

SAN ANTONIO COLLEGE

RUBRIC FOR EVALUATING DEPARTMENT/UNIT STRATEGIC ASSESSMENT PLAN

Evaluating

Evaluator

Assessment Element – Mission Statement				
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"/> 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 NOTES:	<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 NOTES:	<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) NOTES:	Mission Statement Score:
<input type="checkbox"/> Supporting comment(s) to justify or explain the Mission Statement score which is less than 8.				
<p><u>Example Mission Statement</u></p> <p>Source: San Antonio College 2019-2022 Strategic Plan</p> <p>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>				

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Assessment Element – Goals				
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 mission statement <input type="checkbox"/> Too many or too few <input type="checkbox"/> Too vague <input type="checkbox"/> Too specific NOTES:	<input type="checkbox"/> Alignment to mission <input type="checkbox"/> More specific expression of aspirations than mission but still general NOTES:	<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 NOTES:	Goals Score:
<input type="checkbox"/> Supporting comment(s) to justify or explain a Goals score which is less than 8.				
Example Goals <u>Source:</u> San Antonio College 2019-2022 Strategic Plan Student Success Goal 1: Achieve higher rates of enrollment, persistence, retention, engagement, completion, and graduation across all student groups. Principle-Centered Leadership Goal 1: Develop strategies and systems that promote leadership development and accountability. Performance Excellence Goal 1: Implement a college-wide scorecard process to share and cascade goals, measures, and outcomes aligned to the strategic plan. Equity Goal 1: Define, develop, and implement an equity strategy and action plan that informs each strategic priority. <u>Source:</u> 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.				

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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 NOTES:	<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 NOTES:	<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 NOTES:	Objectives Score:
<input type="checkbox"/> Supporting comment(s) to justify or explain an Objectives score which is less than 8.				
Example Objectives 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 Objective 1: PATHWAYS GOAL 1: Access By Spring of 2018, SAC will define clear pathways by which students may access the college.				

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Assessment Element – Measures				
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 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 NOTES:	<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 NOTES:	<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 NOTES:	Measures Score:
<input type="checkbox"/> Supporting comment(s) to justify or explain the Measures score.				
Example Measures <u>Source:</u> San Antonio College 2019-2022 Strategic Plan – Plan Year 2019-2020 Degrees and certificates awarded. <u>Source:</u> San Antonio College 2016-2019 Strategic Plan – Plan Year 2016-2017 Number of connection pathways defined. KPIs: Enrollment Data of FTIC in Fall 2017 (Institutional Research) Transfer Data (Institutional Research) Numbers of New Students per Connection Pathway (<i>FTIC; Transfer Students; Dual Credit; Early College; CE; etc.</i> (Institutional Research)) List of Connection Pathways. (VPAS/Advisors/Chairs)				

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Assessment Element – Targets				
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 measure <input type="checkbox"/> No timeframe for completion <input type="checkbox"/> No description of results to be achieved NOTES:	<input type="checkbox"/> Some alignment with measure <input type="checkbox"/> Timeframe for completion <input type="checkbox"/> Sufficient description of result to be achieved NOTES:	<input type="checkbox"/> Clear alignment with measure <input type="checkbox"/> Clear timeframe for completion <input type="checkbox"/> Effective description of results to be achieved NOTES:	Targets Score:
<input type="checkbox"/> Supporting comment(s) to justify or explain the Targets score.				
Example Targets <u>Source:</u> 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. <u>Source:</u> San Antonio College 2016-2019 Strategic Plan – Plan Year 2016-2017 By Spring 2017, 100% of connection pathways will be defined.				

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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 NOTES:	<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 NOTES:	<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) NOTES:	Findings Score:
<input type="checkbox"/> Supporting comment(s) to justify or explain the Findings score.				
<p>Example Finding with associated target</p> <p><u>Source:</u> San Antonio College Entity Strategic Plans - Plan Year 2018-2019</p> <p>Student Success –Target: By the end of each semester, 100% of VA students will be assigned to an advisor.</p> <p>Finding (2018-2019) – Target: Met</p> <p>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.</p> <p>Academic Success – Target: 5% increase in the use of our study centers comparing Fall 2017 to Fall 2018 data.</p> <p>Finding (2018-2019) – Target: Not Reported This Cycle</p> <p>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>				

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Assessment Element – Action Plan(s) 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 NOTES:	<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 NOTES:	<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 NOTES:	Action Plan(s) Score:
<input type="checkbox"/> Supporting comment(s) to justify or explain the Action Plan(s) score.				
Example Action Plan Source: San Antonio College Strategic Plan – Plan Year 2016-2017 Description: Workforce and transfer programs have been mapped – the process of reviewing accuracy is ongoing. Implementation Status: Planned Priority: High Relationships: Measure: PATHWAYS GOAL 1: Access Objective: PATHWAYS GOAL 1: Access Established in Cycle: 2016-2017				

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Assessment Element – Strategic Planning Outcomes Analysis				
Missing Score = 0	Under Developed Score = 1 – 3 DOES NOT MEET	Adequately Developed Score = 4 – 7 MEETS	Well Developed Score = 8 – 10 EXCEEDS	Score
<input type="checkbox"/> None	<input type="checkbox"/> Finding/Analysis answer is incomplete or is not provided <input type="checkbox"/> Action Plan (if applicable) is incomplete <input type="checkbox"/> Internal or External Influence(s) (if applicable) are incomplete Improvement/Action Plan <input type="checkbox"/> Is not provided <input type="checkbox"/> Is not adequate/does not demonstrate relationship to improvement NOTES:	<input type="checkbox"/> Finding/Analysis question is poorly answered and does not clearly/adequately show progress toward achieving the intended target <input type="checkbox"/> Finding/Analysis shows relevance to the one identified initiative and indicates if the intended target was/was not achieved <input type="checkbox"/> Internal/External Influence(s) are identified and show relevance to the one identified initiative <input type="checkbox"/> Improvement/Action Plan Shows relevance to goals and objectives <input type="checkbox"/> Improvement/Action Plan Answers what action(s) are to be taken to advance progress on attaining the identified initiative during the remainder of the planning cycle NOTES:	<input type="checkbox"/> Response to the Finding/Analysis question shows relevance to the goal and objective <input type="checkbox"/> Response to the Finding/Analysis question is well developed and thoroughly and clearly answered <input type="checkbox"/> The Action Plan response shows how assessment findings are used to make improvements to identified opportunities for improvement (OFIs) <input type="checkbox"/> Internal/External Influence(s) show relevance to the one identified initiative and if there is a need for a modified or new goal <input type="checkbox"/> Improvement/Action Plan describes how the initiative will be accomplished <input type="checkbox"/> Improvement/Action Plan is detailed, and shows sequential steps to take to implement the strategies selected NOTES:	Strategic Planning Outcomes Analysis Score:
<input type="checkbox"/> Supporting comment(s) to justify or explain a Strategic Planning Outcomes Analysis score which is less than 8.				
View Strategic Planning Outcomes Analysis Completion of the Strategic Planning Outcomes Analysis is new for Spring 2021. Analysis Questions are incorporated in the Strategic Planning Outcomes Analysis.				