for one initiative of the current plan year is selected for completion of the Strategic Planning Outcomes Analysis. For the identified initiative, the current Finding/Analysis, the prior plan year Action Plan (if applicable), internal/external influences impacting the initiative (if applicable), and describing an Improvement/ Action Plan for the initiative are utilized to complete the Strategic Planning Outcomes Analysis.	The Strategic Planning Outcomes Analysis incorporates Analysis Questions utilized in prior plan years. At San Antonio College, the Strategic Planning Outcomes Analysis will be utilized at Mid-Year – SPRING and Year-End – FALL SAC Scores Assessment Day events.																					
	View Strategic Planning Outcomes Analysis																						

SOURCES

Definition of terms, associated information, and examples were adapted from the following sources.

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