

**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>
Supporting comment(s) to justify or explain a <b>Mission Statement</b> score which is less than 8.				
<b>Example Mission Statement</b> from: San Antonio College 2016-2019 Strategic Plan  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.				

## RUBRIC FOR EVALUATING DEPARTMENT/UNIT STRATEGIC ASSESSMENT PLAN

<b>Evaluating</b>		<b>Evaluator</b>		
<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.				
<b>Example Goal</b> from: San Antonio College 2016-2019 Strategic Plan for 2016-2017 Year 1  <b>Goal 1: PATHWAYS GOAL 1</b> Engage all students in intentional pathways to ensure student access and improve student success.				

## RUBRIC FOR EVALUATING DEPARTMENT/UNIT STRATEGIC ASSESSMENT PLAN

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<b>Assessment Element – Objectives</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 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.				
<p><b>Example Objective</b> from: San Antonio College 2016-2019 Strategic Plan for 2016-2017 Year 1</p> <p><b>Obj 1: PATHWAYS GOAL 1: Access</b></p> <p><i>By Spring of 2018, SAC will define clear pathways by which students may access the college.</i></p>				

## RUBRIC FOR EVALUATING DEPARTMENT/UNIT STRATEGIC ASSESSMENT PLAN

Evaluating		Evaluator		
<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.				
<b>Example Measure</b> from: San Antonio College 2016-2019 Strategic Plan for 2016-2017 Year 1  Number of connection pathways defined.  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> )				

## 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 Target</b> from: San Antonio College 2016-2019 Strategic Plan for 2016-2017 Year 1  By Spring 2017, 100% of connection pathways will be defined.				

## RUBRIC FOR EVALUATING DEPARTMENT/UNIT STRATEGIC ASSESSMENT PLAN

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<b>Assessment Element – Findings</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"/> 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</b> from: San Antonio College 2016-2019 Strategic Plan for 2016-2017 Year 1</p> <p><b>Mid-Year Analysis:</b> Refer to "Alamo Colleges' Pathways Plan for Full Implementation in Fall 2018." Much of the work has been completed, except for curriculum review process.</p> <p>All workforce and transfer programs are mapped - review of accuracy is in process. Focus has been on college-level maps rather than high school although there is a clear alignment from Institutes to the high school clusters so there is a relationship.</p>				

## RUBRIC FOR EVALUATING DEPARTMENT/UNIT STRATEGIC ASSESSMENT PLAN

Evaluating		Evaluator		
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 or N/A:</b>  •Enter a Score of 0-10, if Action Plan(s) were required.  •Enter N/A if Action Plan(s) were not required.
Supporting comment(s) to justify or explain an <b>Action Plan(s)</b> score which is less than 8.				
<b>Example Action Plan</b> details from: San Antonio College Strategic Plan for 2016-2017, Year 1 of the San Antonio College 2016-2019 Strategic Plan.  <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> <b>Measure:</b> PATHWAYS GOAL 1: Access   <b>Objective:</b> PATHWAYS GOAL 1: Access <b>Established in Cycle:</b> 2016-2017				

## RUBRIC FOR EVALUATING DEPARTMENT/UNIT STRATEGIC ASSESSMENT PLAN

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<b>Assessment Element – Mid-Year Analysis Questions</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"/> 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>Mid-Year Analysis Questions Score:</b>
Supporting comment(s) to justify or explain a <b>Mid-Year Analysis Questions</b> score less which is less than 8.				
<p><b>Example Mid-Year Analysis Question</b> from: San Antonio College Strategic Plan for 2016-2017, Year 1 of the San Antonio College 2016-2019 Strategic Plan.</p> <p><b>[Mid-Year] What specifically did your review and analysis show regarding the progress that has been made toward achieving your goals, objectives, and targets at this point during the current planning cycle?</b></p> <p>San Antonio College is making progress toward achieving goals, objectives, and targets in this planning cycle. For this mid-year analysis, collectively there was a recognition that consensus and understanding of what is needed for achievement of goals, objectives, and targets in this planning cycle will take continued collaboration, reaching-out, collection and analysis of data, and a focus on initiatives that are not quite where they need to be.</p>				