2016-2019 Strategic Priorities and Strategic Plan

Approved By SAC College Council, 7/12/2016

Mission Statement

To empower our community for success by meeting the postsecondary learning needs of a diverse and 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.

Purpose

San Antonio College fulfills its mission by offering the following:

- Transfer education designed to provide students with the first years of the bachelor's degree
- General education courses in the liberal arts and sciences to support all college degree programs
- Career preparation provided through a wide range of programs to prepare students for immediate employment
- Developmental studies for students to bring their basic skills to a level appropriate for college work
- Continuing education, including a variety of enrichment, training, licensure, and professional programs
- Academic and student support services for all students, including those with special needs, that include comprehensive advising and monitoring, high quality learning resources, assessment, counseling, tutoring, and financial assistance
- Academic co-curricular activities and social and cultural activities; and information literacy

Vision

San Antonio College will be the best in the nation in Student Success and Performance Excellence.

Values

We are committed to our college and our community through our values:

- Students First
- Respect for All
- Collaboration
- Community Engaged
- Can Do spirit
- Data-Informed

Strategic Priorities

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

STRENGTHEN SUSTAINABILITY
Establish, align and reinforce systems and processes that position the college to respond to internal and external challenges.

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

EMBRACE DIVERSITY AND INCLUSION
Respect, and value difference in our students, workforce, and community and develop conditions that support and encourage each individual to attain their full potential.

Goals

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

Objectives:

- *By Spring of 2018, SAC will define clear pathways by which students may access the college.*

- *By Fall 2018, SAC will design and deploy clear pathways for college completion for all institutes and corresponding academic programs.*

- *By Summer 2019, SAC will assess and strengthen established educational pathways for all students.*

Pathways Goal 2:
Enhance effectiveness of key system-wide processes necessary to support and advance student pathways.

Objectives:

- *By Spring of 2018, SAC will define, map and evaluate the key processes supporting the success of student pathways.*

- *By Spring of 2019, SAC will plan and integrate results-based improvements to key processes that support student pathways.*

Sustainability Goal 3:
Strengthen the college's infrastructure and resources to prepare for and manage internal and external changes.

Objectives:

- *By Spring of 2017, SAC will develop master plans, with a vision toward the future, for the college's physical, technological and fiscal resources.*

- *By Spring 2019, SAC will institute, assess, align, and improve the master plans pertaining to the college's physical, technological and fiscal resources.*

Sustainability Goal 4:
Identify, review and evaluate up-coming changes and external challenges that could potentially impact the college.

Objectives:

- *By Spring 2017, SAC will establish structures designed to conduct on-going internal and external scanning to identify changes that may impact the college and require a strategic response.*

- *By Spring 2019, SAC will continuously define and implement strategies to address identified upcoming changes/challenges that impact the college.*

Foster Excellence Goal 5:
Incorporate and support a culture of responsibility for students as an inherent part of their SAC experience.

Objectives:

- *Fall 2016-Spring, 2019; SAC will work to ensure students understand the responsibilities and expectations associated with each aspect of their college journey.*

- *Fall 2016-Spring, 2019; SAC will support all students in fulfilling expectations by providing guidance, instruction, and resources to promote individual excellence.*

- *Fall 2016-Spring 2019; SAC will expand and enhance opportunities for students to receive timely feedback regarding progress and to celebrate accomplishments.*

- *Fall 2016-Spring 2019; SAC will create or expand processes within the*

college by which students are assessed and appropriate follow-up is completed.

Foster Excellence Goal 6:
Embrace and support a performance-based culture to optimize effectiveness of the college workforce.

Objectives:

- *By Spring 2017, SAC will ensure that all employees clearly understand the responsibilities/expectations of their positions.*

- *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.*

- *By Spring 2019, SAC will expand and improve opportunities for employees to be appreciated, acknowledged or recognized for individual performance excellence.*

- *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.*

Foster Excellence Goal 7:
Utilize comprehensive assessment of operational and learning outcomes to advance effectiveness of the college and individual college units.

Objectives:

- *By Spring 2017, SAC will develop a more comprehensive plan for aligning the college budgeting process with strategic planning.*

- *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.*

- *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.*

Diversity Goal 8:
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.

Objectives:

- *By Spring 2017, SAC will develop and utilize predictive/prescriptive analytics and other data to develop a more comprehensive understanding of SAC students.*

- *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.*

- *By Spring 2019, SAC will strengthen academic and student success processes in response to results from expanded metrics around SAC students and their needs.*

Diversity Goal 9:
Increase outreach and strengthen partnerships with SAC's neighboring communities, local business, government or educational entities to expand diversity/inclusion.

Objectives:

- *By Spring 2017, SAC will identify existing programs and opportunities for meeting the needs of students in our "backyard".*

- *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 10:
Recognize the differing levels of expertise and knowledge of SAC's workforce by developing opportunities for each individual employee to attain their full potential.

Objectives:

- *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.*